

# Strategic Marketing for Solve-TAD

## The AT. Crowd

Written by Hannah O'Grady, Hannah Prsa, Andy Lu, Lauren Faul, Xiaohan Xu, Charlotte Everingham

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## 1.0 Executive Summary

57,500 Australians under 15 were reported living with a disability (Australian Bureau of Statistics, 2019) many of which could benefit from assistive technology (AT). Solve-TAD is a company that specialises in developing these solutions, allowing children to thrive in areas of home, learning and play. This report explores how the recent merger of Solve and TAD has presented the opportunity to develop integrated marketing strategies and a cohesive brand to further reach their target audience, families of children with disability.

The overall approach was modeled on the Double Diamond framework (Design Council, 2005). This involved dividing the work into four stages; Discover, Define, Develop, Deliver. This approach facilitated collaboration, communication and delegation of responsibilities. Audience and competitor analysis are the two methodologies used to gather results. Audience analysis allowed for an understanding of key stakeholders in the purchase of AT for children with disability. Profiles were created outlining characteristics and consumer behaviour which allowed for the development of targeted marketing strategies. Competitor analysis illustrated that successful marketing strategies exist within the AT and disability sector.

This could be

Based on our findings we developed a set of recommendations:

- Implement marketing strategies that are targeted to each persona, including:
  - Increase online presence in social media platforms
  - Increase value of aesthetics in marketing material
  - Integrate marketing material at healthcare clinics
  - Promote the critical need of AT to ensure participation in schools
- Develop a unified brand and integrated image
  - This could include employing an external web designer at an approximate cost between \$5,000 to \$10,000.

Good - but more was needed on the dimensions of the problem itself, which underpin you

## **2.0 Introduction & Project Aims**

### *2.1 Solve-TAD Background & Merger*

Solve-TAD is an Australian charity based in Victoria and NSW, both organisations have been working together for over 45 years and merged in July 2021. Their combined mission is to change the lives of people living with a disability by providing personalised technology, equipment and services (TAD, 2021). Solve-TAD specialise in a range of custom ATs designed to enhance education, communication, vocation, sports and recreation. Unique solutions are produced and designed specifically for a client's individual need, an example is a sensory box designed for an individual with autism who is drawn to lights and fans (Solve Disability Solutions, 2019). Adaptable solutions can be produced in large quantities with additional alterations tailored to the individual's needs. An example is Freedom Wheels bicycles, Solve-TAD's most successful product that is designed to provide additional support for riders (Freedom Wheels, 2021). The National Disability Insurance Scheme (NDIS) was rolled out in 2016 to support Australians with a significant and permanent disability (NDIS, 2021). Solve-TAD is an NDIS provider meaning it has the ability to use this scheme to get expensive technology to those who need it (Solve and TAD, 2020).

### *2.2 Assistive Technology* Avoid paragraph-by-paragraph sub-headings - rely on in-text transitions to a

AT is any piece of equipment, software program or product system that is used to improve an individual's independence and overall wellbeing (WHO, 2021). ATs are designed for people with physical and cognitive or intellectual disability that are used to maintain or improve their functional capabilities (Assistive Technology Industry Association, 2021). Children with disability face a number of obstacles in their home, learning and play environments. In education the majority of Australian teachers feel under-qualified to teach children with disability (OECD, 2019) and feel there is a lack of targeted professional assistance for children with disability (Australian Journal of Teacher Education, 2019). The lack of accessibility in public playgrounds limits usability and increases parent's perception of risk in typical play activities (Barron et al., Need to 2017). AT enables children with a disability to live healthy, productive and independent lives, allowing them to participate in social and educational activities (WHO, 2018) (Figure 2).



Figure 2. Examples of AT's for children with disability

### 2.3 Marketing Literature & NFP Organisations

The purpose of marketing is to capture the attention of the target market, educate them on the uniqueness of the company and promote brand loyalty (Singh, 2021). Identifying and segmenting the key target market to tailor strategies is critical in achieving effective results. It is important to understand the problem of the target audience experience and how the company is able to solve it. A unified brand and image is also important. When a customer comes into contact with a company they should see consistency and familiarity as this promotes trust and credibility (Trapica, 2021). Non-for-profit (NFP) organisations are not often acknowledged as operating in a highly competitive environment (Decker, 2021). NFP's are challenged to 'do more with less' as they often operate with tight resources and small teams. Whether selling a product, service or promoting a campaign, developing and maintaining a strong image and brand is integral in securing support and funds (Blery et al., 2010). A study on marketing in non-profit organizations advocates for a customer centred model of marketing within NFP's, noting the particular importance of market research and strategic customer centred marketing. (Dolnicar and Lazarevski, 2009)

Can you explain this - i.e. link this to the merger?

## *2.4 Problem statement and its significance*

***“The recent merger of Solve and TAD has presented the opportunity for Solve-TAD to develop integrated marketing strategies and a cohesive brand to further reach the key target audience of families of children with disability”***

As a provider that specialises in customised AT and services Solve-TAD are uniquely positioned to dismantle the barriers children with disability commonly face in areas of home, learning and play. The addition of these technologies in their lives has the potential to prompt social and educational inclusion, allowing for foundational life skills to be developed. Connecting with Solve-TAD early in the child's life is also critical as it opens the door for a lifetime of reliable assistance. An effective marketing strategy would allow Solve-TAD to further reach their audience and a cohesive brand enables the great breadth of their services to be realised.

## *2.5 Aims and objectives*

The aim of this project is to develop and recommend marketing strategies for solve-TAD to strengthen its reach to families of children living with disability who would benefit from their AT. The key objectives that have been identified as steps required to achieve this aim are:

1. Identify key considerations in marketing literature, particularly in the NFP disability sector.
2. Investigate how Solve and TAD's current marketing strategies diverge and converge, particularly in relation to families of children with a disability.
3. Initiate the development of marketing strategies that specifically target families of children with a disability.
4. Begin developing a unified image and brand across multiple media channels.  
The problem of brand/unification needed scaffolding earlier

## 3.0 Approaches & Methods

### 3.1 Overall approach

To encourage interdisciplinary cooperation, we have adopted the Double Diamond framework by The British Design Council (Design Council, 2005). The model consists of four stages that are adapted for efficiency and effectiveness in team work settings. This approach is optimal for collaboration, shared understanding and the delegation of roles and responsibilities.

The Double Diamond approach consists of the following:

#### 1. Discover: Gaining a deeper insight into the problem area.

- We had the opportunity to pitch our ideas to Solve-TAD and obtain company ~~was this comp~~ information to gain a deeper understanding of their current marketing approach.  
From the pitch, we were able to use academic literature to conduct further research.

#### 2. Define: Synthesising research to define and specialise a research problem

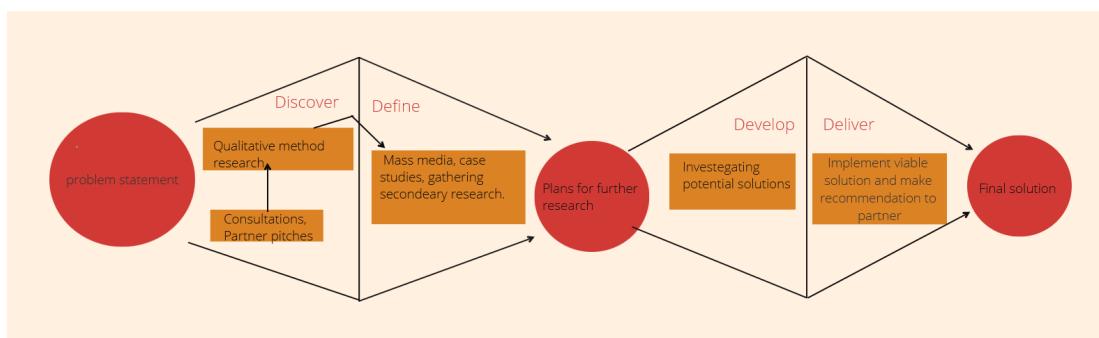
- Converge our broad research to specify the challenges in the complex problem.

#### 3. Develop: Investigating potential solutions

- Based on the predefined problems and qualitative research we developed potential solutions.

#### 4. Deliver: Implementing viable solutions

- In the context of this project, we finalised our ideas by rejecting solutions that were not appropriate and refining recommendations Solve-TAD could implement into their business plan.



**Figure 3. Our Double Diamond approach to the research problem**

### *3.2 Methods & techniques*

In this project we focus on two marketing methodologies and techniques. An audience analysis which was conducted to provide an insight into Solve-TAD's consumer bases paying specific attention to the target audience presented to us in brief; children with disability. Additionally, a competitor analysis was performed to understand the market in which Solve-TAD operates. The main source of data collection is through secondary research. The data has already been collected and our role is to extract the required information for the purpose of the problem statement (Kumar, 2019). The main limitations encountered with secondary research data includes personal bias and availability of the data (Kumar, 2019).

Audience analysis is the process of getting to know your target customer in order to more suitably cater to their needs. Identifying the consumer's demographics, buying patterns and preferences allow a business to make informed marketing decisions. Conducting analysis on this information is a critical component in the development of a marketing plan (Ali, 2021), and often culminates in the form of buyer personas. Personas are semi-functionalized profiles that represent the businesses' "average" customer, they are useful tools in the development of a targeted marketing strategy as they provide key information about what the consumer wants.

citation?  
do you mean analysis of social media?

Social media is useful as it gives an insight into an individual's patterns of behaviour and attitudes towards certain topics (Snelson, 2016). The qualitative resources used in this project to create personas included academic literature, internal Solve-TAD reports and mass media. Conducting audience analysis and developing comprehensive personas for Solve-TAD will aid in the development of marketing strategies and aligns with objective 3.

Competitor analysis is an important method for strategic planning. By gathering information about Solve-TAD's direct competitors, we were able to form a positioning map in order to establish the image of the company against other businesses. Competitor analysis involves two stages, the first stage is to identify the competitor and the second is to evaluate the competition and predict rivalry (Perteraf & Bergen, 2003). Competitors can be identified based on similarities in their operations and consumer bases (Perteraf & Bergen, 2002). In this project, we directly compared the services and AT products that Solve-TAD's competitors engage with and distribute. Additionally we compared the functional and aesthetic aspects of competitors'

websites to Solve and TAD's current websites. We used literature reviews as well as testimonials to gather information and data. Competitor analysis relates to objectives 2 and 4 as it provides foundational knowledge in regards to similarities and differences between Solve and TAD as well as their competitors to develop a cohesive brand image.

### *3.3 Interdisciplinary approaches*

Interdisciplinary perspectives are essential. They have allowed us to accumulate knowledge and apply our skills in order to undertake complex problems (Menken & Keestra, 2016). Our team is composed of students across three main discipline areas; natural sciences, social sciences, and the humanities allowing us as a team to integrate different approaches (Menken & Keestra, 2016). The Double Diamond framework is derived from outside all of our disciplines which facilitated collaboration and teamwork. In order to find potential solutions for the problem statement, our team was able to utilise their key skills from across the disciplines. Our team does not have a background in marketing, however, we were willing to learn and gain a greater understanding of this new discipline. Each team member was able to use their research and analytical skills to understand and articulate new information to demonstrate key findings.

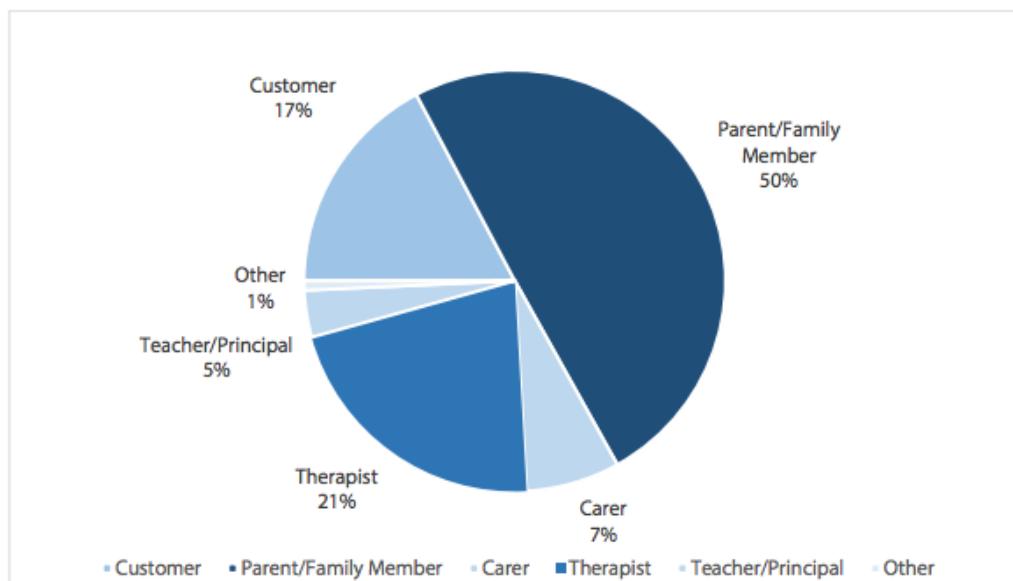
Good but also needed to more directly speak to the delegation across the team of the method

## 4.0 Strategic Targeted Marketing

### 4.1 Findings from audience analysis

Understanding Solve-TAD's audience is imperative in developing meaningful marketing strategies. In order to target families of children with disability, we have identified key stakeholders who are involved in the acquisition of AT for the children. Based on internal customer satisfaction surveys from 2019 (Figure 4) we developed four key personas (Figure 5) that represent Solve-TAD's consumer base. After identifying the personas we conducted further customer analysis to investigate the characteristics of the stakeholder and their consumer behaviour. The research conducted proved critical in understanding consumer patterns for Solve-TAD's combined audience and greatly contributed to the creation of targeted personas.

**Q2. Are you a:**



Other: Support Coordinator

Figure 4. TAD customer feedback survey 2019, Q2 are you a:



Figure 5. Four personas created in response to TAD's 2019 customer analysis findings

### **Persona 1: Protective Pat**

Protective Pat represents a parental figure, guardian, carer or adult family member. The development of this persona was based on academic literature and qualitative analysis of reviews via social media platforms. Solve and TAD have active facebook profiles and reviews that indicate key values and motivations of previous customers. In a review from 2018 a parent stated she didn't like putting limitations on what her child could do (Dillenbeck, 2018), this along with other reviews indicated that Protective Pat wants their child to be independent and included. In a study on parental perceptions of the needs of children with disability, some of the most common concerns parents had included was the inability for their child to attend schools and play with other children (Figure 6)(Ansari et al., 2016). This suggests Pat wants their child to be included in educational settings. *This seems to be a new issue - needs a new paragraph* The Yellow 2020 social media report found that across all ages facebook is the most commonly used social media site with 89% of participants using the platform (Figure 7). It was also recorded that 31% of participants use social media to look for health and medical information and services (Yellow, 2020). This data gives us an insight into how Protective Pat accesses information.

What are other sources of information?

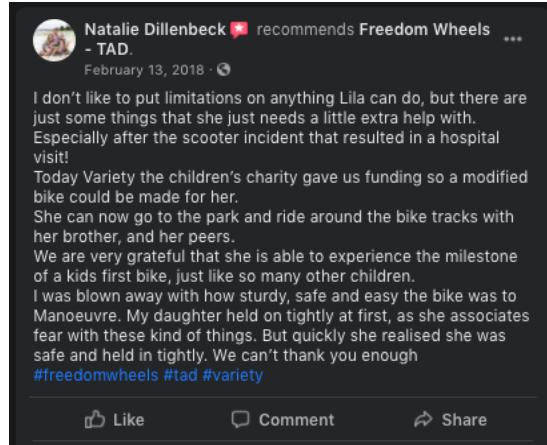


Figure 6. TAD Facebook Post from a parent who acquired AT for their child

**[Table/Fig-4]:**

Information on Parental perceptions collected during interview is described above.

2	Person diagnosing NDD	General Practitioner (22 cases)	Developmental Neurologist/paediatrician (8cases)
3	Most common disability parents are worried for	Inability to walk	a) Inability to attend schools with other children. b) Inability to play with other children. c) Inability to express their needs due to either speech problem or other disability.

Figure 7. Parental perceptions results table (Ansari et al., 2016)

**Q: Which of these social media sites do you use?**

	Total Sample (2012)%	Gender		Age				
		Male	Female	18-29	30-39	40-49	50-64	+65
Facebook	89%	88%	91%	86%	89%	90%	90%	93%
YouTube	54%	56%	53%	67%	60%	56%	50%	35%
Instagram	45%	33%	57%	75%	61%	41%	26%	19%
LinkedIn	20%	24%	17%	19%	24%	26%	19%	14%
Pinterest	20%	11%	28%	24%	25%	18%	17%	13%
Twitter	20%	23%	17%	23%	25%	23%	18%	11%
Snapchat	19%	12%	27%	46%	25%	15%	6%	1%
Tik Tok	7%	4%	9%	17%	11%	3%	0%	0%
Tumblr	5%	5%	6%	12%	4%	5%	2%	1%
Tinder	4%	5%	4%	10%	8%	3%	1%	1%
WeChat	4%	5%	3%	7%	5%	4%	3%	2%

Figure 8. Yellow Social Media Report 2020



The image shows a persona card for 'Protective Pat'. At the top left is a small illustration of a woman sitting cross-legged, holding a baby. To the right of the illustration, the title 'Protective Pat' is written in a large, bold, black font. Below the title, the subtitle 'Parent of child with disability' is written in a smaller, black font. The card is divided into two main sections: 'About me' on the left and 'Consumer Behaviour' on the right. A blue checkmark is drawn on the right side of the card. Below these sections, the text 'I may also be' is followed by three categories: 'Adult Family Member', 'Guardian', and 'Carer/Nanny', each accompanied by a small illustration.

**Protective Pat**

Parent of child with disability

**About me**

- It is important to me that my child is safe and included
- I worry that my child won't be able to attend school
- I don't want my child to feel different or isolated

**Consumer Behaviour**

- I am active on social media and interact with other parents via discussion forums
- I get my information from doctors, other parents and the internet

I may also be

Adult Family Member

Guardian

Carer/Nanny

Figure 9. Protective Pat Persona

### Persona 2: Curious Charlie

Curious Charlie represents a child with a disability. To construct Charlie's persona we drew from literature on the experience of children with disability. A study by Forber-Pratt (2017) suggests that disability identity is a unique phenomenon that shapes a person's way of seeing themselves and the world. This indicates that Curious Charlie's disability is important and tied to their identity, however marketers should be conscious of presenting this as a defining characteristic. Findings from a 2019 survey from Children and Young People with Disability Australia showed that students with disability are routinely excluded in education (Education for young people, 2021). Ballard (2014) further explores how children separated into "special schools" can be isolated from broader society, and advocates for transforming mainstream schools to meet the needs of all children. The present findings suggest that Charlie wants to fit in school environments. A study on stigmas within the AT community identifies the important role of aesthetics for individuals with disability (Dos Santos et al., 2020). The study found aesthetics of AT to be an important factor that influences the adoption or abandonment of the device. This

suggests that Charlie would value aesthetics. Children with disabilities are often dependent on their care-givers and most buying decisions are made in conjunction with adults. Marketing literature suggests children primarily engage with advertising online, for example YouTube and gaming applications (Media Smarts, 2021).



The image shows a persona profile for 'Curious Charlie'. At the top left is a cartoon illustration of a child with dark hair, wearing a red shirt and yellow pants, sitting in a wheelchair. To the right of the illustration, the name 'Curious Charlie' is written in a large, bold, black font. Below the name, the text 'Child with disability' is written in a smaller, gray font. The main body of the profile is divided into two columns. The left column is titled 'About me' and contains a bulleted list: 'I want to fit in and play with my friends at school' and 'My disability is part of my identity but doesn't define me'. The right column is titled 'Consumer Behaviour' and also contains a bulleted list: 'I am dependent on others to provide me with the AT I need', 'I engage with advertising online', and 'I am drawn to aesthetics'. The entire profile is set against a light beige background.

About me	Consumer Behaviour
<ul style="list-style-type: none"><li>I want to fit in and play with my friends at school</li><li>My disability is part of my identity but doesn't define me</li></ul>	<ul style="list-style-type: none"><li>I am dependent on others to provide me with the AT I need</li><li>I engage with advertising online</li><li>I am drawn to aesthetics</li></ul>

Figure 10. Curious Charlie Persona

### Persona 3: Healthy Harriet

Healthy Harriet represents a General Practitioner, Occupational Therapist (OT) or Physiotherapist. Their profile was created based on a document released by the Victorian Government, *Home and Community Care Guiding Principles*, as well as a document by the AT Committee written for Occupational Therapy Australia, *Disability Care & Support Scheme*. Both papers described the role of healthcare workers in aiding people with disability, including that it is their prerogative to improve a client's safety, independence, confidence and participation in everyday life. The AT Committee highlighted that OTs require AT for their practice during private sessions along with recommending clients to AT services for at home use (Figure 11). (State Government Victoria, 2012) (AT Committee, 2010). Furthermore, the resources available for informing healthcare workers include the aforementioned papers. These were written by medical professionals, indicating this is where healthcare providers receive their information.



# Healthy Harriet

Health Care Provider

## About me

- I want my client's to be able to fully engage in activities of everyday life
- I want to improve my client's safety and independence
- I want to increase my client's confidence and participation in the community

## Consumer Behaviour

- I get my information through other medical professionals
- I work in and around clinics as well as client's homes
- I need AT for my practice and I refer my clients to AT services

## I may also be

General Practitioner      Occupational Therapist      Physiotherapist



Figure 11. Healthy Harriet Persona

### Persona 4: Learned Larry

Learned Larry represents a school teacher, principal or school counselor. Their profile was created using information from the NSW department of education, results from the Teaching and Learning International Survey and a paper by the Australian Journal of Teacher Education (OECD, 2019) (Australian Journal of Teacher Education, 2019) (NSW Department of Education, 2020). The (OECD, 2019) identified that the majority of Australian teachers feel under-qualified to teach children with disability and (Australian Journal of Teacher Education, 2019) revealed a lack of targeted professional assistance for children with disability. The NSW department of education resource on children with disability and AT in school highlighted it is a teacher's responsibility to "support the student's access and participation in their learning". Many teachers also find AT confusing and difficult to integrate. In terms of the consumer profile, the NSW department of education provides an additional NDIS fact sheet (NSW Department of Education, 2020), which outlines the AT responsibilities of a teacher, "schools are responsible for making reasonable adjustments to ensure that students with disability can access and participate in

I appreciate the use of gender incl

education... This includes access to AT”, however repairs and ongoing maintenance have to be considered. The fact sheet also states teachers can provide advice on the purchase of AT for families.



Figure 12. Learned Larry Persona

#### *4.2 Recommendations*

Based on the personal and consumer characteristics identified for each persona, we have formulated the following targeted marketing recommendations:

- Protective Pat - Due to their high social media usage we suggest you engage a social media expert to further boost your facebook and online presence. Additionally it is important to emphasise Solve-TAD's marketing material for the potential of AT to improve their child's ability to learn and play inclusively.
- Curious Charlie - It is recommended to produce aesthetic marketing material that is eye-catching and makes them feel confident. Having AT that reflects their personality will contribute to the desirability of the product and overall customer satisfaction.

do they do so currently?

- Healthy Harriet - It is suggested to market directly to health clinics as well as indirectly to families who visit their clinics, through posters and handouts. In particular marketing the AT as useful for use during client sessions both in their practice and during home visits.
- Learned Larry - It is recommended to market into the education sector advocating for assessment days, and encouraging teachers and principals to implement AT in classrooms. The AT should be marketed towards the educator's concerns, by promoting ease of use, low maintenance and emphasising the AT's need to support participation in the classroom. It is also suggested to utilise primary media communication channels such as newsletters. Additionally they could engage a marketing agency to directly target schools.

*Good but missing an assessment of the extent to which Solve-TAD currently does*  
**4.3 Limitations and Feasibility**

One of the limitations of audience analysis results from insufficient resources. Customer analysis was conducted primarily with publicly available information, if we had access to further internal demographic information we may have been able to provide further detailed and accurate profiles. Additionally, we gathered information from Solve and TAD separately however synthesising these proved difficult. For example the two facebook pages served different purposes, we only had access to TAD's 2019 customer surveys and the annual reports contained different information. While they are two merging companies, a unified source of information would have aided in developing continuous and reliable judgement on personal information. We consider these recommended solutions realistic and achievable. At this stage with Solve-TAD not employing a marketing manager we understand that some of these solutions are hard to integrate without a solid team and adequate funds. The next steps that we suggest Solve-TAD explore would be to outsource professionals and consider hiring or sourcing volunteers internally.

## 5.0 Unified Brand Image

### 5.1 Findings from competitor analysis

The first stage of research identified “Novita” and “LifeTecAustralia” as competitors that have similar customised solutions and websites to Solve and TAD. The second stage of analysis is limited by the lack of information on the capability of these businesses to satisfy the consumers needs. Therefore, evaluation primarily focuses on the differences to analyse the relative strength and give a general position plan.

The “Novita” website provided adaptive solutions and assistive services, which means they are not a direct competitor of Solve-TAD’s custom solutions (Novita, 2021). However, the assistive services “Novita” offers such as telehealth and therapy services would be in direct competition with Solve-TAD’s services. In addition, the competitor provides recreation programs targeting school-aged kids and teens living with disability that would negatively impact the market share for Solve-TAD. LifeTec Australia is a company that provides AT such as customised equipment, vision and hearing impairment, environmental control and body support (LifeTec Australia, 2021). These ATs from LifeTec Australia cover both custom and adaptive solutions which would be the direct competitor of Solve-TAD’s AT.

We decided to analyse Solve-TAD’s competitors’ website design to get a better insight of their position within the market. The method used for measuring the design of a website is N35 (Taylor et al., 2001). This includes evaluating according to categories such as the ease of interface, usefulness of information for the target audience and conservation of visitors.

Website designs from competitors that could potentially benefit Solve-TAD’s merged web page include:

- LifeTecAustralia utilises alternative viewing options on their website such as an enhanced readable font (Figure 13). This design brings a group of navigation settings into a single sidebar that improves the consumer experience by assisting them read the information.
- Novita uses a dedicated menu bar (Figure 14) that contains all necessary links to information and the important contact details. This makes it easier for consumers to find

information. Novita's home page only displays the most important messages to strengthen the attraction of the website to their target audience.

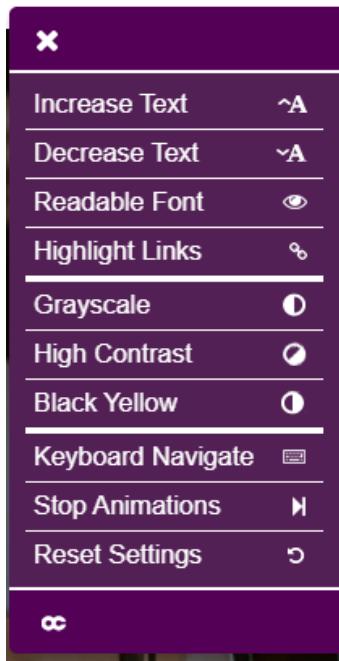


Figure 13. Navigation bar

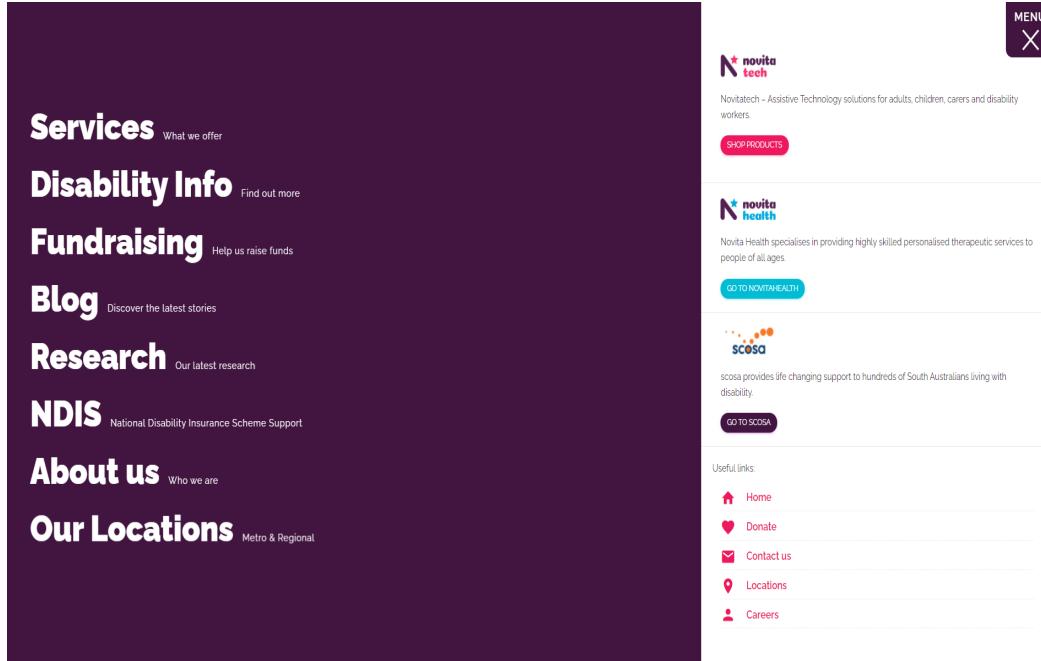


Figure 14. Menu bar

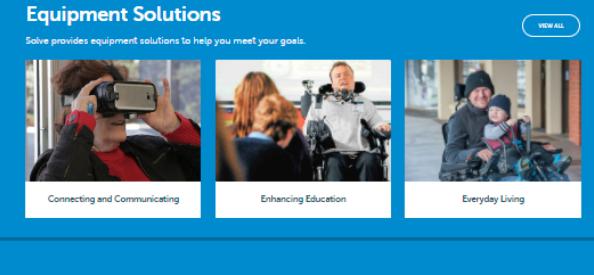
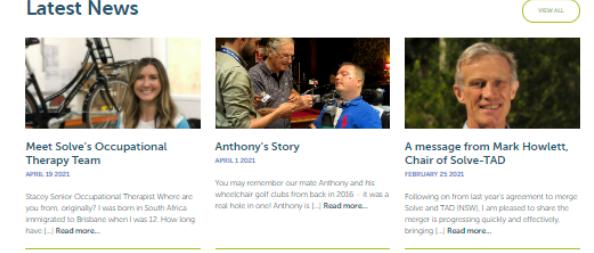
<h3>TAD Website</h3>  <p>TAD changes the lives of people living with a disability by providing personalised technology, equipment and services.</p>  <p><b>Unique Solutions</b> Could a piece of personalised technology or equipment help you to confidently and independently live your life?</p>  <p><b>Adaptable Solutions</b> We have a range of products designed to promote independence in children and adults. TAD understands children have changing needs and can grow quickly so many of the designs are adjustable so they will grow along with your child.</p>  <p><b>Stay in Touch</b></p> <p>First name _____ Last name _____ Email address _____</p> <p><b>CONTACT US</b></p> <p>TAD acknowledges the traditional owners of country throughout Australia and recognises their continuing connection to land, waters and community. We pay our respects to them and their cultures and to elders past, present and emerging.</p> <p><b>TAD</b> CLEVER IDEAS CHANGING LIVES</p> <p>© 2021 TAD. All rights reserved. Privacy Policy</p>	<h3>Solve Website</h3>  <p><b>Assistive Technology built with you for you!</b></p> <p>Since 1879, our skilled volunteers and occupational therapists have delivered over 18 000 innovative solutions to Victorians living with disability.</p> <p><b>READ MORE</b> <b>REQUEST SERVICES</b></p>  <p><b>Equipment For You</b> Discover the thousands of items in every device or system that allows you to perform daily tasks more easily. To ensure you choose the right equipment for you, our team of occupational therapists will work with you to assess your needs and tailor the equipment to meet your specific needs.</p> <p><b>READ MORE</b></p>  <p><b>Occupational Therapy Services</b> State wide occupational therapy services in Victoria helping you to live independently. Our team of highly specialised occupational therapists will work with you to assess your needs and tailor the equipment to meet the individual needs of each person.</p> <p><b>READ MORE</b></p>  <p><b>Custom Bikes</b> The Freedom Wheels custom bike service provides customised bikes, trials and recruitment for people with disabilities who need to travel to meet the individual needs of each person.</p> <p><b>READ MORE</b></p>  <p><b>NDIS &amp; Funding Support</b> Information about how to fund your Assistive Technology and Occupational Therapy services through the NDIS, Medicare, and other funding sources.</p> <p><b>READ MORE</b></p> <p><b>Update: Solve services and Coronavirus (COVID-19)</b> Solve takes seriously our responsibility to protect the health and safety of our customers, staff and volunteers. We are actively monitoring and adapting our operations to manage the COVID-19 crisis to continue to offer our essential allied health services.</p> <p>We continue to accept service requests and referrals!</p> <p><b>ACCESS TELEPHONE SERVICES</b> <b>REQUEST SERVICES</b></p>  <p><b>Equipment Solutions</b> Solve provides equipment solutions to help you meet your goals.</p> <p><b>CONNECTING AND COMMUNICATING</b> <b>ENHANCING EDUCATION</b> <b>EVERYDAY LIVING</b></p> <p><b>VIEW ALL</b></p>  <p><b>Latest News</b></p> <p><b>Meet Solve's Occupational Therapy Team</b> APRIL 22 2021</p> <p>Stacey Senior Occupational Therapist Where are you from, originally? I was born in South Africa immigrated to Brisbane when I was 12. How long have [...] <a href="#">Read more...</a></p> <p><b>Anthony's Story</b> APRIL 22 2021</p> <p>You may remember our mate Anthony and his wheelchair golf clubs from back in 2016 – it was a real hole in one! Anthony is [...] <a href="#">Read more...</a></p> <p><b>A message from Mark Howlett, Chair of Solve-TAD</b> FEBRUARY 25 2021</p> <p>Following on from last year's agreement to merge Solve and TAD (NSW), I am pleased to share the merger is progressing quickly and effectively, bringing [...] <a href="#">Read more...</a></p> <p><b>VIEW ALL</b></p>
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Figure 15. Demonstrates current home page of Solve and TAD

Using the information from the website analysis (Figure 15), we created a Venn diagram (Figure 16) illustrating the main similarities and distinct differences between the two organisations and

made suggestions for developing a unified brand. This aligns with Solve-TAD's 2020 merger exploration goals to increase their reach and impact in the national disability sector (Solve Disability Solutions, 2020) (TAD, 2020). It was formulated according to four main groups: services, social media, products and key website features.

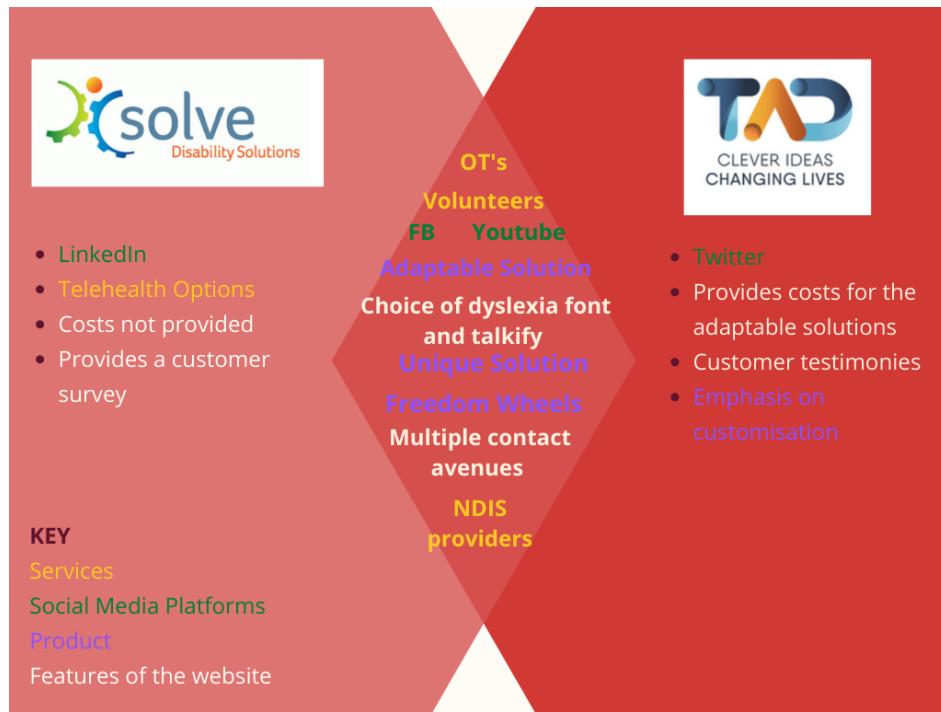


Figure 16. Website Comparison

From the competitor analysis and Solve and TAD comparison, we created a positioning map. Positioning is a marketing strategy which refers to how a brand wants to be perceived in the mind of customers relative to competitor brands (Gigauri, 2019). We based the positioning on the quality of the web page and aesthetics (Figure 17).

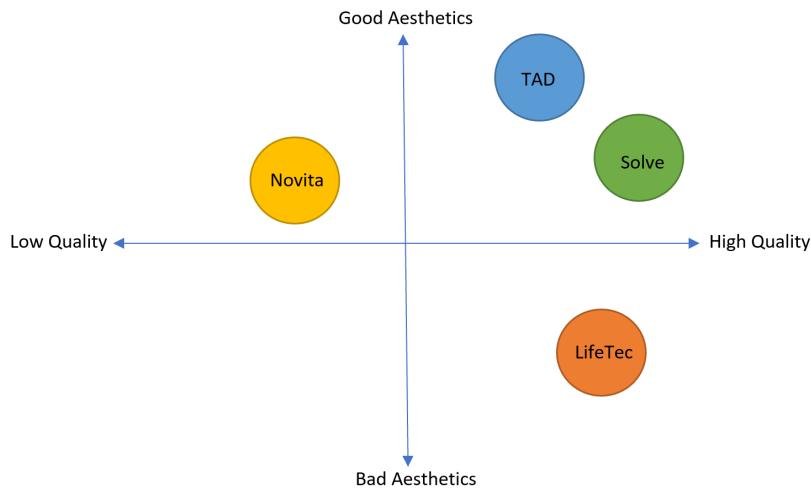


Figure 17. Illustrates Solve and TAD in comparison to the other competitors

## *5.2 Recommendations*

In terms of their branding Solve and TAD are recognised as independent companies. Both NFPs have different websites which can cause confusion for the consumers in understanding the breadth of their adaptable and customised solutions. Without having a cohesive marketing strategy consumers can have an inaccurate representation of the company, which then prevents the development of relationships. We propose that a unified image and brand can improve this.

Branding is an important marketing element for businesses as it provides a unique identity from competitors (Leek & Christodoulides, 2011). A unified brand spreads awareness to existing and new consumers about their mission to change the lives of people living with disability through AT. Developing a stronger relationship with the consumers can result in opportunities for growth and increase overall market share. Therefore, Solve-TAD would significantly benefit from having an integrated website to provide a mainstream message to their target audience, in particular parents and carers.

A decision tree was created to guide potential customers to relevant information on the website in the aims of improving website navigation. It suggested that Solve-TAD could implement a

screening process such as this as part of the unified brand and website, allowing users to quickly identify what they're looking for and where it is on the website.

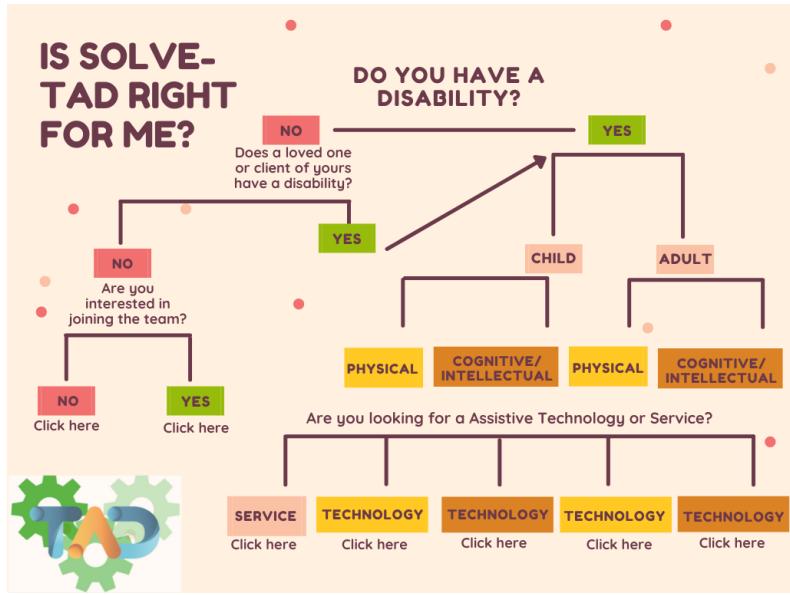


Figure 18. Decision Tree

From our competitor analysis and comparison of Solve and TAD, we have created a mockup website design that represents the values of the partner's emphasizing the customised solutions, services and their mission to change the lives of people living with disability through AT. The colour scheme and layout of the integrated website is similar to both companies' websites. It was noted that TAD's website emphasised customised solutions, this was consequently adopted in the web page design. The annotated website below demonstrates the importance of each feature:

The screenshot shows the homepage of the Solve-TAD website. At the top, there is a navigation bar with links for Home, Adaptable Solutions, Unique Solutions, Freedom Wheels, NDIS & Funding, and More. Social media icons for Facebook, Twitter, LinkedIn, YouTube, and a shopping cart are also present. The main heading is "Assistive technology designed for you". Below the heading is a large photograph of a woman and a young girl smiling, with the woman holding a blue assistive technology device. To the left of the photo is a text box: "Images of previous creations help the clients in understanding the products the company makes". Further down the page is another text box: "A mission statement gives the customer an overall perspective of their aims and objectives". On the right side of the main content area is a smaller inset image showing a person working on electronic components.

Unified logo

Page titles reflects Solve and TAD's website

Social media platforms

Images of previous creations help the clients in understanding the products the company makes

A mission statement gives the customer an overall perspective of their aims and objectives

Our mission

Solve-TAD changes the lives of people living with disability by providing personalised technology, equipment and services.

View Adaptable Solutions Request a Consultation

## Our Unique Solutions

At Solve-TAD we pride ourselves in customising assistive technology to enhance your quality of life

Having success stories and testimonies from past clients can give new customers an insight into Solve-TAD's customised products and the positive impact it has on the individual's life

**Patrick The Light Hearted**  
Patrick had sudden onset of AFM. He is an outgoing boy and loves to participate in outdoor activities

**More Adventures For Hudson**  
Hudson was born with a congenital malformation of his upper limb. He is an adventurous boy is his happiest when he's out and about

**Liam's Musical Table**  
Liam is living with cerebral palsy and uses a wheelchair to help him move around the community

## Upcoming Events

Having upcoming events on the front page can be used to update existing and new clients about community events or assessment days



Weekly newsletters provide customers updates of latest products

Subscribe Form

Email Address

Submit

Thanks for submitting!

Contact us: 1300 663 243  
[f](#) [t](#) [in](#)

©2021 by Solve-TAD. Proudly created with Wix.com

Live chat box allows customers to interact with Solve-TAD to get instant answers to the questions they pose

### *5.3 Limitations and Feasibility*

The main limitation for creating a unified brand image is the brand equity of Solve and TAD. Brand equity is the value that a brand delivers to an organisation. Since Solve and TAD have a rich history and have established themselves independently, they do not want to lose their identity and core values. This continues to be a sensitivity and political issue within Solve-TAD. Additionally, some of the features we wanted to add to the website such as a menu bar similar to Novita and catering the website to individuals who have visual impairments or have dyslexia could not be made using Wix.com. Another limitation with designing the website was our subjective views and opinions. As a team some assumptions were made as there were limited primary resources available to provide sufficient information about user experience and feedback in relation to the interface.

To implement this recommendation, Solve-TAD can hire an external website designer to create an integrated and cohesive webpage. This is beneficial as the designer would have an unbiased opinion of both companies, they're an expert in their field and work efficiently to create a unique end product for clients. However, this solution depends on the allocated funding provided by Solve-TAD. According to Website Builder Expert, a business website would cost between \$5,000 to \$10,000 to set up, design, build and create content for a basic website (Carney, 2021).

## **6.0 Interdisciplinary Synthesis**

The nature of our project involves a transdisciplinary approach that examines the academic and non-academic research in order to provide a holistic view of the complex problem (Menke & Keestran, 2016). The insights from Solve and TAD provide our team with useful ideas in for example? addressing and formulating the problem. Our team consists of various disciplinary backgrounds which demonstrate key features and characteristics of an interdisciplinary team. Fundamental skills that allow for an effective team include problem solving, decision making, adaptability, creativity and critical thinking. The audience and competitor analysis allowed for the How was this interdisc development of the personas and unified branding. The research conducted in creating these

strategies was collaborated across the interdisciplinary areas of our team, this allowed for a productive workflow.

The research problem presented some challenges as we have a limited understanding of the marketing landscape. To overcome this, our team was required to extend beyond our discipline-specific concepts in order to successfully create recommendations for Solve-TAD (Hall et al, 2012). This was completed through utilising our strengths in qualitative research and visual representation. We aimed to practically demonstrate our recommendations by providing and executing examples that take into account the sensitivity of the new merger between Solve and TAD. The website and personas present Solve-TAD an opportunity to improve their overall marketing campaign towards their target audience, families of children with disability.

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## 7.0 Conclusion

This project aimed to develop and recommend marketing strategies for Solve-TAD to strengthen its reach to families of children living with disability who would benefit from their AT.

Academic research into marketing literature and the NFP sector allowed the team to move forward with an insight outside of our present disciplines. This allowed us to make careful considerations when developing the recommendations. Additionally, examining Solve and TAD's current marketing strategies through an evaluative lens enabled our group to identify how the companies act as separate identities and draw on the commonalities, which influenced our recommendations for future brand consolidation. The personas were used to understand Solve-TAD's audience more intimately and provide key insights. This allowed us to develop a set of recommendations for future marketing strategy implementation.

The marketing solutions presented have the potential to make a significant difference in Solve-TAD's ability to effectively reach their target audiences. The audience analysis findings determined four key "types" of stakeholders involved with acquiring and delivering AT to children with disability. By knowing the target audience and their buying patterns, Solve-TAD has the opportunity to effectively market that audience. This could potentially increase their consumer base, sales and overall awareness of their brand. Additionally, developing a unified brand and image would provide clarity to the public and enhance their recognition to new and

established consumers. The recommendation of developing an integrated website would effectively align with both Solve and TAD's objective focus on customised solutions and their unified mission statement to change the lives of people living with disability through AT.

Given the limitations spoken to throughout, can you speak to further research that might be ne

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