

# Mission and Margin:

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Delivering Financial  
Sustainability in Associations

**2025**

**WHITE PAPER: VOLUME ONE**



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## ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Traditional Custodians of Country throughout Australia and recognise their continuing connection to land, waters, and culture. We pay our respects to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples.

# ABOUT MAYVIN GLOBAL

Mayvin Global is a multi-disciplinary consultancy helping organisations unlock their revenue potential and build their long-term capability. We work with associations, government agencies, SMEs, and organisations in a wide range of sectors across Australia and internationally.

With extensive experience designing and implementing creative revenue strategies, we help our clients with commercial and membership model reviews, sponsorship/partnership strategies including bid and tender development and writing. We also conduct feasibility studies and market sounding, and provide expert facilitation, training, and coaching to build long-term capability.

By combining deep sector expertise with innovative thinking, Mayvin Global empowers organisations to grow smarter, strengthen financial sustainability, and achieve measurable impact.



MayvinGlobal



# ABOUT THE AUTHOR

Deanna Varga GAICD, MBA, CICE

## CEO & FOUNDER

Founder of Mayvin Global, Deanna is a strategic leader with over 25 years' experience in business events, tourism, government and the arts. Deanna recognised a common need for organisations to optimise processes, create diverse revenue streams and build individual capability to ensure ongoing success. Her ability to create, foster and leverage relationships ultimately led to the birth of Mayvin Global in 2017.

As a highly skilled operator, Deanna specialises in designing sustainable commercial strategies that drive revenue, profit and engagement across multiple sectors. She has built a team of respected professionals who share her commitment to inspire positive change and deliver real business growth.

Deanna is an Adjunct Associate Professor, University of Technology of Sydney (UTS), an Independent Director with Australasian Society for Ultrasound in Medicine, Non-Executive Director of Transport Heritage NSW Pty and Chair of their Finance, Risk and Audit Committee. She has previously been Regional Advisory Board member for Professional Convention Management Association Asia Pacific (2022-2025) and Board Director of Business Events Sydney.

Mayvin Global's client portfolio includes Assistive Technology Suppliers Australia, the Australian Institute of Company Directors, Community Early Learning Australia, the International Congress and Convention Association, Optometry Australia, Laissez-Faire Catering, Northern Territory Business Events, the Property Council of Australia, and several associations featured throughout this white paper series.



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Special thanks to Northern Territory Business Events for their support of this white paper series.

Publications like this do not happen in isolation. They are the product of an association ecosystem—reflecting the collective experience, insights, and lessons from across the association community.

I am deeply grateful to the association and Not-For-Profit leaders who shared their time, ideas and experiences, and for trusting me to capture their stories. Your candour has helped create a resource that I hope will inspire, guide, and support others as they navigate the complexities of revenue generation, risk mitigation and financial resilience.

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# GIVING BACK

Every leader who contributed to this white paper series was invited to nominate a charity to receive a donation in recognition of their time. Donations were made to three organisations that Mayvin Global has been supporting for several years.

**MS Australia**

**NPY Women's Council**

**Darwin Aboriginal Art Fair Foundation**



# STAY CONNECTED

This is the first volume in a three-part white paper series.

Subscribe via the QR code below to receive the complete series.



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# EXECUTIVE SUMMARY

Don't put all your eggs in one basket. It's a lesson many of us grew up with or learnt the hard way, and its value still holds true.

When we apply it to our organisations, we call it *revenue diversification*, and it remains one of the most important principles of financial sustainability.

Associations have been diversifying their revenue for many years, but in recent times the risk of earning too much income, or profit, from just one or two streams has become a significant issue. This can stem from factors such as small teams only having the capacity to deliver a limited number of major programmes (for example, a national conference or education program), skill sets, or board appetite for change.

## Why is revenue diversification more important now than ever?

Across many sectors and industries, the drive to diversify revenue (and generate surplus) is at an all-time high. Many associations were hit hard during COVID, experiencing first-hand the impact of limited diversification.

The reality is that the environments in which associations operate are now more complex, more competitive, and more changeable than ever. The pressures include economic uncertainty, regulatory changes, digital transformation demands, artificial intelligence, and evolving member expectations including enticing early professionals and new entrants to the sector.

They also include macro business trends such as rising costs/decreasing budgets, the challenge of managing five generations in the workforce,

shifts in working models (including the standardisation of hybrid and working-from-home arrangements), intense global competition, especially in education and information, and ongoing talent shortages.

## Associations have options

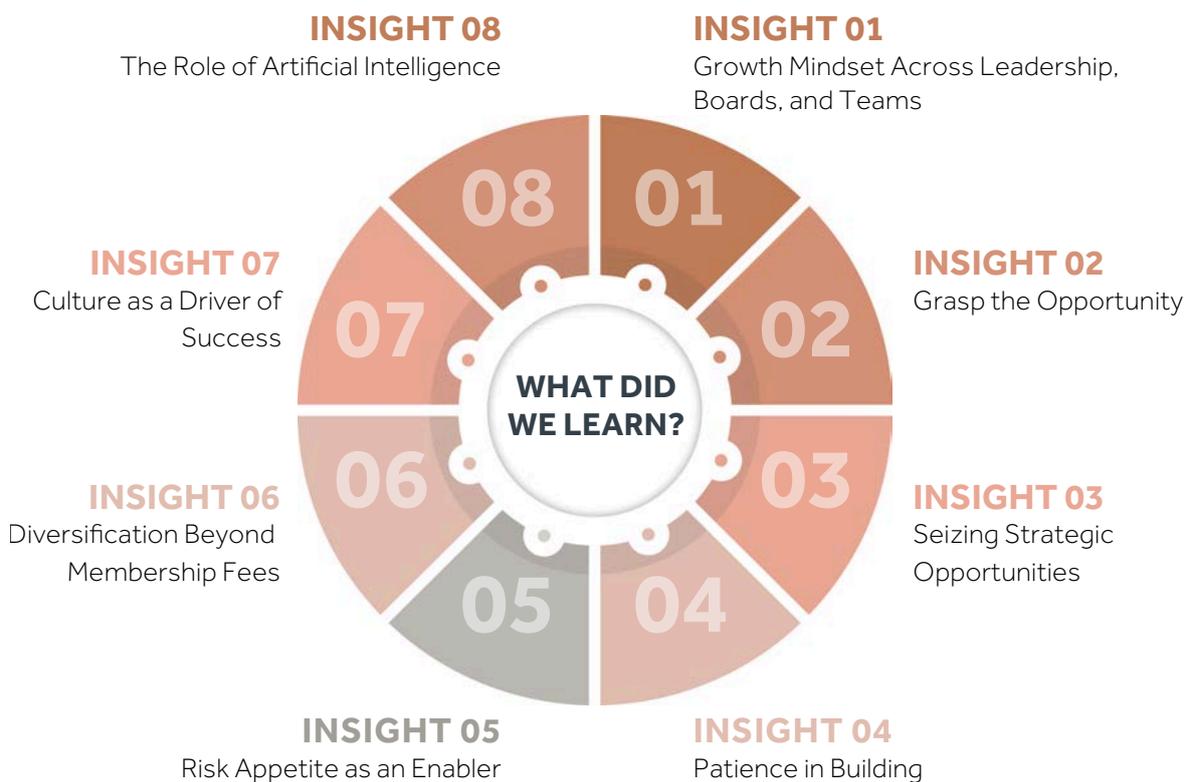
Beyond membership fees, associations have a vast range of potential revenue sources. These include education and training programmes (which rose in profitability during the pandemic), conferences, events and trade shows, sponsorships and partnerships, publications, thought leadership, licensing, accreditation or certification, consultancy and advisory services, job boards and recruitment, advertising, grants and government funding, webinars and on-demand content, data, research and benchmarking reports, facility or asset hire, merchandise and retail products, and philanthropic donations or fundraising campaigns, to name just a few.

There are no absolute rights or wrongs when it comes to choosing revenue streams, nor a "perfect" number to aim for. Central to the purpose of this white paper is to show that, regardless of what sector or business model you have, when looking to your revenue streams, the fundamentals must be met. You will need to invest in people, time, and thinking to give each stream the best chance of delivering a healthy profit margin. You may ask, how much time, how many people, and what is the right number? While there is no one-size-fits-all answer, we hope the case studies in this edition and those to come will provide inspiration for your own decisions.

Welcome to the Mission and Margin: White Paper Series.

## What did we learn?

Our research uncovered eight recurring insights into how organisations grow and sustain revenue (and importantly, profit). While each association’s journey is unique, these patterns appear consistently across sectors, sizes, types of associations, and geographies, offering valuable guidance for leaders looking to strengthen both commercial and mission-driven outcomes.



### Insight One: Growth Mindset Across Leadership, Boards, and Teams

A growth mindset emerged as a defining factor across leadership, boards, and teams. Associations that achieve sustainable revenue growth are those where the board and executive team share a vision for ambition, calculated risk-taking, and continuous improvement. Whilst the term ‘growth mindset’ has gained popularity in recent years, it perfectly describes the way successful associations are approaching their work. They embed commercial thinking into their culture, view people and capability as strategic assets, and recognise that strong financial foundations, including generating profit are essential to delivering lasting value for members and their industries.

### Insight Two: Grasp the Opportunity

Dynamic contexts with multiple levels of stakeholders and environments waiting for perfect information, data, or consensus can result in missed opportunities. Associations with a strong direction, or will to survive and thrive, are successful when they adopt a “launch, learn, adapt” approach. Early action often sparks valuable feedback and creates momentum, with refinements made along the way. The associations that can act swiftly already have in place strong governance, trusted relationships, and robust and transparent financial positions.

### **Insight Three: Seizing Strategic Opportunities**

From stepping into spaces vacated by government or regulators to expanding internationally through licensing, joint delivery, or alliances, high-performing associations are adept at spotting and pursuing new opportunities, often in collaboration with partners. Increasingly, they are replacing one-off sponsorships with longer-term partnerships that deliver mutual value in funding, credibility, and influence. These arrangements may take longer to set up, but the long-term benefits are significant.

### **Insight Four: Patience in Building**

Some of the most reliable revenue streams operating today were years in the making. Digital transformation projects, market expansions, and product development often required substantial upfront investment (sometimes during financially challenging periods) before returns were realised. Successful associations balance operational stability with the discipline to invest in long-term growth, understanding that sustainable results are rarely immediate. Strategic, future-focused, and patient boards and executives are essential to making this work.

### **Insight Five: Risk Appetite as an Enabler**

When boards trust their leadership, provide resources, and accept that not every initiative will succeed on the first attempt, innovation can flourish. Formal risk frameworks, such as a Risk Appetite Statement, and agreed investment parameters allow bolder decision-making without undermining core purpose or member trust. Most of the examples within this white paper show that multiple attempts were made, over a series of sometimes years to gain a foothold. This demonstrates resolve, a dedication to the aims of the organisation and shared ideas about where the organisation needs to go, with agreed risk parameters.

### **Insight Six: Diversification Beyond Membership Fees**

Every case study reinforced the importance of moving beyond membership fees. Resilient associations develop multiple, independent income streams and profit drivers (such as offshore events, education, licensing, partnerships, digital products, and commercial services) to reduce vulnerability and create flexibility when markets change. Independence between these streams is equally important; over-reliance on interconnected sources exposes the organisation to compounding risk if one stream falters.

### **Insight Seven: Culture as a Driver of Success**

The role of culture in achieving revenue growth cannot be overstated. High-performing associations deliberately create cultures that are accountable, collaborative, and open to innovation. They value hiring exceptional people, aren't afraid to bring in skills from commercial backgrounds, shape roles around talent, and encourage experimentation in "safe to fail" environments supported by clear objectives and measures.

### **Insight Eight: The Role of Artificial Intelligence**

Whilst the case studies within haven't specifically used AI, most associations are looking at what role it can play in their future. AI, therefore, is increasingly part of the revenue conversation. AI can ultimately help associations better perform within their current revenue streams by streamlining operations, improving sponsorship targeting, and enhancing event planning. AI can also help them explore and create new revenue streams. However, alone it is not the solution. For AI and other technologies to be successfully adopted, they must be considered within the other seven insights described here, and supported by the right skills, governance, and alignment with mission.

## Final thoughts

Taken together, these insights highlight that financial strength and mission can, and should, work hand-in-hand. They offer a roadmap for associations looking to adapt, grow, and create lasting value in a changing environment.

The message is clear: revenue diversification is not a single project or a quick fix. It is an ongoing commitment to commercial thinking, underpinned by culture, capability, and strategic discipline. Associations and not for profits that combine ambition with patience, agility with structure, and purpose with profit are best placed to thrive, no matter how the external environment shifts. The future belongs to those prepared to ask, "*What's next?*" and to invest in the answer, even if the payoff is years away.

### **DEANNA VARGA**

Founder and CEO, Mayvin Global

Adjunct Associate Professor, University of Technology Sydney

## Postscript: Why Profit Is Not a Dirty Word

In almost every interview conducted for this white paper, one theme emerged: associations and not for profits often shy away from using the word *profit*. It is frequently replaced with softer terms such as surplus, operating margin, financial buffer to avoid sounding 'too commercial'. Some boards and executives even admit they feel the word is at odds with their not-for-profit status or their mission.

This discomfort is misplaced. Profit is not the enemy of purpose; for mission-driven organisations, it is the enabler of purpose. Without profit, there is no capacity to:

- Invest in new programmes and services for members
- Upgrade critical digital infrastructure
- Recruit, retain, and train great people
- Remunerate at market value to attract great talent
- Weather financial downturns or sector shocks
- Manage rising costs of doing business
- Deliver communication or advocacy campaigns
- Conduct research for policy development

A not-for-profit tax status simply means profits are reinvested into the organisation to deliver its mission, rather than distributed to shareholders. It does not change the fundamental reality: profit is the fuel of impact.

By avoiding the language of profit, associations risk reinforcing the misconception that financial strength is optional. It's not. Sustainable revenue diversification, the very strategies outlined in this white paper, requires investment, and investment requires profit.

It's time to reclaim the word, reframe its meaning for members and stakeholders, and be unapologetic in linking profit to purpose.

Organisations that normalise this conversation will have the clarity, confidence, and capital to act boldly when opportunity knocks.



**International Women's Day Event Series 2025**



**International Women's Day Event Series 2025**



feel that they don't belong in our industry. The feedback is deeply troubling and why Ausimm remains strong and clear in our.

**AusIMM** International Women's Day



Photo Credit: AusIMM



# CASE STUDY 1



## Australasian Institute of Mining and Metallurgy (AusIMM)

Transforming a 130-year-old Association into a Strong, Sustainable Organisation for the Future

AT A GLANCE	
<b>Organisation</b>	Australasian Institute of Mining and Metallurgy (AusIMM)
<b>Type of organisation</b>	Professional membership association
<b>Turnover</b>	\$20M
<b>Website</b>	<a href="http://www.ausimm.com">www.ausimm.com</a>
<b>Strategic Plan link</b>	<a href="http://www.ausimm.com/about-us/strategic-framework/">www.ausimm.com/about-us/strategic-framework/</a>
<b># Members</b>	15,500+ individual members
<b>Type of members</b>	Individual
<b>Model</b>	Australasian, Royal Charter
<b>Year established</b>	1893
<b>Short description</b>	<p>The AusIMM is the peak body and trusted voice for professionals in the resources sector. We advance careers, inspire leadership, uphold standards and connect communities.</p> <p>AusIMM was founded in 1893 and operates under Royal Charter. We have a global community of more than 15,000 members from 100 countries and a wide-ranging network of Communities of Interest (COIs), along with influential partnerships with industry, government, education institutions and kindred bodies.</p>

## CASE STUDY

<b>Focus</b>	AusIMM is the peak body and trusted voice for professionals working in the resources sector. We advance careers, inspire leadership, uphold professional standards and connect communities.
<b>Markets</b>	Australia, New Zealand, Global (members in 100+ countries)
<b>Revenue models</b>	Membership, conferences, online courses, partnerships
<b>Revenue impact</b>	Revenue more than doubled in 4-5 years.
<b>Timeframe</b>	4 – 5 years
<b>Interviewee</b>	Stephen Durkin, Chief Executive Officer Melissa Holdsworth, Chief Operating Officer

## CHALLENGE

To build influence as the peak professional body and trusted voice in one of Australia’s most critical industries. Whilst becoming a financially sustainable organisation was key, AusIMM sought to become more ambitious, confident and innovative, pushing boundaries while managing risk, to thrive in a competitive and cyclic industry. The challenge was to build a progressive association that was relevant to industry, trusted by professionals, and financially sustainable for the long term.

## STRATEGY

Under a shared leadership model with the AusIMM Management Team and Board, AusIMM developed and deployed its defining strategy: to provide world-class professional development and connection for its members and global community of resources professionals, supported by an enhanced digital environment.

**Strategic focus included:**

- **Redefining value:** From ‘membership’ to ‘supporting professionals throughout their entire career’ via providing ongoing education and technical leadership and expanding into new audiences and markets.
- **Diversifying revenue:** Developed new revenue streams to provide financial sustainability and organisational stability. Examples include the Strategic Game Changer Ideas Support and Global Resources Expo.

“Our strategic approach doesn’t shy away from initiatives that have a commercial imperative... this means we can re-invest into the growth of our organisation.”

“If we are not strong commercially, we are not strong as a member association.”

- **Expanding reach:** Delivering professional development to global audiences through tech-enabled learning (for example, online courses).
- **Elevating partnerships:** Moving from one-off sponsorship to multi-year, strategic partnerships across diverse portfolios.
- **Calendar clarity:** Reducing overlap with other international / national conferences and fatigue to enhance event impact and outcomes.
- **Growing external connections:** Gathering insights and evaluating ideas with potential for organisational growth and increased industry relevance.
- **Embedding risk frameworks:** Creating confidence to innovate through robust planning and decision-making across board and team.

## Revenue Diversification

**AusIMM now generates revenue from multiple key sources:**

- **Professional development programs:** Online and in-person education including courses and conferences now account for ~50% of total revenue.
- **Major conferences:** Scalable, content-led events with high delegate engagement and industry support.
- **Strategic partnerships:** Six major long-term partners and a range of other valuable partnership collaborators who collectively invest approx. \$2 million each year, creating powerful, mutual impact.
- **Global expansion:** Globally, 42% of all courses and 51% of professional certificate participants are international.
- **Special events:** For example, the International Women's Day (IWD) event series now attracts approx. 3,500 attendees and generates approx. \$1 million. Having undergone continued growth to become one of Australia's biggest IWD series, these events celebrate women in the mining sector and also demonstrate organisational leadership to build a more diverse, equitable and inclusive sector for all.



Photo Credit: AusIMM

"There was a time we were overextending... so we got really clear on what we would and wouldn't do."

## Governance and Risk

**Risk for AusIMM became a strategic advantage rather than a compliance task. They focused on:**

- A strong shared leadership model between the Board and Executive.
- Scenario-based planning and portfolio reviews.
- Discipline around resourcing, priorities, and financial performance.
- Investments in technology was carefully considered through a risk framework; however, it has been a powerful enabler.
- For context:
  - \$1.5m- \$2 million was initially invested in digital transformation. With ongoing \$500K per annum—growing to \$800K annual costs. This allowed for international scale, growth and delivery.
  - This has enabled AusIMM to build a reputation as a well-respected deliverer of highly relevant personalised content.

“The risk of not doing something is also a risk.”



## OUTCOMES

- Revenue has more than doubled over the last 4-5 years.
- Strategically exploring fewer but larger scale conferences to increase impact and build AusIMM’s brand in a more deliberate way. For example, a conference in 2023 had 1,500 delegates and in 2025 1,800 delegates, leading to improved financial outcomes.
- Digital investment has transformed the quality of the member experience and the international reach and access, particularly in professional development.
- Diversified and growing revenue from online courses and partnerships, alongside the ‘traditional’ revenue streams of conferences and membership.
- Increased relevance to the sector, which facilitates strong relationships with members and partners (and therefore the sector).
- Long-term partnerships that are delivering value beyond sponsorship.
- Elevated reputation and profile – for example AusIMM delivered targeted workshops to technical and HR professionals.

“We are a progressive and ambitious organisation in order to be very relevant to industry.”

## SUCCESS FACTORS

- **Content-led offerings:** Developing and delivering high quality technical content was a core part of AusIMM’s defining strategy.
- **Strategic partnerships:** Partners brought more than sponsorship, they became part of content development and shared outcomes, and a revenue source.
- **Delivery of courses into international markets:** 42% of people who attend online courses and 51% of professional certificates are now from outside of Australia. This would not have been possible without investment in digital transformation.

## INSIGHTS

- Embedded culture in systems is critical and part of the strategic function and leadership.

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- Having a shared leadership model between the Executive and the Board is critical to making change.

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- The people-first strategy at AusIMM allowed them to hire exceptional talent, then shape roles around them.

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- Purpose-led teams: Everyone understands their role in delivering member value and industry impact. Clear, united and focused.

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- Innovation mindset: Encourage creativity and innovation, a ‘safe to fail’ culture.

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- Collaborations with other peak bodies demonstrates that shared goals can unlock new markets and amplify outcomes. This is such an important way for associations to show their value to their members, the sector and also link into early career.

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“We’re making sure our teams and our members are really clear on what we stand for and what we are trying to achieve.”



**ANALYSIS**

By Mayvin Global



AusIMM's approach to growth blends ambition, adaptability, and sector-focused collaboration. Its willingness to innovate while keeping member and industry benefit at the centre has enabled the organisation to remain relevant, competitive, and influential over decades. From fostering a culture of excellence to building multi-year strategic partnerships, AusIMM demonstrates how associations can achieve sustained impact.

**A growth mindset with purpose**

AusIMM continually pushes boundaries, testing, learning, and scaling new initiatives (from conferences to global ventures) while ensuring that members and the broader ecosystem benefit. Its long history, including its establishment by Royal Charter, underscores its ability to adapt quickly and embrace change. A 'business as exceptional' mindset ensures ambition is embedded into organisational culture and planning.

**Collaboration as a growth driver**

Engagement with other peak bodies has unlocked new markets, amplified sector outcomes, and strengthened pathways for early-career professionals. Internally, AusIMM operates with the professionalism of a corporate enterprise, from workplace culture to succession planning, ensuring its team is well supported to deliver consistently high-value outcomes for members and the industry.

**Strategic, multi-year partnerships**

The organisation has moved beyond short-term sponsorships to cultivate enduring partnerships that deliver mutual benefit. In a sector where partner strategies often span decades, these relationships create opportunities for innovation, shared value, and sector-wide growth. The collaboration with AustMine, exemplified by the Global Resources Innovation Expo 2025, highlights how AusIMM leverages strategic opportunities for brand, member, and revenue impact.





# CASE STUDY 2

## Australian Music Examinations Board Limited (AMEB)

### Rebuilding Through Strategic Investment and Diversification

#### AT A GLANCE

<b>Organisation</b>	Australian Music Examinations Board Limited (AMEB)
<b>Type of organisation</b>	Public Company Limited by Guarantee Not-for-profit, Charitable Organisation
<b>Turnover</b>	Estimated FY25 Revenue: \$12.4M
<b>Website</b>	<a href="http://www.ameb.edu.au">www.ameb.edu.au</a>
<b>Strategic Plan link</b>	2020 – 2025 Strategic Plan
<b># Members</b>	AMEB does not operate on a traditional membership model. However, it serves a vast community, with over 100,000 students nationally taking its examinations each year.
<b>Model</b>	Federated Model
<b>Year established</b>	1918
<b>Short description</b>	AMEB is Australia's leading provider of examinations in music, speech, and drama. Established in 1918, AMEB offers a comprehensive and innovative assessment system, supporting over 100,000 candidates annually. With a commitment to excellence, AMEB provides high-quality syllabuses, educative services, and publications to students, teachers, and examiners nationwide. Its federated structure includes six state offices and a Federal Office in Melbourne, collaborating with major Australian universities and education departments. AMEB's mission is to support, inspire, and advance a lifelong engagement with music, speech, and drama across Australia.

**CASE STUDY**

<b>Focus</b>	Mergers and Acquisitions to solidify place in the market and find revenue streams that don't compete with state / territory offices (in a federated model). AMEB Limited cannot examine in Australia.
<b>Markets</b>	Australia for music distribution. For examinations into Vietnam, with minor expansion into China, Indonesia and future expansion into Malaysia.
<b>Revenue models</b>	<ul style="list-style-type: none"> <li>• Primarily commercial, self-funded through exams and publications</li> <li>• Revenue Streams: Publications, international expansion, distribution (Encore), examination platform</li> </ul>
<b>Revenue impact</b>	Revenue more than doubled in 4-5 years.
<b>Timeframe</b>	17 years of strategy with two periods of multiple losses sustained – with the current trajectory and outcome in profit.
<b>Interviewee</b>	Bernard Depasquale, CEO

**CHALLENGE**

By 2008, the Australian Music Examinations Board Limited (AMEB) found itself at a financial crossroads. As a self-funded, not-for-profit organisation with no government support, AMEB was heavily reliant on a single revenue stream: publications, which accounted for more than 99% of its income.

However, this revenue came through a royalty arrangement with an external publisher, limiting control and margins. With multiple consecutive years of financial losses and no clear path to recovery, AMEB was forced to confront difficult options: reduce staff or halt vital projects. Neither aligned with its mission to support music education nationally.

The challenge was to fundamentally transform its business model—diversifying income, regaining control over key assets, and ensuring long-term sustainability without compromising its values or people.

**AMEB was forced to confront difficult options: reduce staff or halt vital projects.**

## STRATEGY

### AMEB's strategy was three-fold:

#### 1 Publishing and Distribution Transformation

- AMEB bought publishing in-house in 2011, accepting short-term (multiple year) losses to build long-term control and profitability.
- Encore Music Distribution, was acquired by AMEB in 2016, which enabled control of book distribution and contributed significantly to revenue growth.
- In FY 2024, AMEB acquired the only other major distributor in Australia (Hal Leonard Australia), further consolidating market control (now publications revenue generates 70% of income).

#### 2 Strategic Technology Investment

- Invested \$500K annually over four years in the Score Platform, a digital enrolment and examination system. Viewed as long-term infrastructure; initial investment created financial strain, now starting to show returns.
- Enhanced board transparency and long-term digital readiness.
- Strengthened financial oversight and clarified cost allocations.

#### 3 International Expansion

- Re-entered international markets in 2018 via partnerships in Vietnam, with partnerships established with two major conservatoriums via MOUs. The Board was only open to international expansion with these types of strategic partnerships in place.
- Established a Hanoi office and joint qualification programs tailored to local markets.
- Expanded into China and Indonesia, with a new pilot in Malaysia (2025), supported by online exam models post-COVID.
- Model is margin-based, with growth managed centrally (from Australia) to ensure brand control and quality.

#### Encore

Encore Music Distribution, acquired by AMEB in 2016, enabled control of book distribution and contributed significantly to revenue growth. In FY 2024, AMEB acquired the only other major distributor in Australia (Hal Leonard Australia), further consolidating market control.

"That [bringing publishing in-house] led to a few years of losses... but it was the start of our journey to self-sufficiency."

"The acquisition of Hal Leonard Australia with its assets and operational business gave us greater control and market share in Australia."

"It was a strategic play. We're now seeing its potential, but it took years of commitment."

## 4 Revenue and Risk Considerations

**Income Sources:** AMEB was making money from examining outside of Australia, the books supporting the exams (piano books are the most profitable due to volume) and ensuring the volume of exams was high enough (nationally and internationally) to cover the cost of examiners, travel etc.

“The way to profitability was through diversification. We asked, ‘How do we earn money from other revenue streams other than publications?’ This led to the purchase of Encore.”

### SUCCESS FACTORS

- The organisation wanted to reduce its dependency on publications from 99% to under 70%, with a long-term goal of <50%. They had considered a subscription model; however, its feasibility is impacted by the Federated model. Instead, they worked to increase the sales but reduce the overall percentage of income. They increased sales by distributing the books through bricks-and-mortar stores and online.

### INSIGHTS

- Growing the staff numbers (from 12 staff in 2012 to 34 in 2025) has been done with an emphasis on alignment with AMEB’s mission and understanding of the self-funding model.
- Being transparent with staff regarding the financial status and the rationale behind strategic investments (and running losses) supported cultural buy-in.
- The Board was supportive of the financial approach, as the Chair has been deeply invested and understands AMEB’s role. Their leadership has helped guide the organisation and bring the Board along on the journey.
- Every development that has the potential for increasing revenue has a capital investment and the return always comes later than expected. Therefore, all associations need to be able to fund this investment until the return occurs.



“Not everyone needs to be a businessperson, but they need to understand we're self-funded.”

## OUTCOMES

Significant IT investments have enabled the organisation to operate more nationally, creating a business model that fosters greater collaboration between states and now makes unification as a single organisation possible. After several years of losses, AMEB returned to surplus in FY 2013. The turnaround was supported by strategic investments and strong board backing. The trajectory since has been one of sustained revenue growth.

### AMEB Limited Profit and Loss for Financial Years 2008-2025



**ANALYSIS**

By Mayvin Global



MayvinGlobal

The AMEB case demonstrates the importance of understanding core strengths, protecting key revenue streams, and taking a long-term view in a federated environment. Three themes emerge: clarity of focus, persistence through challenges, and strategic opportunity-seeking beyond domestic boundaries.

### Clarity of Focus

Publications and examinations remain AMEB's primary revenue drivers, with piano books at the forefront. By knowing its market, understanding demand, and ensuring profitability in its strongest areas, the organisation has protected and encouraged growth in these streams. This reflects wider trends in the sector, with ICCA<sup>1</sup> (2024) Survey and anecdotal feedback from the ASAE Conference (2024) showing publications as an important and growing revenue source for associations internationally.

### Persistence in a Federated Model

Operating within a federated structure brings inherent tension between central and state/territory offices. For AMEB, pandemic-era discussions on centralisation ceased without change, leaving the AMEB Limited to navigate sustainable income generation independently, a challenge shared by many associations. Years of operating losses following investment tested resilience, but a clear 'end game' and a focused team enabled a turnaround.

### Seizing International Opportunities

AMEB's commitment to not competing with its state and territory counterparts created the space to explore international markets. While entering these markets was not without difficulty, the move provided a valuable platform for demonstrating good practice, resilience, and the ability to adapt. This strategic expansion leveraged the organisation's strengths without undermining domestic relationships.

<sup>1</sup> "Association meeting Needs, ICCA 2024 Association Survey" International Congress and Convention Association (2024)



Consumer Healthcare Products Australia

# CASE STUDY 3

## Consumer Healthcare Products Australia (CHPA)

Turning a Regulatory Gap into a Revenue-Generating Service for the Sector

### AT A GLANCE

<b>Organisation</b>	Consumer Healthcare Products Australia (CHPA)
<b>Type of organisation</b>	Trade
<b>Website</b>	<a href="http://www.chpaaustralia.com.au">www.chpaaustralia.com.au</a>
<b># Members</b>	60+
<b>Type of members</b>	Companies
<b>Model</b>	National
<b>Year established</b>	1974
<b>Short description</b>	<p>CHPA, established in the mid-1970s, is the peak body and lead industry voice representing manufacturers and distributors of the \$10 billion+ non-prescription healthcare products sector.</p> <p>They champion the availability of safe, reliable, and evidence-based self-care products to empower Australians in managing their health proactively.</p> <p>With 60+ member organisations and associate companies, CHPA advocates for responsible self-care through compliance, education, and sustainable industry best practice. Governed by a member and skills-based Board, CHPA supports its members via regulatory guidance, professional development, and innovative programs like AdCheck, an in-house advertising compliance service.</p> <p>CHPA engages stakeholders, including regulators, networks, and consumers, to advance public access to safe, evidence-based healthcare through trust-focused leadership.</p>



## CASE STUDY

<b>Focus</b>	Commercialising regulatory expertise, revenue diversification
<b>Markets</b>	Australia
<b>Revenue models</b>	Membership and Fee for service
<b>Timeframe</b>	2020 – present day
<b>Interviewee</b>	Brenda Davy, Director of Business Development

## CHALLENGE

When Australia’s Therapeutic Goods Administration (TGA) removed the requirement for pre-approval of advertising for non-prescription medicines, CHPA faced a dual challenge: the loss of a key revenue stream and the removal of a trusted compliance safeguard for both members and the wider sector.

The change created a compliance gap, eliminating third-party oversight of advertising protocols, and a financial gap for CHPA, which had previously managed the delegated service in partnership with another association.

With just 18–24 months to respond, CHPA recognised a critical opportunity: to develop an independent, industry-led solution that upheld regulatory integrity while generating sustainable income.

“It was [AdCheck] a compliance assistance gap, but also a financial gap. This was a significant revenue stream.”

### What is AdCheck?

AdCheck is a pre-launch advertising review service developed by CHPA for non-prescription medicines. AdCheck provides independent, expert advice on the compliance of advertising content in any medium—from traditional television, print, radio, in-store, etc to digital, social and influencer campaigns.

AdCheck delivers expert advertising reviews, classification services, training, and strategic guidance for the therapeutic goods advertising in Australia. [www.adcheck.com.au](http://www.adcheck.com.au)



“It’s fast, credible, independent. That’s what industry needed. And we’ve built huge trust over time.”



## STRATEGY

### Creating AdCheck

CHPA leveraged its regulatory expertise to build a commercial service: AdCheck, an independent advertising review and compliance platform. The idea emerged from internal dialogue and aligned with a broader strategic planning process.

#### Key milestones included:

- Development of a concise business case for Board approval.
- Formation of a cross-functional internal team spanning regulatory, legal, communications, and membership.
- Ongoing input from member-based Marketing & Communications and Regulatory sub-committees.
- Soft launch two months prior to official rollout on 1 July 2020.

Despite no dedicated funding for a new product, the service was built in-house for speed and control. The Board provided critical support at each milestone, including approval for the \$100,000 initial investment.

## SUCCESS FACTORS

- Clear alignment with CHPA's regulatory expertise.
- Strong Board support and calculated investment risk.
- An engaged cross-functional internal team across regulatory, public affairs, technical, membership and communications.
- Deep engagement with external stakeholders via sub-committees.
- Agile development through internal capability and member co-design.
- A simple business case was approved, with the tool developed entirely in-house.
- They allowed 18 months to prepare and deliver the product to market.
- Continuous improvement based on user feedback and satisfaction surveys.
- CHPA identified a Television Commercial (TVC) review opportunity which took an additional 18 months after AdCheck launched, to get up and running.
- Strong success measurements in play.

"We asked, 'Why can't we just do it ourselves, become commercial and provide a commercial service to fill the gap?'"

"It's now a core part of our offer. I wouldn't want to be without it."

## Revenue and Risk Considerations

- Startup investment: Board approved initial investment spend.
- Risk management: Progressive rollout, robust member feedback, CHPA Board oversight, and internal capability.
- Sub-committee provided input into pricing structures. Key customers continue to give feedback on pricing structures, service quality and processes.
- Established an ongoing dedicated AdCheck Working Group to provide monitoring, feedback and growth opportunities.
- Pricing review three years into the new product. This resulted in another 25% investment.

### INSIGHTS

- **Build from Strength:** CHPA didn't stretch beyond its core competency, it commercialised it. Regulatory expertise became the foundation for a scalable business unit.
- **Take Calculated Risks:** CHPA moved quickly, investing modestly but strategically, validating ideas through pilots, and evolving AdCheck over time.
- **Trust Your Members:** Sub-committees were not just consulted, they were co-creators. Their feedback shaped the offering and ensured relevance from day one.
- **Diverse teams for quality inputs:** We had a highly engaged team that took their role seriously.
- **Know the change you are asking of your audience:** For some audiences, their TVC classification processes were so embedded that it was very hard for them to imagine making changes. It was important for CHPA to develop a deeper understanding of those processes in order to facilitate a change for both parties to grow the usage of this service.
- **Ongoing horizon-scanning:** Assessing impacts of AI-generated content and regulatory trends.

"We always said AdCheck wouldn't be static. It has to evolve, especially with the pace of digital advertising and now AI."

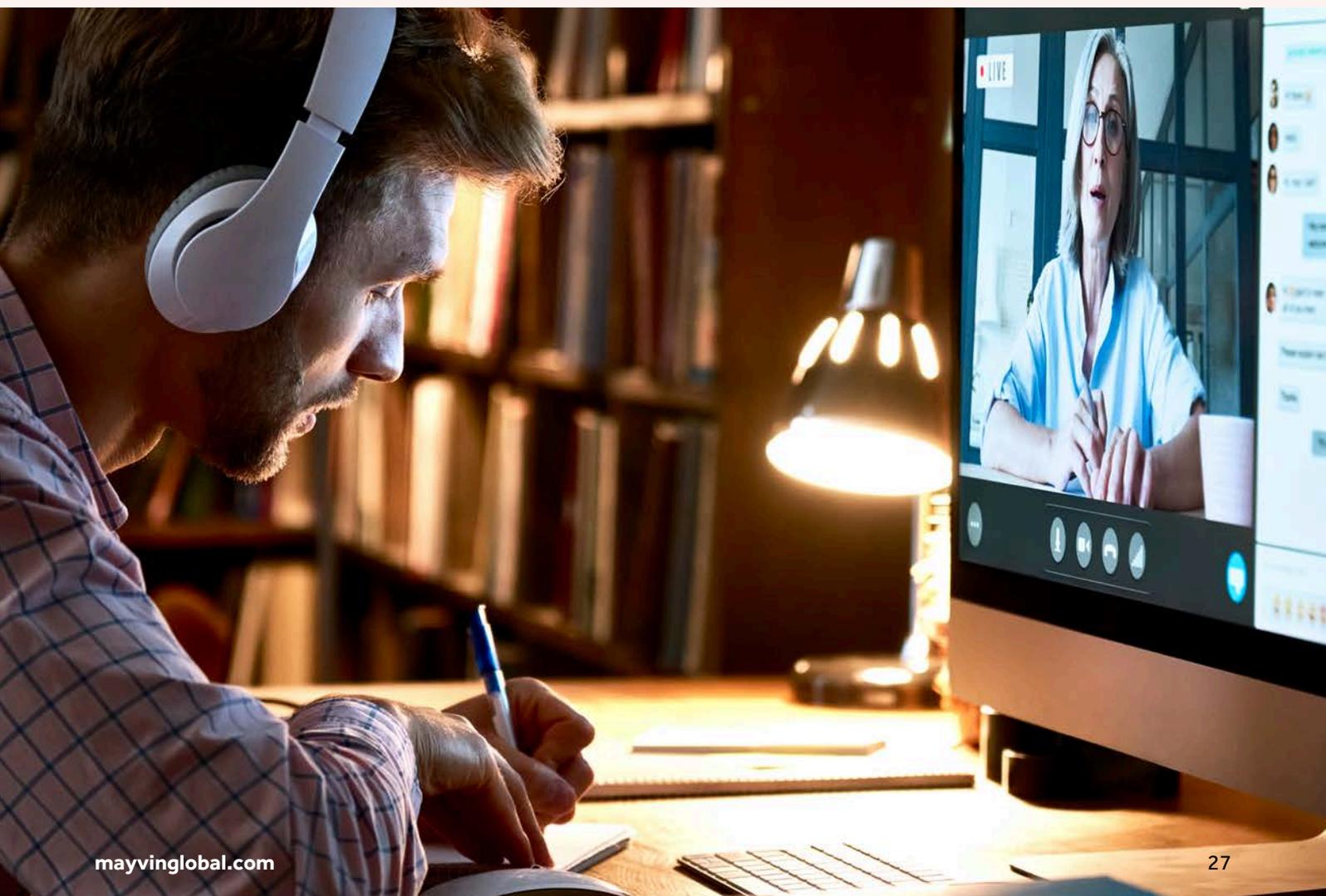


"Every year we look to what's next."



## OUTCOMES

- AdCheck launched in July 2020 with immediate industry uptake and 700+ participants attending the launch webinar.
- Revenue has exceeded original expectations and now contributes significantly to CHPA's financial sustainability.
- Strong positive feedback from both members and non-members.
- Independent, expert service now widely trusted across the sector.
- Enhanced reputation with both government and industry stakeholders.
- A respected, scalable commercial service aligned with member needs, and industry broadly.
- Ongoing non-subscription revenue stream.



**ANALYSIS**

By Mayvin Global



There are a number of key insights for CHPA’s success:

**Commercialised Core Expertise**

CHPA successfully transformed its in-house regulatory knowledge into a scalable, revenue and profit generating product. The impetus came from a clear pain point, both financial and operational, and they responded proactively. By engaging members and stakeholders throughout the development process, they built a credible, viable solution that now adds significant value across the industry.

**Sustainable Growth and Innovation**

CHPA has consistently evolved AdCheck since launch, extending the service into new formats such as TVCs and digital platforms. Their approach of pausing to assess, evaluate, and refine demonstrates a commitment to continuous improvement. This reflects a culture of innovation that refuses to accept the status quo.

**Speed and Agility in Action**

Bringing a new product to market in just 18 months (especially one involving compliance, regulation, and stakeholder management) is no small feat. CHPA established working groups, engaged its Board, and ran pilot phases in rapid succession. Despite unfamiliarity with the TGA model, the team backed themselves, collaborated with members, and delivered with speed and precision.

**From Risk to Revenue**

By asking “why not us?”, CHPA seized a unique opportunity and built a new income stream that extended beyond its traditional member base. This not only de-risked the organisation financially but also diversified revenue without asking members to contribute more. In doing so, they supported and expanded their mission while growing their market reach within the industry.





# CASE STUDY 4

## Institute of Public Works Engineering Australasia (IPWEA)

### Revenue Growth Through International Expansion

AT A GLANCE	
<b>Organisation</b>	Institute of Public Works Engineering Australasia (IPWEA)
<b>Type of organisation</b>	Professional Association
<b>Turnover</b>	~AU\$8m
<b>Website</b>	<a href="http://www.ipwea.org">www.ipwea.org</a>
<b>Strategic Plan link</b>	5 Year Strategic Plan 2025-2030
<b># Members</b>	4,500 and an online community of over 24,000
<b>Type of members</b>	Individual
<b>Model</b>	Federated Model with South Australia and New Zealand being branches.
<b>Year established</b>	1999 (originating from earlier entities dating back to 1929)
<b>Short description</b>	IPWEA is the peak professional association for public works and infrastructure asset management professionals across Australia and New Zealand. It provides advocacy, training, and resources to support members in delivering vital public infrastructure services. With a diverse membership from both public and private sectors, IPWEA focuses on enhancing the quality of life in communities through excellence in public works engineering.

## CASE STUDY

<b>Focus</b>	International expansion, education revenue
<b>Markets</b>	Australasia, Canada, USA
<b>Revenue models</b>	IP licensing, local delivery, subsidiary company, joint education programs
<b>Revenue impact</b>	21% YoY growth in international program registrations
<b>Timeframe</b>	Canada (est. 2012); USA (4-year relationship to revenue)
<b>Interviewee</b>	David Jenkins, CEO

## CHALLENGE

To supplement growth in Australia and navigate a decentralised membership revenue model, IPWEA needed a new approach to scale, one that complemented its Federated Divisions and Branches. The challenge was to create a financially viable, mission-aligned model that didn't compete with member businesses (particularly consultants), leveraged IPWEA's strengths in skills and educational IP, reduced reliance on grants, and expanded internationally where there were gaps in the market.

## STRATEGY

**In Canada:** Established a subsidiary of IPWEA called NAMS Canada in response to a Canadian government funding opportunity. This is a lean operation with back-end functions in Sydney and local mentoring/education programs driving income in market.

**In USA:** Built a four-year senior leadership relationship with the Government Finance Officers Association (GFOA). Launched a co-branded course using IPWEA content with local presenters to meet cultural needs. The objective was to leverage the Australian (mature) IP into the less mature US market and increase the reach of Australia's IP while also adding value to members.



“The US partnership took four years to evolve into something commercial. You can't rush trust.”

## Risk Appetite and Board Backing

The Board of IPWEA was willing to support expansion into the USA as it saw how successful the Canadian NAMS program was. No formal business cases were developed, however, trust in leadership, providing the Board with updates and a clear track record gave the CEO the latitude to explore opportunities. IPWEA invested in the USA via operating budgets rather than reserves.

“When you’ve seen success, your risk appetite changes.”

## Consistency in Collaborations

IPWEA developed a three-tiered approach to collaboration with Canada and the USA that underpins its international partnerships:

- Establish a Memorandum of Understanding (MOU): This helps establish trust and shared values.
- Commit to Joint Delivery: A pilot program was co-created in the education or mentoring programs to suit both markets.
- Commercial Partnership: Once both parties identified where the success or growth opportunities were, the programs were scaled successfully with revenue-sharing.

“Not all relationships need to be commercial, but consistency in how we start and building trust matters.”

### OUTCOMES

- NAMS Canada operates with reduced reliance on government grants; returns dividends to IPWEA through education (licensing) sales.
- Approaching 100 enrolments in North America since launching the joint IPWEA / GFOA course collaboration 2024.
- In FY 24-25, 20% of total course enrolments were international.
- Education is now one of the organisation’s primary revenue streams and member value proposition.

In FY 24-25,  
**20% of total  
course enrolments  
were international.**

## SUCCESS FACTORS

- Board openness to risk, bolstered by Canadian success.
- Experienced and highly capable leadership team, with a business mindset and expertise in commercial education operations and business development.
- Commitment to investment via operating budget, not reserves.
- Clear boundaries: no competition with members in consulting. Expanding where the biggest opportunity lay.
- Consistency in the approach for international expansion: including the MOU, pilot co-delivery and then the development of the commercial model.

## INSIGHTS

- Associations do not always need to be tied up in bureaucracy. Associations can be nimble if they focus on what they know and do it well. Their agility is their strength, and with an active board they can make decisions quickly, taking advantage of opportunities.

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- Find your niche and stick to it. That's where your credibility lies. The expansion into the USA was based on IP that had been tried and tested and for what IPWEA is known to deliver.

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- Take your people on the journey. Especially when budgets are tight, transparency and communication matter. With expansion, comes disruption, and it is important that everyone is on the same page.

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- You've got to be willing to invest carefully, sensibly, but if you're not prepared to spend, you're going to limit your growth.



"Education is our strongest revenue stream. It's niche, scalable, and provides real value to members."

**ANALYSIS**

By Mayvin Global



The case of IPWEA’s international expansion offers several lessons for associations navigating growth. Three core themes emerge: the importance of relationship building, the balance between governance and opportunism, and strategic positioning within the education sector.

**Relationships are Strategy**

IPWEA’s US expansion highlights the often-overlooked strategic value of relationship building. Boards, typically composed of professionals rather than association managers, can underestimate the time and intent required to ‘court’ and nurture meaningful partnerships. In new markets especially, trust and relationships are not peripheral; they are central to success.

**Governance vs. Opportunity**

The moves into Canada and the USA were opportunistic, not driven by formal business cases. While strong governance remains essential, associations should leave room for strategic responsiveness. If opportunities align with mission and long-term goals, acting decisively can be more valuable than rigid adherence to process. In both cases, results took years: a reminder that opportunism must still be followed by persistence and patience.

**A Smart Niche in Education**

Post-pandemic, education has become a major revenue focus for many associations, but the market is crowded. IPWEA succeeded by identifying a clear niche and building around it, both locally and internationally. Their investment in a team with commercial acumen and international education expertise enabled them to scale strategically, not reactively.



Photo Credit: Darwin Convention Centre



# EVENT IN FOCUS

## WaterMicro23

Global Water Expertise Meets Top-End Innovation: The 21st Symposium on Health-Related Water Microbiology in Darwin

### Northern Territory Business Events

#### AT A GLANCE

The 21st *Symposium on Health-Related Water Microbiology (WaterMicro23)*, held in Darwin in June 2023, brought the world's leading water scientists, researchers, policymakers, and industry leaders together in Australia's Northern Territory (NT).

Attracting 250 delegates from more than 30 countries, this was WaterMicro's first time in Australia. Its successful delivery underscored Darwin's capability as a host city for science-based conferences aligned with NT Government industry growth sectors such as water security, environmental management, and international education and research.

The business event was managed by AA&P Events, an experienced Darwin-based Professional Conference Organiser (PCO).

#### CHALLENGE AND OPPORTUNITY

### Strategic Alignment and Sector Relevance

The Symposium theme, "*Water Safety for All – reflections and emerging concerns*," addressed critical challenges in water and sanitation. Hosting the conference in Darwin allowed local specialists to showcase the NT's unique contributions to global water microbiology and reinforce its leadership in addressing water security and climate resilience.

#### STRATEGY

### Support from NT Business Events and Key Partners

- WaterMicro23 was secured through a competitive bid process led by Northern Territory Business Events (NTBE) and the Darwin Convention Centre, supported by the NT Business Events Support Fund (NTBESF) on behalf of the NT Government. The bid, first pitched in 2019 at WaterMicro in Vienna, succeeded over competing destinations including China, Singapore, and Panama.
- The Symposium was co-hosted by the International Water Association and Water Research Australia and supported by principal partner Power and Water Corporation, the NT's key provider of water and wastewater services. NTBE's role was pivotal, working closely with the conference organiser and venue team from the early bid stage, while local industry partners were instrumental in ensuring the successful delivery of the business event.

## SUCCESS FACTORS

### Cultural and Community Engagement

- The Symposium was grounded in local cultural significance. The opening ceremony featured a Welcome to Country and Smoking Ceremony led by the Larrakia people, the Traditional Owners of the land.
- The Symposium also included dedicated activities for early-career professionals and students, such as networking nights and publishing workshops, reinforcing the NT's role in fostering international knowledge exchange.
- IWA Publishing hosted an educational Happy Hour at The Precinct Tavern, a vibrant venue overlooking the Darwin Waterfront parklands and pools, just a short walk from the Darwin Convention Centre. The Young Water Professionals group also held a "Brush & Bottle" networking and team-building event at Brown's Mart, a historic arts venue in the heart of Darwin's Central Business District.

- These engaging experiences, underpinned by the destination's well-connected layout, walkability, and welcoming atmosphere, enabled meaningful connections while showcasing Darwin's unique cultural assets and lively social scene.

### Strategic Location and Delegate Experience

- Darwin's proximity to the Asia-Pacific region, its direct flight access, and its relevant environment were key factors in the business event's appeal. Organisers noted the city's suitability for global gatherings, particularly for delegates from Asia and Oceania.

## OUTCOMES

- WaterMicro23 proved that Darwin offers more than just a scenic setting, it delivered sector-aligned content, professional event delivery, and globally competitive infrastructure. The conference demonstrated how business events can both support and showcase the NT's strategic industry sectors, while leaving a legacy of global collaboration, cultural exchange, and scientific advancement.

"The Convention Centre was proactive, flexible and provided professional advice... The positive and trusted relationship with the teams involved was the secret sauce in delivering a world-class event in Darwin."

**DARRYL DAY**

Co-Chair, WaterMicro23 Organising Committee

For more information visit [ntbusinessevents.com.au/case-studies](https://ntbusinessevents.com.au/case-studies)

**ANALYSIS**

By Mayvin Global



Hosting an international business event can deliver transformative benefits for associations, from elevating global profiles to engaging the next generation of members.

### Exposure and Sector Profile

International business events provide visibility and influence that domestic events rarely match. In this case, representatives from over 30 countries experienced the association's science first-hand, a level of reach and credibility that can open new networks, strengthen reputation, and create lasting international connections.

### Leveraging Professional Expertise

For large-scale or high-profile international business events, partnering with a Professional Conference Organiser (PCO) can ensure seamless delivery and an exceptional delegate experience. While some associations have in-house event teams, specialist providers bring the skills, systems, and networks to manage complex logistics and deliver events that meet both operational and strategic goals. This leaves the association to focus on their core strategic goals for their industry and the conference.

### Meaningful Youth and Early-Career Engagement

Many associations list early-career engagement as a strategic priority but struggle to achieve it in impactful ways. International business events offer a powerful platform for youth participation, whether through presenting, networking, or travelling to engage with their sector at a potentially once-in-a-lifetime event.

**This case study appears with the support of NTBE.**

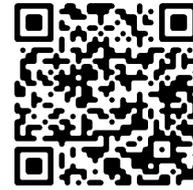


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