



IS YOUR BUSINESS CHINA READY?

**VIRAL MARKETING: THE
SCIENCE OF SHARING:
DEBUNKING MYTHS
ABOUT SOCIAL VIDEO**

**DOES BRANCHING OUT
FROM THE FAMILY TREE
DELIVER GENERATIONAL
BUSINESS SUCCESS?**

**THE CHANGING FACE OF
VOLUNTEERS: MOTIVATE,
MANAGE AND MAXIMISE
YOUR RETURNS**

**MARS: EMBEDDING
MARKETING SCIENCE
AND CREATIVITY INTO
BUSINESS PRACTICE**



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Business
School

WELCOME

THIS FIFTH ISSUE OF *UNISABUSINESS* reflects the breadth of our research and expertise, and in turn the quality of our academics, graduates and business partners. Our feature articles explore the impact of the burgeoning Chinese tourist market on the business sector; the succession challenges faced by family businesses; the motivations of volunteers; and the secrets of viral video success. Through *unisabusiness* we offer you the latest research and thinking from the people that are most immersed and engaged in our core discipline fields.



Professor Marie Wilson,
new Pro Vice Chancellor
of the University of South
Australia Business School.

This issue also marks the important 100-day milestone of my appointment as Pro Vice Chancellor of the University of South Australia Business School. The first 100 days in office are commonly regarded as the most critical, and decisions made during this transition period can influence perceptions for years to come. Before I assumed this role, I knew that I would be joining the University in time to help implement the Vice Chancellor's ambitious action plan for the next five years. I also knew that my arrival would coincide with the penultimate months of preparation for our EQUIS audit. While all incoming CEOs expect to be scrutinised during transition, very few, I wager, would welcome a forensic external review by a delegation of international peers before their first 100 days were up!

By way of background, the UniSA Business School is currently one of only eight business schools in Australia, and one of 144 business schools across 39 countries, to be accredited by EQUIS—the EFMD Quality Improvement System. Accredited schools must demonstrate high academic quality, professional relevance, strong corporate connections, and a high degree of internationalisation. This commitment to excellence, embodied by a culture of continuous improvement, innovation and enterprise, was a key factor in my decision to take on this role.

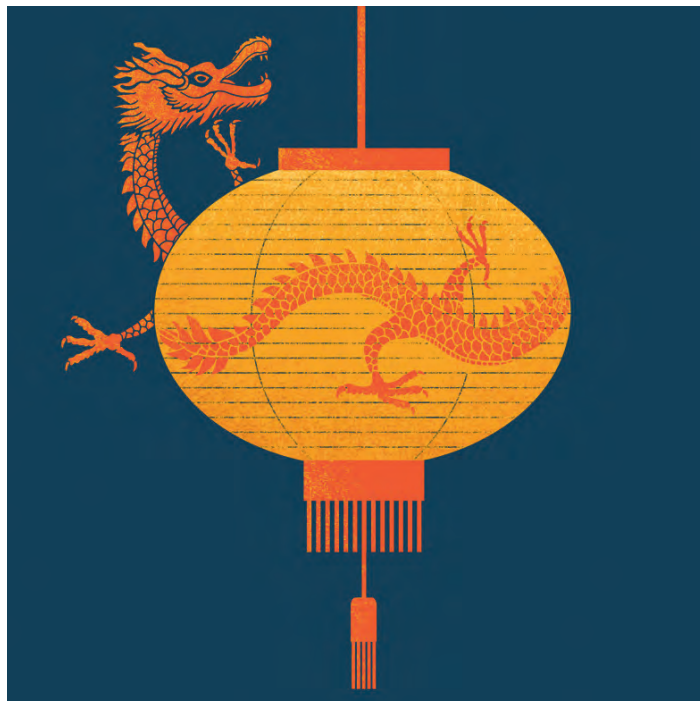
The impending visit of the EQUIS team provided me with an unparalleled opportunity to critically evaluate our School's current positioning and performance, and to invite stakeholder input to develop a blueprint for its future success. I have met with our faculty and senior University members, as well as hundreds in our broader community: students, alumni, academic colleagues, and corporate partners, a number of whom have contributed to this issue of *unisabusiness*. I have been warmly welcomed, and encouraged by the quality and range of advice offered.

Over October, the EQUIS team conducted an in-depth review of our operations, acknowledging the quality of our corporate connections, and endorsing our vision to be a Top 5 Business School. I look forward to sharing further outcomes of this rigorous assessment with you in coming months, along with details of key areas of focus and investment to enhance our profile as a leading international business school.

A handwritten signature in black ink, appearing to read 'Marie Wilson'.

PROFESSOR MARIE WILSON
Pro Vice Chancellor (Business and Law)
University of South Australia
Business School

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CRICOS Provider No. 00121B

HIGHLIGHTS

SOUTH AUSTRALIA IS SET TO BECOME AN INTERNATIONAL EPICENTRE FOR CULTURAL AND ARTS MANAGEMENT EDUCATION WITH THE FOUNDATION OF THE ASIA PACIFIC CENTRE FOR ARTS AND CULTURAL LEADERSHIP.



The new Asia Pacific Centre for Arts and Cultural Leadership will bring together the skills of UniSA and the Adelaide Festival Centre; two South Australian institutions that are leading Australia in the arts and cultural sector, and in engagement with the Asia-Pacific region.

Supported by a federal government grant of A\$1.8 million, the centre will provide the structure to deliver extra training and exchange programs, as well as consolidating South Australia's position as a national leader in the Asia-Pacific region in arts, culture and education.

"This centre will be an invaluable underpinning for further growth in the arts and arts education in the state

and at the same time it will build an all-important depth of engagement with our neighbours in the region," says UniSA Vice Chancellor Professor David Lloyd.

"The arts are a burgeoning multimillion dollar enterprise across the Asia-Pacific and this new centre will ensure we can help to meet the demand for skilled arts leadership in the region."

The UniSA Business School is proud to be associated and involved with the new centre. We offer Australia's oldest Arts and Cultural Management program, and have many prominent alumni working across the world in the arts and cultural sector.

● unisa.edu.au/about-unisa/global-engagement/the-asia-pacific-centre-for-arts-and-cultural-leadership

UNISA'S TOP
TIER MBA WINS
5-STAR
AWARD

Hot on the heels of a 5-star rating in the *Good Universities Guide* for the 6th consecutive year, the UniSA MBA also rose to 4th place in the *Australian Financial Review* BOSS rankings.

Pro Vice Chancellor of the UniSA Business School, Professor Marie Wilson says the fact that the MBA has performed so well over a prolonged period shows a commitment to quality.

"It is clear we have a sustained commitment to quality but our improvement reflects a real commitment to innovation too. That is reflected in an MBA program that is deeply connected to industry and international in its perspectives."

● unisa.edu.au/business/igsb/programs/mba/

VIEW FROM THE TOP

The International Graduate School of Business has reintroduced their popular lecture series, *View from the Top*. Here, high-level CEOs discuss the challenges of being a CEO, with our MBA students and alumni.

The first session featured Reg Nelson, Managing Director of Beach Energy. Mr Nelson's career has spanned almost four decades as an exploration geophysicist in the minerals and petroleum industries. Joining Beach Energy as an Executive Director in 1992, he was appointed CEO in 1995, and Managing Director in 2002. From 2004-2006 he was Chairman of the peak industry organisation, the Australian Petroleum Production and Exploration Association, and remains a member of its Council.

The first *View from the Top* session had over 70 guests, and provided candid and valuable insights for all.

LEADERSHIP FORUM

Indigenous student, Ryan Parry, Bachelor of Commerce, represented UniSA at the National Leadership Forum on Faith and Values. The forum aims to inspire young people to view leadership as a means of serving others. It also offers students the chance to meet the Prime Minister and federal MPs. Parry says it was "easily the greatest part of my university experience and I learnt a lot on how to serve a community and how to be a better and more effective leader."

COMMUNITY OUTREACH: CATHERINE HOUSE ART EXHIBITION



The UniSA Business School

WAS PROUD TO SPONSOR THE 2013 CATHERINE HOUSE ART (CHART) EXHIBITION, TITLED *365 DAYS PHOTOGRAPHY*.

THIS EXHIBITION IS THE CULMINATION OF A 12-MONTH PHOTOGRAPHY PROJECT CELEBRATING THE WONDERFULLY CREATIVE TALENT AND ABILITY OF WOMEN EXPERIENCING HOMELESSNESS, WHO COME TO CATHERINE HOUSE.

CATHERINE HOUSE PROVIDES SUPPORTED ACCOMMODATION, EMERGENCY HOUSING AND A RANGE OF OTHER SERVICES FOR WOMEN WHO ARE HOMELESS.

365 DAYS PHOTOGRAPHY WAS PART OF A SERIES OF EVENTS THAT ARE CELEBRATING CATHERINE HOUSE'S 25TH ANNIVERSARY. ALL FUNDS RAISED FROM THE SALE OF ART WORKS WILL GO TO THE *ART FOR SOCIAL CHANGE* PROGRAM AT CATHERINE HOUSE INC.

CATHERINE HOUSE IS THE NOMINATED RECIPIENT OF FUNDS RAISED THROUGH EVENTS HOSTED BY THE UNISA BUSINESS SCHOOL.

● catherinehouse.org.au

Guests taking in the atmosphere at the opening of the 2013 Chart photography exhibition, held in the Civic Gallery, UniSA.

Advancing Business

THE BUSINESS SCHOOL IS PLEASED TO ANNOUNCE OUR *ADVANCING BUSINESS* PROGRAM, A TRIO OF EVENTS WHICH INCLUDE: BIENNIAL EXECUTIVE BREAKFASTS, THE GREAT DEBATE, AND THE BUSINESS CAREER MENTOR PROGRAM.

THE *ADVANCING BUSINESS* PROGRAM IS DESIGNED TO ENGAGE WITH ALUMNI, STUDENTS, AND INDUSTRY PARTNERS, WHILE ALSO SUPPORTING THE BUSINESS SCHOOL'S COMMITMENT TO CORPORATE SOCIAL RESPONSIBILITY. PROCEEDS WILL SUPPORT THE CATHERINE HOUSE *SAGARMATHA EDUCATION CENTRE* WHICH AIMS TO EDUCATE WOMEN OUT OF HOMELESSNESS.

● unisa.edu.au/business/school/alumni/community-engagement/advancing-business

AWARDS

Pre-eminent US National Marketing Award

The 2013 Charles Coolidge Parlin Marketing Research Award has been presented to Dr Herb Sorensen, Adjunct Senior Research Fellow, Ehrenberg-Bass Institute for Marketing Science.

Established in 1945 by The Wharton School and the Philadelphia Chapter of the American Marketing Association, in conjunction with the Curtis Publishing Company, the award honours distinguished academics and practitioners who have demonstrated outstanding leadership and sustained impact on the evolving profession of marketing research over an extended period of time.

Water Industry Alliance

Award in the category of Leadership, has been awarded to UniSA's Centre for Comparative Water Policies and Laws for their work in policy research, which has assisted local government in water management. The awards are sponsored by the South Australian Government, SA Water, The Australian Water Association, Minter Ellison, and Icewarm.



FLY THE FLAG COMPETITION...

UniSA Sport and Recreation Management student, Anthony Caruso, is the winner of the 2013 *Fly the Flag for UniSA* competition. In the winning photo he is pictured with US student, Anthony Carbone, at the Oklahoma State Football Game, Oklahoma State University, USA. Open to business students on exchange, the initiative puts the Business School on the map at some of the world's greatest landmarks.

To enter, students need to take an original photograph of their overseas location 'flying' the UniSA Business School flag. The winning photo should show engagement with other students and the local culture to truly capture the student mobility experience.

UNISA'S LEGAL ADVICE CLINIC DELIVERS A\$500K PRO BONO SUPPORT

UniSA's Legal Advice Clinic has provided more than A\$500,000 worth of pro bono legal assistance to more than 700 South Australians since it began two years ago.

The Clinic provides a unique practical teaching and learning environment for UniSA law students, while providing free legal advice to members of the South Australian community, who may otherwise have been denied access to justice.

● unisa.edu.au/business/law/clinic/

RESEARCH GRANTS

LEADING-EDGE RESEARCH DRIVES THE
SUCCESS OF THE UNISA BUSINESS SCHOOL

OVER A\$3.2 MILLION

BREAKTHROUGH RESEARCH FUNDING

Committed by the Australian Centre for International Agricultural Research and led by the Australian National University, this four-year, collaborative Category 1 research project includes UniSA's Adjunct Professor Henning Bjornlund, Dr Sarah Wheeler, Dr Adam Loch and Dr Alec Zuo from the Centre for Regulation and Market Analysis. The project will investigate increasing irrigation water productivity in Mozambique, Tanzania and Zimbabwe through on-farm monitoring, adaptive management and Agricultural Innovation Platforms.

A\$250,000

**FROM THE GOYDER INSTITUTE
FOR WATER RESEARCH**

has been awarded to Professor Jennifer McKay, Dr Ganesh Keremane and Dr Zhifang Wu, members of UniSA's Centre for Comparative Water Policies and Laws, for a project looking at governance options to support the urban water blueprint.

A\$193,000

**LEARNING AND
TEACHING GRANT**

awarded to an Australian team, including Dr Michael Gross, to produce a set of nationally-agreed learning outcomes for hospitality, tourism and events to help transition from vocational education to university.

**AUSTRALIAN RESEARCH COUNCIL LINKAGE GRANTS
FOR COLLABORATIVE, INNOVATIVE RESEARCH**

A\$357,900

awarded to a UniSA team, including Professor Peter Chen, to develop a system to model the physical and psychological stress for healthcare workers in Australia and Malaysia to address the growing pressures on workforce planning in this industry.

A\$252,124

awarded to an Australia-wide team, including Associate Professor Julia Davis and Dr David Plater, to undertake a study to gauge informed public opinion on sentencing for sex offences by surveying jurors in sex offence trials in all higher courts in Australia.

A\$239,956

awarded to a UniSA team, including Professor Carol Kulik, for a project that will conduct a gendered analysis of how Australians can retire well, taking account of their key resources and key demands.

A\$150,000

awarded to Professor Carol Kulik to investigate how organisations can initiate change processes to better manage diversity, create higher productivity and employee engagement.

INDUSTRY FUNDED RESEARCH

A\$150,000 awarded to Associate Professor Jenni Romaniuk and Dr Virginia Beal, Ehrenberg-Bass Institute, to track and benchmark Cerebos brands: Gravox, Fountain Sauces and Saxa Salt. In the same Institute, Associate Professor Jenni Romaniuk, and Dr Giang Trinh, with ABI in the Philippines, have been awarded A\$115,000 to examine brand growth factors; plus Associate Professor Rachel Kennedy, Dr Virginia Beal and Dr Carl Driesener, have received US\$80,000 (~A\$83,000) to develop a tool to frame the advertising spend decisions of a US multi-national, one of the world's largest consumer packaged goods marketers.

AWARDS CONT...

2013 Aurora Indigenous Scholars Scholarship has been awarded to Skye Akbar, PhD scholar, School of Marketing. Offering insights into postgraduate study at six US and UK universities: (US: Stanford, Harvard, Colombia, New York; UK: Oxford, Cambridge) this initiative is transforming the landscape of Indigenous achievement at leading overseas universities.

The China Food Safety Law Centre funded by the United Nations Development Programme, has awarded first prize to Pinghui Xiao, PhD scholar, School of Law, for his essay that will inform the revision of China's Food Safety Law, currently under review by China's Food and Drug Administration.

Mary Fran Myers Scholarship for disaster research has been awarded to Barbara Ryan, PhD scholar, School of Management.

This scholarship recognises outstanding individuals who demonstrate a commitment to disaster research and practice, and who have the potential to make a lasting contribution to reducing disaster vulnerability.

The scholarship enabled Barbara Ryan to attend the Annual Natural Hazards Research and Applications Workshop and the International Research Committee on Disasters Research Meeting, held in Colorado, US. Hosted by the Natural Hazards Center, University of Colorado, the meeting is the biggest gathering of disaster researchers in the world.

PITCH FOR RESPONSIBLE DRINKING

UniSA Bachelor of Marketing and Communications students, Claire Raggatt and Alexandra Babyska, have won Pernod Ricard Winemaker's *The Drinking Pitch*. This international contest aims to find the best campaign to encourage university students to drink more safely. The team, who won the South Australian leg and then successfully battled teams from New South Wales and New Zealand, will now develop and launch their campaign at UniSA before rolling it out across other participating universities.



Claire Raggatt and Alexandra Babyska, overall winners of Pernod Ricard Winemakers' University competition, *The Drinking Pitch*.

MARS, INCORPORATED

MARS

THE ART AND SCIENCE OF CREATIVITY

Writer Carole Lydon



 Bruce McColl, is the global Chief Marketing Officer for Mars, Incorporated. He is also a corporate sponsor and Advisory Board member of the Ehrenberg-Bass Institute for Marketing Science at UniSA.

We've seen enough TV sitcoms and movies depicting marketing as a nebulous, sub-honest, smoke and mirrors kind of thing. We've also seen enough evidence to know that it can be all of those things. But does it have to be? Bruce McColl, global Chief Marketing Officer, Mars, Incorporated offers proof that it doesn't.

Mars is an extraordinary company in a number of ways: it is one of the world's leading petcare, chocolate, confection, food and drink manufacturers; it is in the Top Ten largest private companies in the world; it remains a private, family-owned business, and; it has retained and grown market share in some of the world's most competitive markets. If you're still wondering about its reach, Mars' iconic brands include: Snickers, M&M's, Skittles, Uncle Ben's, Orbit, Extra, Pedigree, Royal Canin, and Whiskas. So if you're not enjoying their wares, your cat probably is.

Mars, Incorporated can credit some of its business success to shifting the axis of how it approaches marketing. Since 2000, the company has turned to the marketing science approach, pioneered by Andrew Ehrenberg and championed by the Ehrenberg-Bass Institute, to drive its growth. With a long history of using science for product development it seemed only natural for Mars to trust that the laws of physical science can be applied to marketing.

"It's not such a leap to expect that science applies to marketing," says McColl. "An architect can be visionary and creative, but they are still constrained by the laws of physics. If they ignore those laws, the building will fall down. If we ignore the laws of marketing science, we can expect to spend a lot of money on brand activities that don't work."

Committed to embedding marketing science into business practice since 2006 and, more recently, the interpretation of Ehrenberg's work through Byron Sharp's *How Brand's Grow*, Mars USA, Mars Australia and Mars Europe became corporate sponsors of the Ehrenberg-Bass Institute for Marketing Science. Hungry for more, Mars approached the Institute to set up the Mars Marketing Science Laboratory—the Mars Lab. At the Mars Lab, a team of researchers work solely to build fundamental understanding and application of the laws of marketing science for the Mars company.

"We were looking for a real academic partnership. A place where the real work begins extending the Laws of Growth into practical application. How do we use them to strategise? How does it change the way we brief creative agencies? Indeed, how does it feed the creative process?" says McColl.

By now, anyone who has spent time in a global organisation will be thinking—this is all great, but how do you actually change the fundamental way that marketing is approached in a global business? Particularly a business with decentralised operations and outsourced creative. Not only do you have to change your own practices, you are changing how you manage your business partners.

McColl is pragmatic in his approach, "It's one thing to be aware of scientific laws of marketing, but to use them in a business takes translation, practice and managerial commitment combined with engagement."

ACCORDING TO MCCOLL, THERE ARE THREE KEY COMPONENTS BEHIND THE SUCCESSFUL EMBEDDING OF MARKETING SCIENCE INTO BUSINESS PRACTICE AT MARS:

1 SHARE KNOWLEDGE AND BEST PRACTICE: combine the power of global scale and local knowledge by strictly standardising 'how' you do business through comprehensive training and information sharing.

2 BRING MARKETING TO THE BOARDROOM: a single and credible fact-based voice that can communicate the empirical evidence and the scientific rigour with which marketing decisions can be made.

3 TRAIN ALL FUNCTIONS: include other functions and General Managers in marketing science training to ensure that marketing science is at the centre of all business growth discussions.

None of these are frozen in time; this is a continual loop of communication, training and commitment to the capacity and creativity of Mars' people.

The training is conducted through Mars University, for which McColl has the role of Dean of the Marketing College. Here, marketing science is combined with psychology to offer participants real insight into the disciplines Mars is asking them to use, and into their own capacity to use them.

If you're thinking all this talk about empirical research, rules and rigour is stomping over any chance of creativity, think again. Mars embraces the

critical role of creativity to deliver its growth objectives. It also recognises that creativity is most effective when directed through a process of powerful diagnoses; General Managers and CFOs are more willing to invest in brands when they're confident with the strategy.

For Mars, the results speak for themselves. The company was recognised as the *Cannes Lions Global Advertiser of the Year* in 2012. This public accolade recognised an acceleration of creative awards over the past five years, and reveals a creativity which continues to drive growth for the US\$33 billion dollar company. ●

To learn more about marketing science, visit the Ehrenberg-Bass Institute: marketingscience.info



Spanning over four generations, the Robern Menz family business has over 150 years of tradition. Pictured from left: Richard Sims, General Manager Operations; Grantley Sims, Chairman; and Philip Sims, Chief Executive Officer. The family are all members of UniSA's alumni.



SUCCESS FROM

BRANCHING OUT FROM THE FAMILY TREE IS THE ROOT TO GENERATIONAL SUCCESS

SUCCESSION

Writer Will Venn Photographer Jacqui Way



Dr Shruti Sardeshmukh is a member of the Centre for Human Resource Management. Her research interests include HR issues in family businesses and start-ups, entrepreneurship, and opportunity recognition.

Family businesses are the backbone of economies the world over. But sustaining them across generations is a challenge. Here, Dr Shruti Sardeshmukh discusses sustainable entrepreneurship and the keys to successful succession.

When Tony Abbott claimed victory as Australia's Prime Minister in September 2013, the focus was on how a change of government could reinvigorate Australia's business sector. While the new government may offer a different business environment, the key to the success of family business is sustainable entrepreneurship.

In Australia, family business accounts for 70% of all businesses, creating an estimated wealth of A\$4.3 trillion and contributing to half the country's workforce. In the US, family businesses collectively represent 57% of employment (and a similar proportion of gross domestic product) yet, across the world only 10-15% of family businesses make it to the third generation. One of the reasons behind the decline is the fact that many family businesses stop innovating.

According to Dr Shruti Sardeshmukh from the UniSA Business School, the key to a sustainable family business is to maintain and foster the very essence of entrepreneurship that spurred the founding of the business.

"Family businesses are the backbone of economies of almost any country in the world. They can be as large as the Murdochs or as small as your local deli," says Sardeshmukh, "but each is born through the same entrepreneurial energy and determination."

"The irony of family business is that the entrepreneurial spirit that created the business is often lost within second and third generations, to a point where the success of that business is at risk."

Innovation and reinvigoration are vital to the existence and survival of family businesses, especially as they grow older and become more risk averse.

"Many family businesses fail due to inaction and reluctance to seek out new opportunities. Second and third generations need to spark their own sense of innovation to add to the business and keep it alive."

Entry of the next generation can drive a new wave of innovation to bring about the strategic renewal of family businesses. But in order to achieve this, it's vital to develop human capital in the new generation.

Discovering entrepreneurial opportunities requires that individuals not only possess diverse knowledge but that they also have the cognitive abilities that allow them to value and exploit that knowledge. This is necessary for the growth and regeneration of family businesses.

"Education and experience outside the family firm can help develop those abilities," says Sardeshmukh.

"Innovation by definition requires doing something new, and getting outside experience is essential if family businesses want to innovate."

However, it's not just any kind of experience—it has to be management experience that builds human capital.

Interaction with different bosses and stakeholders in various circumstances can help develop managerial skills and judgement, and advanced managerial development outside the family business creates exposure to new ideas and situations. This can help identify patterns to spot profitable opportunities.

**IN AUSTRALIA,
FAMILY BUSINESS
ACCOUNTS FOR**

70%

**OF ALL
BUSINESSES,
CREATING AN
ESTIMATED
WEALTH OF**

A\$4.3

**TRILLION AND
CONTRIBUTING
TO HALF THE
COUNTRY'S
WORKFORCE.**



PHILIP SIMS:

CEO OF FOURTH GENERATION FAMILY-RUN BUSINESS, ROBERT MENZ (PRODUCER OF THE ICONIC MENZ FRUCHOCS).

Discussing the importance of experience outside the family business:

"We have existed since 1908 and have remained relevant and embraced change. If we hadn't we wouldn't be here now.

"We have managed transition in the market place, and as market demands and consumer preferences change, we've been able to adapt and make products relevant for the day. It's been important for us to embrace change and innovation."

Sims admits that the generational transition of responsibilities for the family business has not been without challenge, but generally an acceptance of the need to change has helped ensure that business success has endured.

"I didn't just come straight into the family business, neither did my brother. We both worked outside the business until an appropriate time, and then were able to bring in an educational and practical background."

After graduating with a Bachelor of Business majoring in marketing at UniSA, Sims joined Schwarzkopf, progressing to the role of sales manager for New South Wales. Here he was responsible for merchandising and key account management on the grocery side of the business.

"That experience is relevant to our business today, because grocery and supermarket accounts are major accounts for our family business. It doesn't necessarily matter what product you're selling into those market channels, if you're getting

"RELEVANCE, INNOVATION

AND A WIDE UNDERSTANDING OF THE MARKET PLACE ARE KEY ATTRIBUTES YOUNGER GENERATIONS CAN DEVELOP

THROUGH EXPERIENCE

OUTSIDE THE FAMILY FIRM."

At the same time, this innovation must build upon the existing foundation; how you groom your successor is just as important as external experience, and family successors need to have qualitatively-rich internal grooming and experience of running the business.

"It's a duality, and a balancing act that every family business should do," says Sardeshmukh.

"Exposure to the business when a child is young, and growing up in the business, can give them tremendous entrepreneurial self-efficacy which combined with fresh knowledge and ideas can really transform that business and take it up to the next level."

The dual approach of internal and external experience, armed with relevant education, seems to be the ideal blend of factors necessary to ensure the ongoing success of family businesses.

Interestingly, the Australian Government's inquiry into *Family Businesses in Australia*, prepared by Deloitte Private, also highlighted the value of outside experiences in providing subsequent generations of family employees the opportunity to "join the business

experience and understanding how that industry sector works, that's what counts."

Sims asserts that outside experience and exposure to other business practices gives you additional confidence and credibility to bring back into the family business.

"For somebody to come straight out of school and go into the family business—that doesn't add as much value as if that person has further educational experience and practical experience within the industry."

robernmenz.com.au

BUSINESS TIPS

1 WORKING OUTSIDE THE FAMILY BUSINESS IN A MANAGERIAL POSITION CAN HELP SUCCESSORS HONE IN ON THEIR HUMAN CAPITAL.

2 WORKING WITHIN THE FAMILY BUSINESS CAN HELP SUCCESSORS TO DEVELOP THE ENTREPRENEURIAL ENERGY AND SELF-EFFICACY THAT IS NECESSARY FOR IDENTIFYING NEW OPPORTUNITIES.

3 UNIVERSITY EDUCATION IS IMPORTANT FOR FAMILY BUSINESS SUCCESSORS. IT CAN BE A SOURCE OF FRESH IDEAS FOR THE BUSINESS.

4 BALANCING THE DUALITY OF DEVELOPING SUCCESSORS WITHIN AND OUTSIDE THE FAMILY BUSINESS CAN HELP FAMILY BUSINESSES GROW ENTREPRENEURIAL NEXT GENERATION LEADERS.

“THE IRONY OF FAMILY BUSINESS IS THAT THE ENTREPRENEURIAL SPIRIT THAT CREATED THE BUSINESS IS OFTEN LOST WITHIN

SECOND AND THIRD

GENERATIONS...”

with more to offer, having gained confidence and self-esteem from working in and proving themselves in an independent organisation.”

For family businesses to thrive, Sardeshmukh suggests it's families themselves who need to address the issue of succession planning and successor development. Family businesses need to allow time for successors to get an education, work outside the family business in positions of responsibility, all the while maintaining a close relationship with the family business during the planning process for succession.

“While governments haven't typically focussed on family business, we know from our research that children of self-employed parents are more likely to start their own business. Rather than relying on government encouragement, family businesses themselves will need to encourage their successors to fly out and then come back.”

The old adage, if you love somebody set them free, is advice usually dispensed in agony aunt columns. In the absence of other literature it is advice that could equally be applied in a textbook on family business, particularly when what is at stake is not just the survival of a relationship, but of a whole business—and one that could potentially span future generations. ●

For more information or for the Centre for Human Resource Management's newsletter, visit: unisa.edu.au/research/chrm



CRAIG CALDICOTT:

PARTNER AT SOUTH AUSTRALIAN LAW FIRM, CALDICOTT LAWYERS.

Reflecting on his son's decision to join the family firm:

“The fact that James grew up around law has very much shaped what he wanted to do; all I've suggested is that he experience other parts of law. With that in mind, he's been to the Crown Solicitor's Office, has worked with firms interstate, and is now visiting the Inns of Court in London. He has also taken part in advocacy competitions.

“I never had such experiences when I was creating my practice. I learnt everything from scratch and it took a long time to build my expertise in certain areas, such as trials and guilty pleas.

James, on the other hand, has hit the ground running because the experiences he's had have given him the abilities to learn quickly.

“There was no advocacy course or practical aspect to law when I trained, it was all learnt on the job. Now, that has all changed. By taking advantage of these new opportunities, James is a fairly good advocate right from the start. He has the ability to appear in court years in advance of what I had.

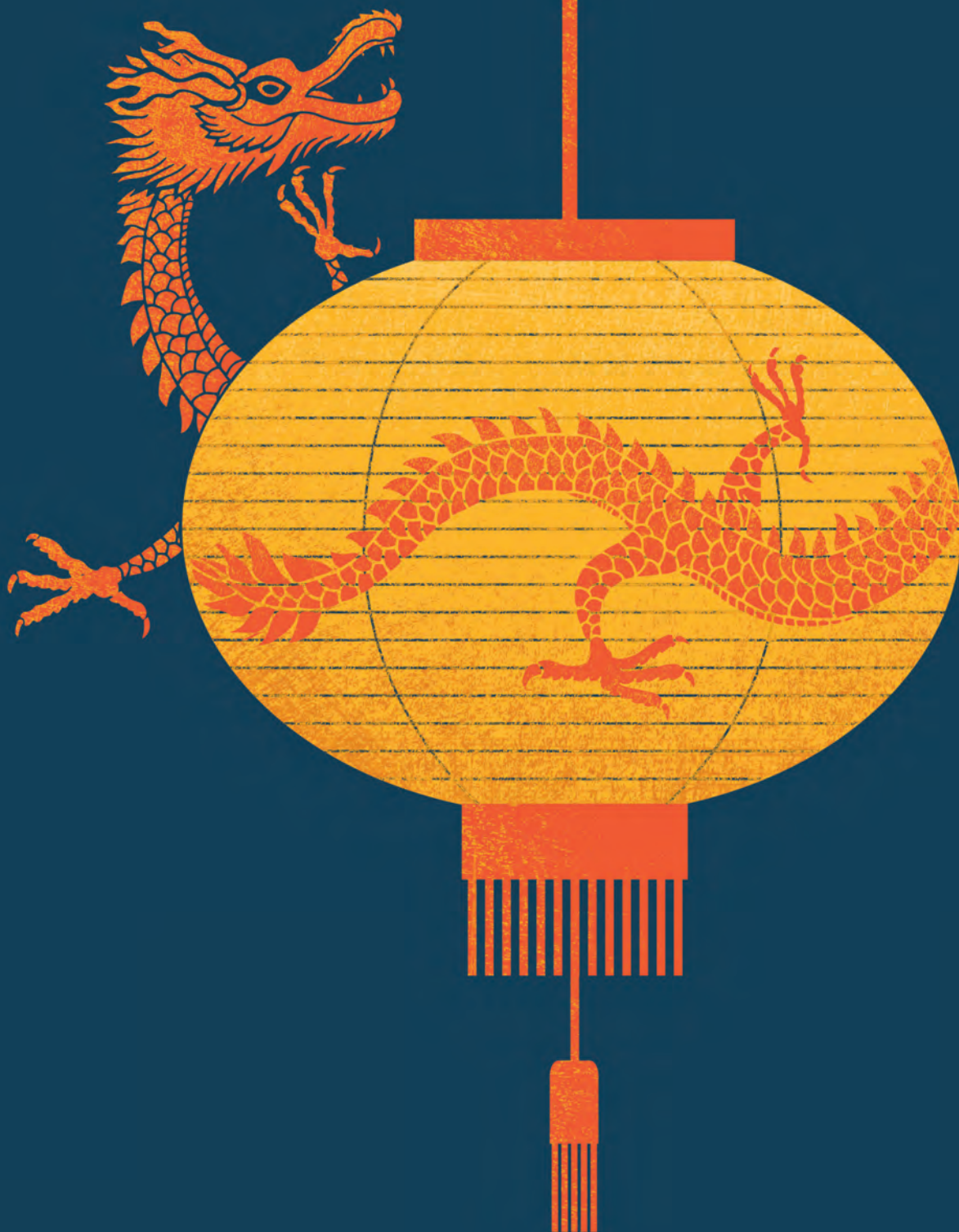
“I think in terms of the law, you need to have a lot of experience across many areas because it helps you to decide on what area you want to partake in.

“And it's not just solely those outside experiences which enhance James' abilities; it's a combination of that, plus internal experience and changes in the way law is taught.

“It's important to pass on both good and bad experiences to the next generation so they can learn from our mistakes. Sometimes they learn, sometimes they don't, and sometimes they have to experience things by themselves. Hopefully we can pass on lessons, but it can be hard for the next generation to view the first as anything but Mum or Dad.”

caldicottlawyers.com.au

CHINA READY



ENTER THE DRAGON

IS YOUR BUSINESS CHINA READY?

Writer Dr Sam Huang | Illustrator Tang Yau Hoong

 **Dr Sam Huang** is a researcher with UniSA's Centre for Tourism and Leisure Management. With prior industry experience in China, he has a special interest in China tourism and hotel studies.

Never in human history have we seen so many Chinese people travelling outside their country. While historians report Genghis Khan's destruction as the first unprecedented large-scale East-West contact in the 13th century, our age witnesses an even larger-scale migration brought by outbound Chinese tourists. This movement represents significant and unprecedented business opportunities not only for Australia, but also for economies around the world.

Thanks to China's admirable economic growth and favourable government policies, more Chinese citizens are able to travel beyond China's borders. In 2012, over 84 million Chinese tourists travelled abroad—equivalent to nearly four times Australia's population. Boosted by a strong currency exchange rate, Chinese outbound travellers spent a record US\$102 billion in 2012, up 40% from 2011, to overpass the US and Germany as the top-spending countries in the international tourism market. According to the United Nations World Tourism Organisation, by 2015, the number of Chinese travellers abroad will reach 100 million, a benchmark originally forecast for 2020.

BY 2020, CHINESE VISITORS TO AUSTRALIA WILL AMOUNT TO 860,000 WITH A MARKET VALUE OF A\$7-\$9 BILLION ANNUALLY.

For Australia, China represents our fastest growing and most valuable inbound tourist market. Since becoming the first western destination to be granted Approved Destination Status for group leisure travel in 1999, over 897,000 Chinese tourists have undertaken leisure travel in tour groups to Australia.

In 2012 alone, Chinese visitor arrivals to Australia numbered 626,400 with each tourist spending an average of A\$7000. And, from 2011-2012, direct tourism GDP increased to A\$41 billion generating a total tourism consumption of A\$106.6 billion, and directly employing over half a million Australians.

Australia's tourism industry consists of around 280,000 enterprises covering a wide range of subsectors including hotels, cafés, casinos, tour companies, travel agents, museums, zoos, airlines, transport companies, and part of the retail and education sectors.

The significance of the tourism industry to Australia's economy prompted the Australian Government's *China 2020 Strategic Plan*, which identifies five strategic areas on which to build Australia's competitiveness for Chinese tourists. These include: knowing the customer; developing a multi-stage geographic marketing coverage strategy; enhancing quality tourist experiences; increasing aviation capacity; and strengthening partnerships between government and industry. Many of these initiatives are already underway.

China's tourist market also offers benefits beyond the immediate tourism industry. For example, earlier this year a Chinese business person touring South Australia's Kangaroo Island surprised local honey farmers by making a large business deal to import honey products to China. Multiple deals followed, representing over A\$70,000 of business—a significant achievement for the local farmer. Similarly, it's not unreasonable to speculate that Australian wineries might encounter comparable opportunities, as more Chinese tourists encounter Australian wines on tour.

So the opportunities are there—but what does this mean for Australian business? Clearly there is potential to benefit from inbound Chinese dollars, but in order for this to happen, a great deal of homework needs to be done. First of all, Australian businesses must develop their China-wise knowledge in order to understand Chinese tourists as customers. Chinese tourists are different—they have a different culture, they speak a different language, and they may not request things the way we expect them to.

FAST FACT: TOURISM AUSTRALIA IS FORECASTING A 226% GROWTH IN CHINESE TOURIST ARRIVALS IN THE NEXT DECADE.

FAST FACT: THE ECONOMIC MULTIPLIER EFFECT OF TOURISM IS STRONGER THAN THAT IN MINING, AGRICULTURE AND FINANCIAL SERVICES.

Australian businesses need to step out of their comfort zone of servicing culturally similar tourist markets, like the UK and New Zealand, and learn how to understand and service the Chinese market.

Bear in mind, Chinese tourists are also different among themselves. China is a big country with an area that is on par with the whole of Europe. And much like the different cultures across Europe, there are different subcultures throughout China—a tourist from Beijing will behave differently to a tourist from Guangdong—and both will speak distinctive different dialects.

The key to understanding Chinese tourists is to understand their cultural values. With the ubiquitous influence of globalisation, contemporary Chinese culture appears to be a product of both domestic and international discursive forces. The dynamism of the Chinese economy and societal development also defines the ever-changing nature of Chinese culture. And while Confucianism and Taoism are still at the traditional core of Chinese culture, the modern elements of consumerism, Chinese pragmatism and capitalism should never be taken for granted in contemporary Chinese culture.

China today is still a hierarchical, collectivist society, so to maximise the opportunities presented by Chinese tourism, Australian businesses must learn culturally appropriate ways to offer services. For example, how a service provider differentiates their interaction with a Chinese superior, compared with subordinates in the same group, should not be underestimated.

For Australian businesses, there are many ways to learn about the prevailing Chinese cultural values. As a multicultural society with an ever-increasing Chinese migrant population, Australia should be more informed about China than other countries; Australian businesses should consider tapping into existing talents from new Chinese migrants to develop their Chinese knowledge and capabilities.

Managing Chinese tourists' expectations more effectively, is another key learning area for Australian businesses. And the best way to do this is to try to put ourselves into their shoes and see the world as they do. Additionally, Chinese tourists may have formed expectations of the Australian tourism experience before visiting Australia, on the basis of their life and travel experiences in China. Therefore, it's critically

TOURISM AUSTRALIA

As the Australian Government agency responsible for attracting international visitors to Australia, Tourism Australia provides consolidated consumer research, statistics and advice to business and industry, with the overall aim of increasing the economic benefits of tourism to Australia.

A\$7.4-9.0 bn

**POTENTIAL FOR THE
CHINA MARKET TO BE
WORTH BY 2020**

(Tourism 2020)

A\$4.2 bn

**TOTAL SPEND FROM
CHINA IN 2012**

(up 13% on 2011)¹

626,400

ARRIVALS

**CHINESE VISITOR
ARRIVALS IN 2012**

(up 15.6% on 2011)²

27.8M

TOTAL NIGHTS

**CHINESE VISITOR NIGHTS
SPENT IN AUSTRALIA IN 2012**

(up 7% on 2011)¹

1. International Visitor Survey (Tourism Research Australia).

2. Australian Bureau of Statistics, Overseas Arrivals and Departures.

important for Australian businesses to do both their homework in Australia and their field work in China. As a Chinese proverb says, "It is better to travel ten thousand miles than to read ten thousand books"—if one business trip to China brings more tourists to Australia, then it's worth doing. But paying attention to what's happening locally and domestically is not enough; an international perspective, or more specifically, a Chinese perspective on Australian business practices is a must.

Recently, China has been more innovative and entrepreneurial than most developed countries, and successful business models have been developed in China to serve the Chinese tourist market. For example, the fast-growing economy hotel sector in China has been innovative in meeting the needs of the mass domestic tourist market. In a short period of less than

FAST FACT: CHINA IS AUSTRALIA'S MOST VALUABLE INBOUND TOURIST MARKET.

IS YOUR BUSINESS CHINA READY?

Maximise your potential to cater to the emerging Chinese tourist market:

1 DEVELOP

CHINA-WISE
KNOWLEDGE.

2 LEARN

ABOUT CHINESE
CULTURAL VALUES
AND BELIEFS.

3 EDUCATE

YOURSELF ON
COMPARABLE
TOURIST
EXPERIENCES
IN CHINA.

4 EMBRACE

INFORMATION &
COMMUNICATION
TECHNOLOGY
PLATFORMS TO
CREATE BETTER
EXPERIENCES.

5 CULTIVATE

LONG-TERM
SUSTAINABLE
BUSINESS
PRACTICES.



THE KEY TO
UNDERSTANDING
CHINESE
TOURISTS
IS TO
UNDERSTAND
THEIR

**CULTURAL
VALUES.**

84 MILLION

**CHINESE TOURISTS
TRAVELLED ABROAD IN 2012. BY 2015, THIS
NUMBER WILL REACH 100 MILLION.**

United Nations World Tourism Organisation.

one decade, China's economy hotel sector has seen three hotel chain companies (Home Inn, 7 Days Inn, and China Lodging) rise from being small start-ups to a NASDAQ/NYSE listed billion-dollar asset conglomerate. Understandably, Chinese tourists will base their travel and accommodation expectations on what they experienced at home, which means that if Australian businesses cannot offer similar standards of quality, they will lose their share of the market.

Chinese consumers are more technologically savvy than ever before. Among all types of information and communication technologies, the fast development of social media applications via mobile devices in China seems to be generating more challenges and implications for businesses with Chinese outbound tourists. Australian businesses capturing the Chinese tourist market should know that through mobile social media platforms such as WeChat (*Weixin* in Chinese), Chinese tourists can constantly engage in a virtual social network that can either enhance their experience in Australia, or reduce their perceived value of the experience. More often, instant social media collation of information gathered on-site at the destination can lead to either congruence or dissonance in tourists' evaluation of their experiences, which would in turn affect the tourism service provider's business. So far, tourism researchers have started to examine how social media will influence tourists' destination experience. Tourism business practitioners should also adapt themselves readily to this technological trend.

Indeed, China's fast-growing outbound tourism market means many new business opportunities—both for Australia and for other countries that choose to educate themselves about the Chinese market. Certainly, Australian businesses still have a lot to learn about the Chinese tourist market, but with Tourism Australia's *China 2020 Strategic Plan*, along with good government policies, action and support, Australia is well on its way. Whether your business is prepared and rearing to go is up to you. ●

For more information, visit:
unisa.edu.au/research/tourismleisure



CASE STUDY

RED DOLLS WINE: CATERING TO THE CHINESE MARKET

The Wine Discovery Centre that is delivering innovative, China ready services that shine.

Writers Tim Nicholls and Shelley Dover

 **Tim Nicholls and Shelley Dover** are owner-operators of Red Dolls Wine. They are also graduates of UniSA's MBA program.



The emerging Chinese thirst for Western-style red wine is well documented. But catering to this market is not such an easy task. For Tim Nicholls, South Australian sommelier, winemaker and entrepreneur, the challenge was one to embrace. His new venture—Red Dolls Wine—is tailored especially for the Chinese market.

Pitched as a Wine Discovery Centre, the McLaren Vale winery not only makes wine, but delivers personalised wine education and tours that are designed to capture the interests of the Chinese consumer. His wine experiences include: Tours and Tasting for the Curious, Wine Education for the Enthusiast, Virtual Tourism for the Voyeur, Cellar Advice for the Serious, and Investment Service for the Speculative, as well as his innovative vine sponsorship initiative, where customers choose a vine, tag it, receive photos and updates and, after one year, are presented with their very own, personalised bottle of wine.

All services are offered bilingually in English and in Mandarin, making it a 'must do' experience for visiting guests, social or business entertainment.

While Nicholls' wine career has taken him all over the world, it was a trip to China as part of his MBA studies with UniSA that consolidated his views on what the Chinese might require from a service perspective.

"The Chinese emerging wine palate is an interesting business opportunity and my experience through UniSA's Business in China program has helped develop our virtual tourism, wine and wine education service," he says.

"NOT ONLY ARE ALL OUR EXPERIENCES OFFERED IN MANDARIN, BUT OUR RED DOLLS

HOME SHIRAZ IS MADE SPECIFICALLY FOR THE CHINESE PALATE AND IS IDEALLY MATCHED WITH CHINESE FOOD."

"The competition in Asian countries is so fierce that only the businesses that are best-connected, and trying the hardest to deliver personalised, professional service, with a solid foundation of family-oriented respect, will survive."

Nicholls' passion for personalised customer service and his desire to share the pleasure of wine with the consumer no matter their level of experience, sets Red Dolls apart in the wealth of wine experiences that are available across South Australia.

"Not only are our experiences offered in Mandarin, but our Red Dolls home Shiraz is made specifically for the Chinese palate, and is ideally matched with Chinese food."

His brand values—Live, Laugh, Learn—are represented via the dot-to-dot character visualised on the Red Dolls wine label, symbolising the joy of pursuing the journey of understanding and appreciating wine.

So the product is not just about the wine, but also education in a fun and unintimidating way.

For the Chinese consumer, Red Dolls wants to demonstrate that learning about wine and wine production can be a fascinating journey of discovery to enhance appreciation.

"Wine is such a vast subject, to take people by the hand, empower them to trust their own palate and be comfortable that there is no 'right' way to drink wine is liberating for them, and rewarding for me," says Nicholls.

"I am always excited to meet Chinese people, to learn about their country, and to practice my Mandarin. I have found the Chinese culture to be warm, generous, family-oriented and open-minded."

As the fastest growing export market for Australian wine, China represents significant business opportunities for South Australia's wine and tourism industries. But whether South Australian businesses are ready to meet the needs of Chinese consumers is yet to be seen.

Tourism Australia Managing Director, Andrew McEvoy, says "You can build all the demand you want through compelling ads, but if the actual experience fails to deliver on the promise, you end up doing more harm than good."


For Red Dolls Wine, this is clearly not an issue. Their combination of approachable wines, unintimidating China ready service and delivery in Mandarin is a blend for which the emerging Chinese wine consumer thirsts. And the idea is already bearing fruit.

To find out more about Red Dolls Wine, visit: reddollswine.com

HOW COMPETITIVE IS AUSTRALIA AS A TOURISM DESTINATION?

Worldwide growth in tourism demand has resulted in unprecedented levels of competition among destinations as they try to capture their share of the tourism pie.

Writers Dr Guy Assaker and Dr Rob Hallak **Illustrator** Tang Yau Hoong

 **Dr Guy Assaker** is an expert in quantitative methods using multivariate statistics to examine the relationships between tourism variables. He is also an Adjunct Research Fellow with UniSA's Centre for Tourism and Leisure Management.

Dr Rob Hallak has a wealth of experience in hospitality and event management, both in Australia and overseas. He is also a researcher with UniSA's Centre for Tourism and Leisure Management.

Despite the recent downturn in the global economy, international tourism remains resilient and is one of the largest and fastest growing economic sectors in the world. According to the United Nations World Tourism Organisation, international tourist arrivals have increased from 278 million in 1980 to 1.35 billion in 2012. By 2030, this should reach 1.8 billion.

Tourism is a key driver of economic growth. It generates export revenues, creates employment, and stimulates investment in business and infrastructure. In Australia, tourism activities generated over 908,000 jobs and contributed A\$87.3 billion to GDP during the 2011-2012 period. Tourism is Australia's largest services export industry and has a Total Output Multiplier of 1.9—which means that for every dollar it earns, it generates an extra 90 cents to other parts of the Australian economy. This, according to Tourism Research Australia, is higher than retail trade (1.7), mining (1.6), and healthcare and social assistance (1.5).

Although Australia's number of overseas visitors has increased by 21% over the past ten years (from 2001 to 2011), its share of global travel over this period has actually decreased. This is not particularly surprising given that competition will increase in line with an increasing demand for tourism worldwide. In addition, each new destination will generate new investments in

products and services like hotels and resorts, as well as infrastructure such as rail and airports. Understanding what drives the competitiveness of a destination in an increasingly dynamic global environment, remains a key challenge for governments and policy makers.

Examining the key determinants of destination competitiveness across 154 countries worldwide, new UniSA research* has found that three factors play a key role in influencing the competitiveness of a destination (as measured by International Tourist Arrivals and International Tourist Receipts for each country):

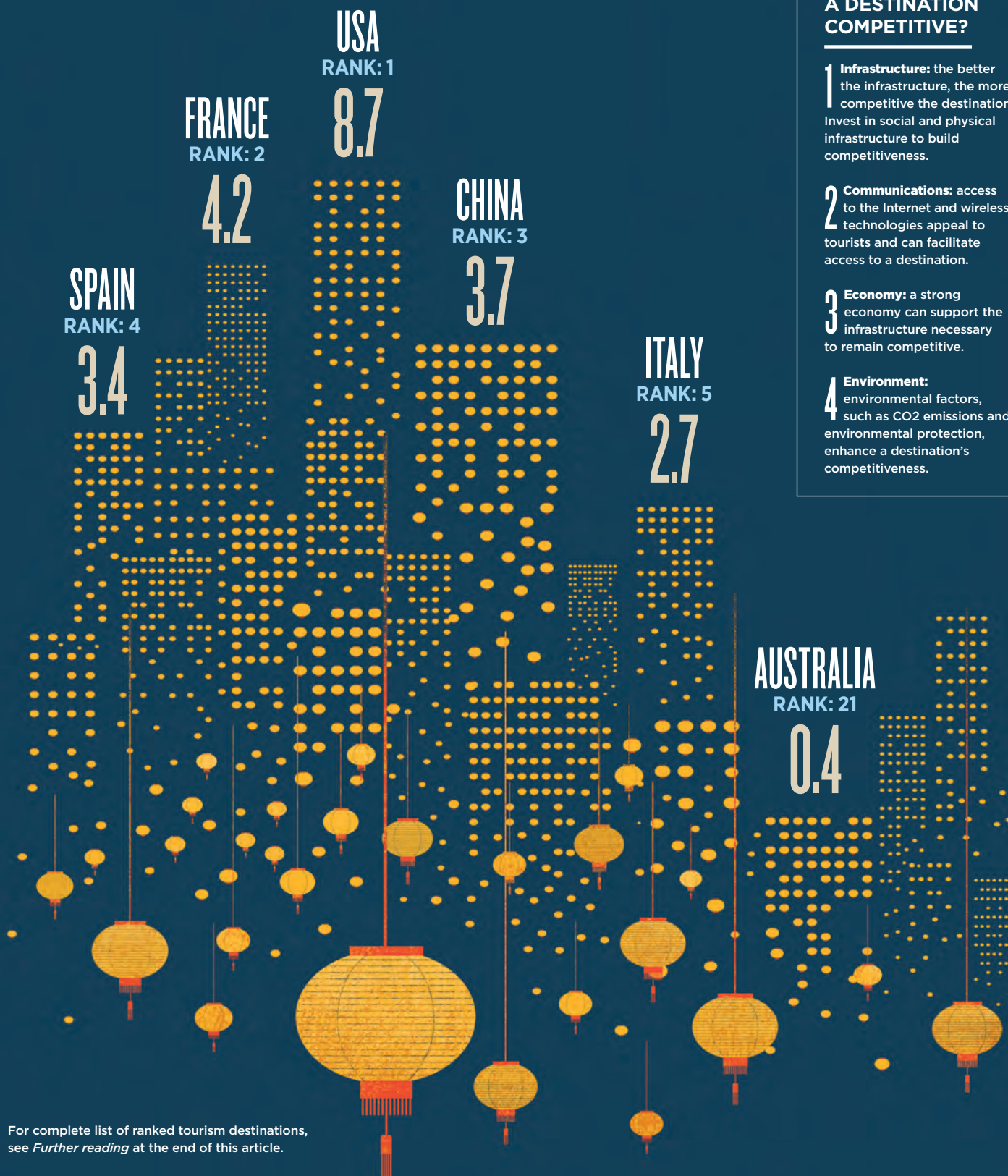
1) economics, 2) the environment, and 3) infrastructure.

COUNTRIES AIMING TO BUILD THEIR TOURISM COMPETITIVENESS NEED TO INVEST IN THEIR SOCIAL AND PHYSICAL INFRASTRUCTURE.

The level of infrastructure in a country, measured by a number of indices (such as number of vehicles, road index, computers index, internet host index, sanitation facilities, and so on), has a direct effect on a country's destination competitiveness. Naturally, the level of infrastructure is largely affected by economic factors. The state of the environment at a destination—measured through indices such as electricity

DESTINATION COMPETITIVENESS

Highly-ranked countries are typically industrialised with highly organised structures and well-developed tourism industries.



WHAT MAKES A DESTINATION COMPETITIVE?

1 Infrastructure: the better the infrastructure, the more competitive the destination. Invest in social and physical infrastructure to build competitiveness.

2 Communications: access to the Internet and wireless technologies appeal to tourists and can facilitate access to a destination.

3 Economy: a strong economy can support the infrastructure necessary to remain competitive.

4 Environment: environmental factors, such as CO2 emissions and environmental protection, enhance a destination's competitiveness.

For complete list of ranked tourism destinations, see *Further reading* at the end of this article.

A POSITIVE ECONOMIC ENVIRONMENT WILL HAVE A POSITIVE EFFECT ON A COUNTRY'S DESTINATION COMPETITIVENESS.

production index, CO₂ emissions index and Signed Environmental Treaties—has a modest effect on destination competitiveness.

An interesting finding is that the economic indicators of Industry Value Added (IVA), Foreign Direct Investment (FDI), and Purchasing Power Parity (PPP) do not influence destination competitiveness directly, but can indirectly affect competitiveness by strengthening the infrastructure at the destination. High levels of PPP and IVA create a positive economic environment and lead to positive social improvements and developmental progress. Consequently, these have a positive effect on a country's destination competitiveness. FDI, however, was found to have a negative impact on social development because of the difficulties associated with directing it to areas that would be most beneficial to the economy and the locals. Evidence suggests that countries aiming to build tourism competitiveness (increased tourist arrivals and revenues) need to invest in their social and physical infrastructure.

The Internet and other wireless communication technologies are also important drivers of tourism, facilitating access for tourists to a destination.

The same research also assigned rankings to 154 countries using a tourism destination competitiveness score for each country. The results found that the US, France and China had the highest rankings for destination competitiveness. Australia, however, was ranked 21 out of the 154 nations.

While this still highlights Australia's strength as a tourism destination, neighbouring countries like Singapore, Malaysia and Thailand all achieved higher ranks of competitiveness. Clearly, if Australia wishes to remain competitive in a dynamic, global market it must capitalise on recent economic successes and invest in its infrastructure. ●

For more information, visit the Centre for Tourism and Leisure Management: unisa.edu.au/research/tourismleisure

*Further reading: *An Empirical Operationalization of Countries' Destination Competitiveness Using Partial Least Squares Modeling*, by Guy Assaker, Rob Hallak, Vincenzo Esposito and Peter O'Connor, published 2013 in the *Journal of Travel Research*.

MULTICULTURAL FESTIVALS:

MORE THAN SOCIAL IMPACT

Writer Dr Sunny Lee

Multicultural festivals have emerged in many contexts to celebrate culture, community and harmony. While the social role of multicultural festivals is generally well-recognised, associated benefits are easily overlooked.

Some may not see the difference between multicultural festivals and other local community festivals, but the significance of a multicultural festival is that it has positive effects that reach further than just the local community.

According to Tourism Research Australia, 2.6 million international visitors in Australia—representing 51% of all overseas visitors to Australia in 2009—participated in at least one cultural activity during their trip, with one of the popular activities being attending cultural festivals and events.

Multicultural festivals as a form of festival can be a core attraction for visitors and can make a community or destination more desirable to visit.

Multicultural festivals respect and appreciate all cultures. And in doing so, they help create strong images of the community as a multicultural society.

It is important for a society to have a positive multicultural image as this can have flow on effects for the tourism industry, the education industry and other trades. For example, if a destination is linked to racial discrimination, its tourism trade will be negatively influenced.

For Australia, ethnicities provide a firm foundation for building tourism. As many tourists travel to Australia to visit friends and family, positive word of mouth from these experiences can influence others' travel choices. As part of their experiences, a successful multicultural festival can be quite an effective influencer.

Even though many festivals are relatively small and local, they still have the power to attract international capital through sponsorship. They also offer ethnic minorities a place for



 **Dr Sunny Lee** is a researcher with UniSA's Centre for Tourism and Leisure Management. Her research interests include the social impacts of multicultural festivals, destination branding and regional development.

celebration, participation, and cultural expression. Such festivals are important for ethnic minorities, their friends and families, and consequently have the potential to become strong tourist attractions.

Festivals are also able to attract financial and in-kind support, from both domestic businesses and international corporations. Local community festivals usually rely on support from local government or local or national corporations. And while many multicultural festivals are locally-based, many still seem to be able to secure support from international corporations, particularly from countries that are associated with the festival. Attracting international sponsors for multicultural festivals is especially meaningful, as they can greatly extend the exposure of the event, particularly to international audiences.

Multicultural festivals also provide a great opportunity for sponsors to enhance their reputation as being community-oriented or working for the public good, which makes sponsoring a festival a sound business move.

Many businesses today include event sponsorship as part of their corporate social responsibilities. This makes multicultural festivals important to potential domestic and international sponsors.

As multicultural festivals have emerged to respond to the needs of developing multiculturalism in communities, they represent more than just entertainment and personal interest. Specifically, event sponsorships can raise visibility in the global market, to create or strengthen access to diverse cultural markets, establish goodwill, and enhance an organisation's reputation for being community-oriented and caring about cultural diversity.

A festival's target market is more likely to respond in a favourable and immediate manner if the event sponsors are culturally aligned with the festival; there is greater loyalty and attachment to multicultural events when such ties exist.

The Adelaide Festival Centre's OzAsia Festival—an Asian festival that celebrates the rich artistic and cultural traditions of Asia—is a perfect example of a successful multicultural festival.

TOP REASONS TO SPONSOR A MULTICULTURAL FESTIVAL INCLUDE:

1
ENHANCING THE CORPORATION'S COMMUNITY-ORIENTED IMAGE.

2
HEIGHTENING BUSINESS VISIBILITY.

3
BUILDING OR STRENGTHENING ACCESS TO DIVERSE CULTURAL MARKETS.

Drawing on the local community's attention to multiculturalism, it builds a positive image for both Adelaide and Australia. Such a positive image is communicated to potential tourists, buyers and consumers domestically and internationally, and has attracted sponsorship partners, such as local businesses, Santos and UniSA, as well as Asia-based international corporations, Singapore Airlines and Sapporo. These endorsements enhance the Festival's credibility and authenticity among participants.

For the Asian Century, multicultural festivals should be used more effectively to attract foreign capital by drawing in additional tourists and international sponsors from Asia.

The development of multicultural festivals is essential in order to create an inclusive and welcoming environment for tourists and international corporations alike. Enrich a destination's image through a multicultural society, and the rewards can be significant.

For more information, visit: unisa.edu.au/research/tourismleisure

SPIRIT — OF — ASIA

Over the last seven years, Adelaide Festival Centre has built a reputation for its successful focus on Asian-Australian cultural engagement through the annual OzAsia Festival.

Writer Jacinta Thompson Photographer Randy Larcombe

zAsia Festival is the premier Australian event contributing to and engaging with the cultural landscape of our Asian region. A two-week event that takes place throughout September–October each year, its broad reach encompasses visual arts, theatre, dance, music, performing arts, film, literature, lectures, exhibitions and food.

The Festival's program includes Australian artists who identify with an Asian heritage, traditional and contemporary artists from Asia, as well as unique cross-cultural collaborations.

Since its inception in 2007, the OzAsia Festival has steadily gained momentum locally, nationally and internationally. Attendances have continued to grow, with the 2012 Festival attracting over 56,000 people.

The OzAsia Festival is the only festival of its kind, and is lauded internationally for its community engagement, innovative collaborations and cultural diversity. Its program offers myriad experiences, through which it aims to improve Australians' understanding of Asian culture, traditions and language, while building strong cultural links with Asia. Showcasing Asian culture also connects the Adelaide Festival Centre with the local Asian-Australian communities, encouraging respect and harmony.

The OzAsia Festival celebrates inclusiveness and provides a platform for Asian-Australian community groups to engage and participate in events and activities that celebrate their heritage; in essence it creates for them a sense of ownership.

Along with the world premiere and exclusive performances that are a staple of the OzAsia Festival, it is also renowned for its cross-cultural collaborations.

In 2012, *Fearless Nadia*, a collaboration between Indian and Australian musicians, was commissioned and headlined the OzAsia Festival. The work subsequently toured to Mumbai and Chennai and was also a part of the 2013 Melbourne International Arts Festival and Sydney's Parramasala Festival. Further collaborations will also take place in 2014 when the Festival partners with Shandong Province in China.

In April 2013, Adelaide Festival Centre Trust and the Shandong Government's Department of Culture signed a cultural Memorandum of Agreement. The agreement confirms a commitment to continue to support the cultural exchange between South Australia and Shandong, and establishes a long-term, cooperative, mutually beneficial relationship between the Shandong Government and the OzAsia Festival.

The OzAsia Festival has been acknowledged as a cultural leader by a number of professional organisations, winning numerous awards for contributions to arts and culture, tourism, corporate partnerships, marketing and communications. Most recently it was awarded a 2013 Art Music Award for 'Excellence in Music Education' for the emerging composer creative workshops with Chinese composer and conductor, Tan Dun.

The nature of our artistic collaborations with Asia and our training and exchange programs for Asian arts administrators is further developing, with deep relationships being established across the Asian region. This is a long-term commitment and serves well for a positive and prosperous future. ●


For more information about the OzAsia Festival, visit:
ozasiafestival.com.au



Jacinta Thompson is the Festival Director of the internationally lauded OzAsia Festival, for which UniSA is a key sponsor. She is also an alumnus of our Graduate Diploma in Management (Arts Administration).



“The OzAsia Festival is the only festival of its kind, and is lauded internationally for its community engagement, innovative collaborations and cultural diversity.”

 **Rebecca Young**
is the General
Manager, Corporate and
Community Relations,
with the Can:Do Group.
She is a mentor with the
UniSA Business School,
through which she is also
completing her MBA.

THE CHANGING FACE OF **VOLUNTEERISM**

Writer Rebecca Young Photographer David Solm

What comes to mind when you think of ‘volunteers’? School kids shaking a tin? A retiree planting trees? While these are valuable activities, it’s the rise in corporate volunteering that’s making a real difference to community organisations.

Can:Do 4Kids, Townsend House, is South Australia’s oldest charity. We support more than 300 South Australian children each year who are deaf, hearing impaired, blind or vision impaired. For the past 140 years our services have been underpinned by the goodwill of the community, people who generously give up their time and money to help those less fortunate than themselves.

Non-profit organisations today have more diverse volunteer groups than ever before. At Can:Do 4Kids we have a wonderful group of retirees who miss the social bonds of the workplace and working with young people who are at the start of their careers. But we also have many others, who see volunteering as a way of building valuable work experience and networks.

With the increase in the business sector’s community conscience, and the resulting strategic focus on Corporate Social Responsibility, employers across the globe are encouraging their staff to get out into their communities and make a difference.

Indeed, Volunteering Australia says that the increase in employee volunteering schemes equates to 40% of companies allowing their staff one day of work time to contribute to volunteering, and a further 21% who dedicate two to three days per year.

In the current economic climate, many businesses struggle with the short-term impact that traditional sponsorship models can have on their bottom line.

Fortunately, organisations are still passionate about giving back and are keen to align themselves with community-focussed organisations. Corporate volunteering is a great part of a partnership—and both businesses and charities are reaping the benefits.

According to Nielsen’s *Consumers Who Care* survey (2013), there is a growing consumer sentiment towards socially responsible companies. Since the last report in 2011, the percentage of global consumers willing to reward companies that give back to society by actively choosing socially responsible brands, or paying more for products, grew by 5%—increasing to 50%.

As well as being good for business, organisations such as Westfield, HSBC, and Myer, who regularly support Can:Do events such as our Can:Do Caper, and Farm Day, say that their involvement provides a ‘money can’t buy’ team-building experience. So, volunteering not only offers opportunities for staff engagement, it also breaks down silos across disparate divisions and tiers of seniority, providing new ways for staff to work towards positive goals together.

Statistics show that businesses that encourage their employees to contribute to the community enjoy higher rates of staff retention, especially among the ‘millennials’, 21–35-year-olds who are often described as team and achievement-oriented.

Deloitte’s *Volunteer Impact Survey* (2011) states, “If millennials frequently participate in company-sponsored volunteer programs, they are more likely to feel a strong connection and sense of belonging at work. It all adds up to a discernible difference for companies interested in driving the ‘double bottom line’ and making both a business and a social return.”

Times might be tough, but it’s wonderful to see businesses committed to making a difference to their community and still focussing on what they Can:Do. ●

“RESEARCH
SHOWS
THAT OVER
81%
OF
AUSTRALIAN
COMPANIES
NOW
PARTICIPATE
IN EMPLOYEE
VOLUNTEERING
SCHEMES,
COMPARED
WITH JUST
31%
IN 1992.”

For more information, visit: cando4kids.com.au

TIPS TO MANAGE YOUR VOLUNTEERS

1 TAKE VOLUNTEERS SERIOUSLY.

They might not be taking home a paycheck, but this doesn't mean they shouldn't feel like part of the team. Treat them as you would a new staff member—induction, position description and regular feedback.

2 SAY THANK YOU. THEN SAY IT AGAIN... AND AGAIN.

Nobody ever complained about being thanked too profusely. We all like to be appreciated for a job well done, and this extends doubly to volunteers.

3 MAKE VOLUNTEERS FEEL WELCOME.

Get back to basics—introduce your volunteers to the rest of your team, involve them in fun workplace activities and invite them to special events.

4 COMMUNICATE WELL AND OFTEN.

Having a central point of contact is a great way to manage volunteers. Consider a quarterly email blast to keep volunteers in the loop of what's going on. Like your core staff, they want to feel as if they're contributing to your organisational goals.



HANDS UP:

WHO'S FOR VOLUNTEERING?

Chances are that either you, someone in your family, or your neighbour is a volunteer.

Writer Gerry Treuren Illustrators The Project Twins

According to the Australian Bureau of Statistics, at least one Australian in every three has volunteered in the last year. And this figure does not include the growing number of people participating in corporate-sponsored volunteering, where companies give their employees time to go out into the community to volunteer.

Women are more likely to volunteer than men and are typically more broadly involved. Men are most likely to volunteer for sports activities, with women equally likely to get involved in welfare, community, and religious-related volunteering, as well as being involved with sports.

But why do people volunteer? We know that many parents volunteer to support their children's sport and recreation clubs. Other people volunteer out of gratitude for support their family has received during family tragedies and illness. And some simply volunteer to maintain their connection with their favourite sporting and social activities as they age.



Different types of volunteers choose to volunteer for different reasons. Each presents unique challenges for volunteer managers.

THE ENTHUSIAST

The most prominent volunteers are the enthusiasts. They volunteer, often over decades, because they believe in the activity and the organisation; they feel that their participation aids the organisation's success. Examples include the sporting volunteer who once competed with the club, and the hobbyist who enjoys the activity and camaraderie with like-minded others.

THE CAUSE-MOTIVATED VOLUNTEER


A particular type of enthusiast volunteer is the cause-motivated volunteer. They are motivated primarily by their concern to ensure the success of a specific cause, and for many, their interest was piqued by personal experiences. Many health and welfare-related organisations rely on volunteers that have first-hand experience of specific causes.

THE CAREER-ORIENTED VOLUNTEER

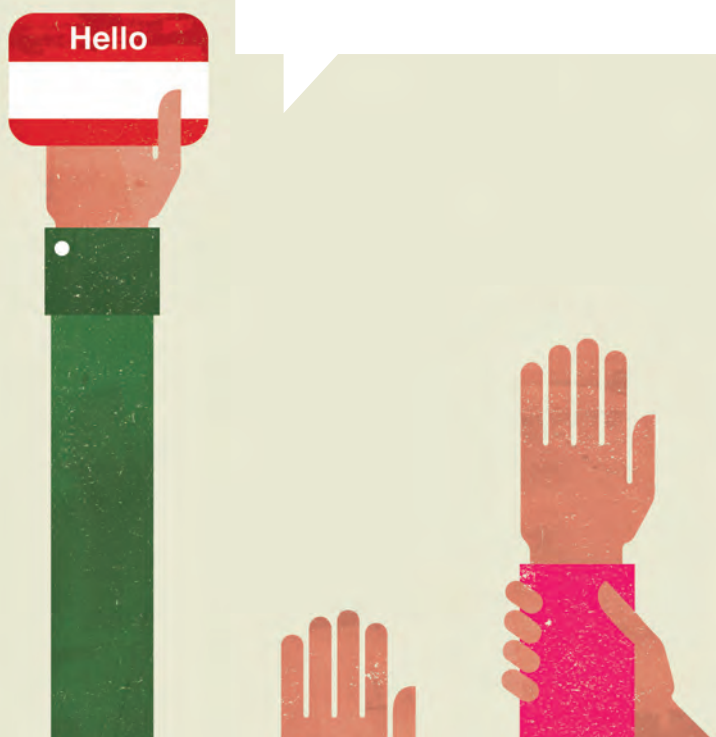
Some people volunteer for career-related reasons. For these people, volunteering enables them to develop their expertise and enhance their resume, while also developing professional networks and relationships. Career-oriented volunteers are often students, but can also include people who are trying to switch careers.

THE ACCESS-ALL-AREAS VOLUNTEER

A specific group of volunteers are the access-all-areas volunteers, who are focussed on obtaining material benefits. For these people, volunteering enables them to get behind-the-scenes access to big events, celebrities and activities that they would not be able to access otherwise.

 **Gerry Treuren** is a member of the Centre for Human Resource Management. His research focuses on volunteer motivations, employee turnover and retention, job search, and employee responses to organisational change.

VOLUNTEERS HAVE DIFFERENT EXPECTATIONS OF THEIR VOLUNTEERING EXPERIENCE. UNDERSTAND THEIR MOTIVATIONS AND YOU CAN BETTER REWARD THEIR CONTRIBUTIONS.



THE SOCIAL VOLUNTEER

The socially-motivated volunteer participates to develop new friendships and to get involved in their local community. Often these people volunteer after the death of a partner. There is also some evidence that international students volunteer for social reasons and to gain a better understanding of the local culture.

THE RELUCTANT VOLUNTEER

This volunteer feels that they need to continue volunteering to ensure the continuity of the event, activity or organisation, despite actually wanting to step back. Often these volunteers have been involved for many years, and while they want to retire, they cannot see that there are others ready to replace them.

THE CONSCRIPT VOLUNTEER

This type of volunteer is not as keen about the event or activity as the other volunteers, but is pressured to volunteer by their partner, family or friends. Often one of the longest-serving volunteers, this recruit would really prefer to stay at home.

There are many types of volunteers, and each has different motivations. Any volunteer may be a combination of any type—and their motivations to volunteer may change over time. A career-oriented volunteer, for example, may become an enthusiast or cause-motivated volunteer, as they get more involved in the organisation; or they may become a socially-motivated volunteer, because of the friends they have made. Similarly, an enthusiast may become reluctant if they grow weary or bored with their role.

Each volunteer group has different expectations for their volunteering experience. This can sometimes manifest in disputes between volunteers and volunteer managers over how to acknowledge volunteer efforts: some want tangible rewards, some desire recognition, while others might appreciate a social function. For example, the access-all-areas volunteer is likely to appreciate free entry to an event, the career-oriented volunteer might like a letter of recommendation, and the social volunteer could value a social gathering of the volunteers as a post-event wrap up.

Another issue facing volunteer managers is how to manage performance. While volunteer managers are often concerned with the efficient and accountable operation of the organisation, not all volunteers might see this as their personal priority, especially if they see their volunteering as a leisure activity.

Managing these different volunteer expectations can cause all sorts of difficulties for organisations who need to meet the requirements of their funding bodies or clients, or who need to minimise their risk for insurance purposes—a tricky scenario when they often rely on the sometimes inconsistent efforts of volunteers.

Many volunteer organisations are now developing organisation-specific recruitment, training, recognition and performance management policies and practices to better utilise volunteer effort. Some organisations are even creating succession plans and pools of volunteers to minimise their reliance on reluctant, conscripted and access-all-areas volunteers. Others are seeking to make better use of the specialist skills of career-oriented volunteers, enabling the organisation to offer better or a broader range of services.

Volunteering is a big part of Australian life, but the way that volunteers are managed is rapidly changing to meet new accountability demands faced by not-for-profit organisations. Knowing the motivational types of your volunteers can provide insights into their expectations. ●

To find out more, or to sign up for the Centre for Human Resource Management's newsletter or LinkedIn group, visit: unisa.edu.au/research/chrm

VIRAL MARKETING:

IS THERE A FORMULA FOR SUCCESS?

Just as no single element can concoct a chemical reaction, no one thing can make a social video superstar. Rather, it takes the right balance of strategy and creative to work towards viral success.

Writer Carole Lydon Illustrators The Project Twins

It started with two years of work, five different data sets, more than 1000 videos, nine individual studies and a large team of researchers—and finished with a book. After conducting one of the world's most rigorous studies on video sharing, *Viral Marketing: The science of sharing* is the first in a series of books to be published by the Ehrenberg-Bass Institute for Marketing Science and Oxford University Press.

A Senior Research Associate at the Ehrenberg-Bass Institute, Dr Karen Nelson-Field has researched and published on targeting, buyer behaviour and brand growth in the context of media for nine years. In her first book, Nelson-Field sets out to debunk a few myths and offer new knowledge on sharing, memory and the influence of creative devices in the social video space.

If you are spending marketing dollars clinging to the possibility that the brave new world of social video has brought brave new rules and the tantalising potential for a free ride, Nelson-Field says, "Wake up and smell the well-branded coffee."

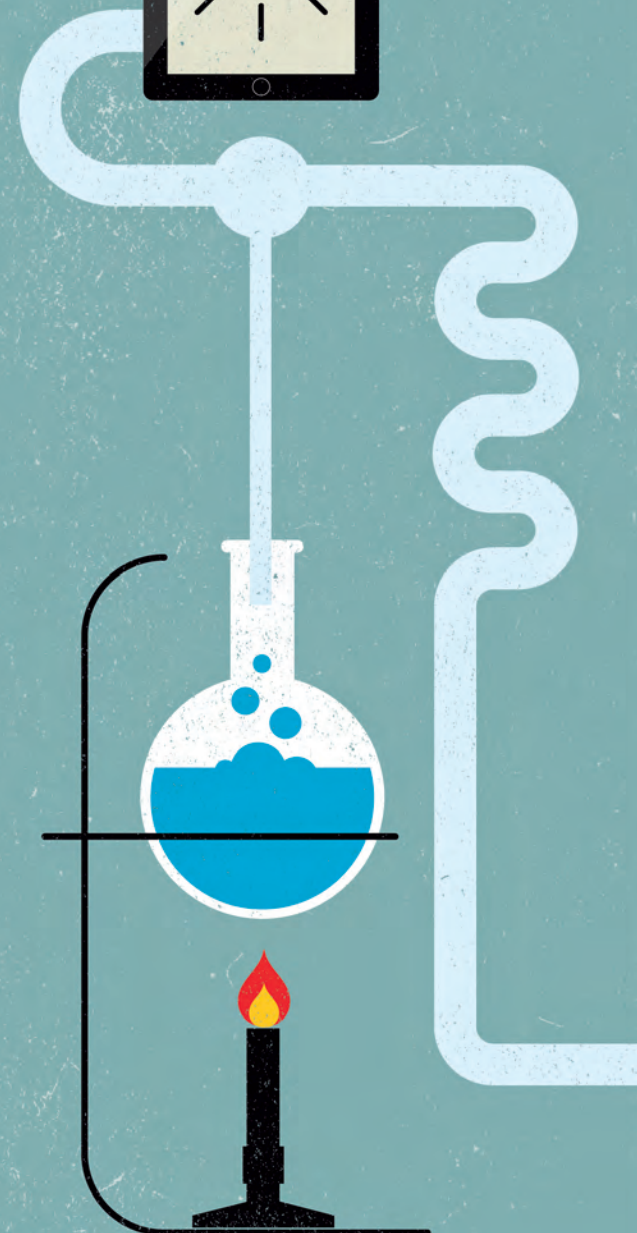
Viral Marketing: The science of sharing reveals that, contrary to current trends, the old scientific laws of buyer behaviour and advertising still apply to social media. Marketers who have read *How Brands Grow* (Sharp, 2010) will find the foundational research that underpins Nelson-Field's work familiar.


It seems like a lifetime, but it has been only four years since Evian took the online video world by storm with its Evian Roller Babies video featuring break-dancing babies on roller skates. The video received

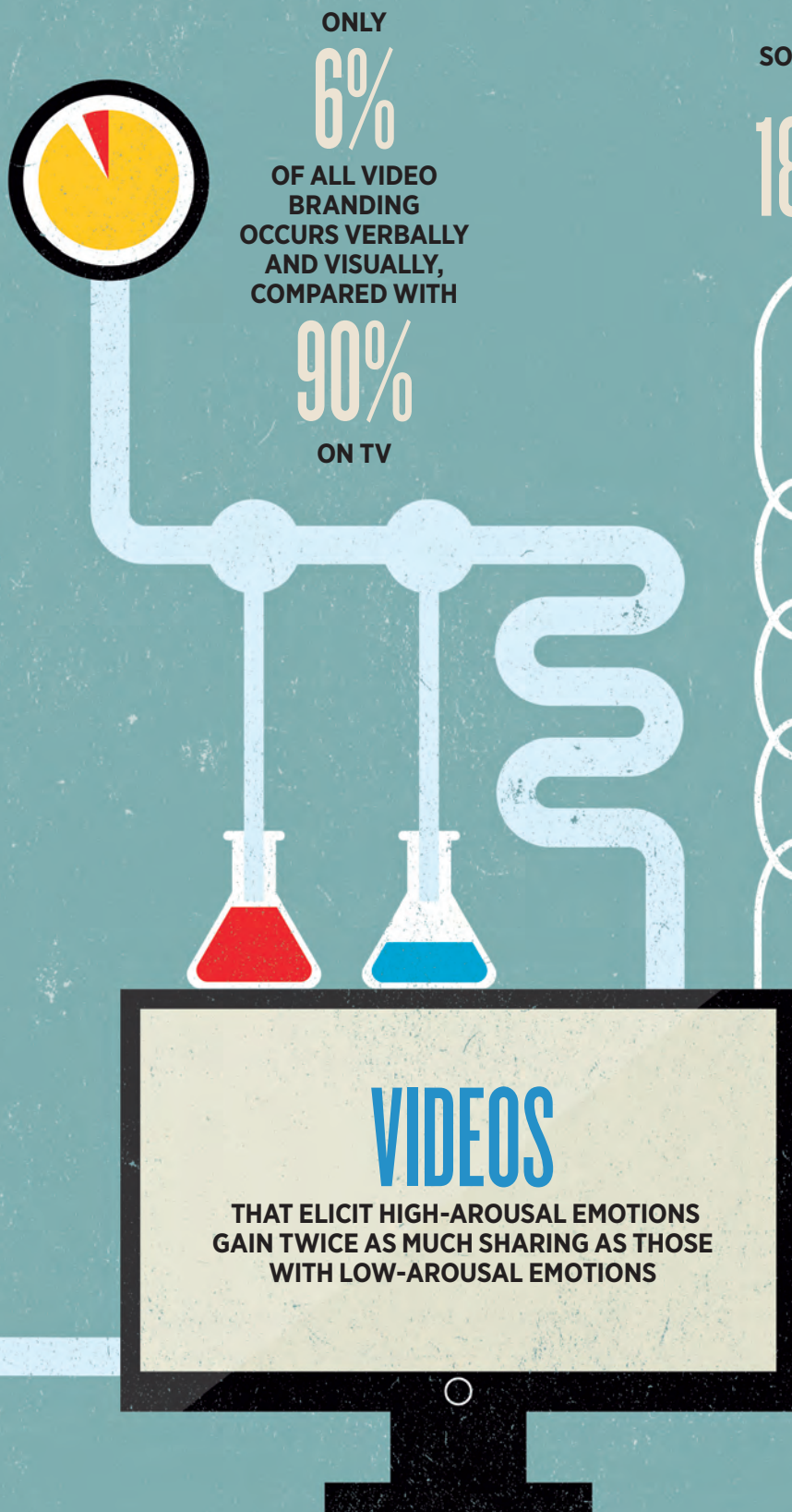
MORE THAN

90%

OF VIEWERS
DON'T SHARE



 **Karen Nelson-Field**
is a Senior Research Associate with the Ehrenberg-Bass Institute for Marketing Science at UniSA. She has recently authored *Viral Marketing: The science of sharing*, launched in London and New York earlier this year.



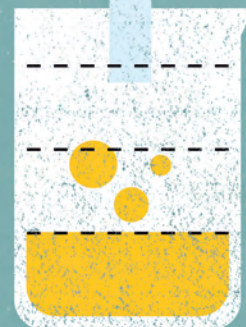
ON AVERAGE,
SOCIAL VIDEOS PRESENT
THE BRAND EVERY

18 SECONDS



MORE THAN
70%
OF ALL
COMMERCIAL
VIDEOS EVOKE
LOW-AROUSAL
EMOTIONS

TYPICALLY,
ONE THIRD
OF A VIDEO ELAPSES
BEFORE THE BRAND
IS REVEALED



Worry less about the creative and instead invest in pre-testing to ensure the material makes the viewer laugh, gasp or get goose bumps.

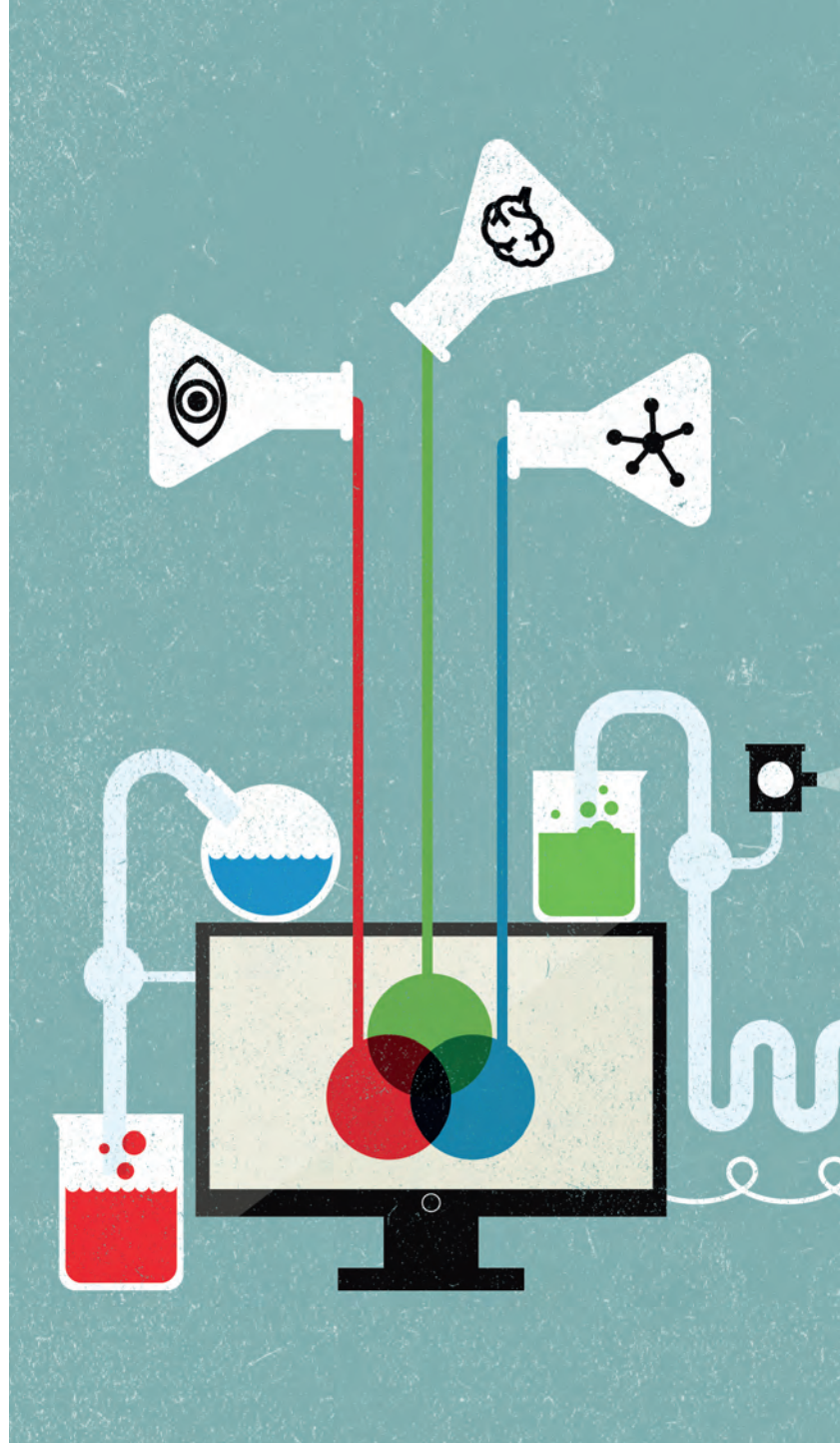
45 million views from YouTube alone, had 3 million shares at the time of research, gained 5 million Euro in free air time and reported sales increases in most regions. And it was this single instance of success that turned so many marketers into gamblers—gambling with marketing budgets trying to create the ‘next big thing’. Gambling on the dream of ‘free reach’.

Nelson-Field didn’t set out to dash people’s dreams, however she did set out to apply some of Andrew Ehrenberg’s principles of buyer behaviour to the new phenomenon of social video. Even as an experienced researcher and champion of Ehrenberg’s work, she had to admit that she was surprised how steadfastly his principles held in a completely new media.

By December 2012, over 11 billion social videos had been watched in the US alone. It’s only natural that companies would want to emulate Evian’s success. The problem is, up until now, they’ve been guessing as to what is behind that success. Some very expensive assumptions have been based on nothing more than a hunch, and most of those hunches have been about creative content. It seems that everyone was under the spell of those crazy skating babies!

Nelson-Field peels back the layers of viral marketing success to show us that no single thing can make a viral superstar, rather she offers 50 Top Tips for working towards viral success. Her book offers context and credibility by discussing the consequences of the pace of change brought by new media and how inevitably change occurs ahead of learning. It demonstrates the rigour with which the research has been performed leading to reliable and generalisable results. In short, it shows how and why the reader can trust those 50 Top Tips.

While *Viral Marketing* reveals that content may not be king after all, it does not write it off altogether. The creative characteristics and devices of videos that are shared more and less often are examined in detail, as well as the important role that emotions and arousal play in sharing. According to Nelson-Field, “Creators should worry less about whether the video content contains a baby, a dog or a celebrity, and instead invest in pre-testing to ensure the material makes the viewer laugh, gasp or get goose bumps.”



**VIRAL
MARKETING:
THE SCIENCE
OF SHARING**
by Karen Nelson-
Field is a new
book published in 2013 by
Oxford University Press.

Not your typical ‘how to get shared’ book, *Viral Marketing* applies scientific method and rigorous research to offer solid advice on the nebulous business

of video sharing. Building on the science behind brands and buying, *Viral Marketing* reports new knowledge on sharing, memory and the influence of creative devices. Contrary to current trends, it also suggests that the old scientific laws of buyer behaviour and advertising still apply to social media. A must-read for anyone working in the social media space. karennelsonfield.com

KEY INGREDIENTS

- EMOTIONS AND AROUSAL PLAY AN IMPORTANT ROLE IN VIDEO SHARING, BUT WIDE DISTRIBUTION REIGNS SUPREME IN VIRAL VIDEO.
- CREATIVE QUALITY IS THE 'ICING ON THE CAKE' FOR GETTING SHARED.
- VIDEOS THAT EXHIBIT HIGH-AROUSAL EMOTIONS CUT THROUGH CLUTTER AND ARE MOST REMEMBERED.
- OVERT BRANDING HAS NO IMPACT ON THE DEGREE TO WHICH A VIDEO WILL GET SHARED.
- USING POORLY BRANDED ADVERTISING IS LIKE THROWING AWAY YOUR MARKETING BUDGET.
- DON'T OVERINVEST IN CREATIVE AT THE COST OF DISTRIBUTION. THIS WILL NOT MAKE A VIDEO GO VIRAL.



“Wide distribution reigns supreme in viral video, just as it does in other media contexts. Content creators seeking viral success should always be thinking about viewership.”

Another common question answered in this book relates to branding. There is a popular misconception that the online video world is too cool for branding; that somehow branding will turn viewers away and stop them sharing. Nelson-Field reveals that the brand is not the enemy. On the contrary, any money you spend on social video without showing your brand is wasted. It makes sense—what’s the point if the viewer enjoys and shares the video but doesn’t recall the brand? Digging even deeper, *Viral Marketing* reveals some interesting and useful findings about highly arousing content and the link between memory and, ultimately, sales.

So what does Nelson-Field cite as the single most important finding in her research, “Undoubtedly the fact that reach still reigns. Wide distribution reigns supreme in viral video, just as it does in other media contexts. Content creators seeking viral success should always be thinking about viewership. Specifically, it’s the viewership that will make a real difference in expanding their consumer base. And no, quality viewership is not free.”

In case you are thinking that creative content has been placed in the recycle bin, this is not at all the case. Creative quality is still vital for advertising effectiveness. It is still the means by which marketers can create emotionally arousing messages; and it is this high arousal that affects people’s memories. After all, advertising is the race to be remembered.

So while distribution is now king according to Nelson-Field, good quality content is the icing on the cake. It might not be responsible for the levels of superstar sharing that most marketers dream of, but it is still present in those high-arousal highly-shared videos that exceed expectations. So rather than teaching the kitten to juggle, perhaps you should add some method acting to its repertoire.

If there is one resounding theme from *Viral Marketing: The science of sharing* it is that ultimately, people are still people and buyers are still buyers. Even though they are using new media they are still the same complex unfaithful creatures making decisions to suit themselves, not the marketer. Things are not the same, but they are not all that different. The old laws of marketing science still apply. ●

To find out more, visit the Ehrenberg-Bass Institute for Marketing Science: marketingscience.info

To order the new book, *Viral Marketing: The science of sharing*, visit: karennelsonfield.com



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how media representations
of lawyers affect access
to justice.

DO MEMBERS OF THE PUBLIC HAVE A 'RIGHT TO KNOW'...

about similar fact evidence? The Emily Perry story and
the 'right to know' in the context of a fair re-trial.

Writer Rachel Spencer Photographer Randy Larcombe

The most cursory glance at the shelf space devoted to 'Crime' in just about any bookshop demonstrates the apparently insatiable appetite of the public for this genre. And when crime is fact rather than fiction, the news it generates is a valuable product.

When a crime is committed, two opposing forces come into play: the right of the accused to a fair trial, and the right of the public to know what is going on. The principle of open justice is a longstanding and fundamental aspect of our legal system. Members of the public are entitled to know what happens in the courts in order to maintain confidence in the administration of justice. However, the general entitlement to publish reports of open court proceedings does not include an entitlement to publish any information about the accused that the public might find 'interesting'.

“...MEDIA COMMENT PRIOR TO TRIAL HAS THE POTENTIAL TO INFLUENCE AND PREJUDICE POTENTIAL JURORS.”

A journalist might argue that as much information as possible ought to be published about an event or a person, in order that the whole truth will eventually emerge, and the public will be accurately informed. A lawyer, on the other hand, acting in the best interests of the client, will argue that the client has the right to a fair hearing (including the benefits of the rules of evidence), and the right to hear all allegations before commenting or pleading. Where an accused is to be tried by a jury, media comment prior to trial has the potential to influence and prejudice potential jurors.

In South Australia in 1981, Emily Perry was tried for the attempted murder of her husband. The Crown case was that Mrs Perry had administered small quantities of poison in her husband's food and drink, over a long period of time, intending to kill him. An important component of the Prosecution case was a narrative about the earlier deaths from poisoning of three other men who had also been closely

associated with Mrs Perry. However, the alleged victim in the trial denied that his wife had ever attempted to harm him or kill him. The defence claimed that Mr Perry received his lead and arsenic poisoning from repairing an orchestrelle which had contained lead arsenate. In and out of court, Mr Perry staunchly defended his wife. This was unique in South Australian legal history. The Prosecution was unable to give the 'victim' the expected role in the attempted murder narrative because he refused to accept it.

The trial, which lasted for sixty days, received vast media attention. 164 witnesses gave evidence. The trial judge spent considerable time addressing the jury about how the 'similar facts' about the deaths of the three other men could be used. The jury found Mrs Perry guilty of attempted murder. She appealed to the South Australian Court of Criminal Appeal, arguing that the evidence relating to the deaths of the three other men should not have been disclosed to the jury, but the appeal was dismissed. Mrs Perry then appealed to the High Court of Australia whose Chief Justice described it as a 'difficult case'. The High Court quashed the conviction and a re-trial was ordered. But the prosecution never re-tried her.

The Emily Perry story is an example of the opposing perspectives of lawyers and journalists. It is unlikely that Emily Perry could have obtained a fair re-trial in South Australia after the narrative about the three earlier deaths had been given such vast media attention. Once the media had published its own narrative, could the justice system really ever deal with it? Would it have been possible to find an untainted, unbiased jury for a re-trial? The right to a fair trial will always struggle for supremacy when pitted against a voyeuristic public with a keen ear for a good story. ●

This research is part of Rachel Spencer's PhD candidacy at Flinders University. To find out more, please contact Rachel Spencer through the UniSA School of Law: unisa.edu.au/law

FACE VALUE

Matching a celebrity with a brand is a tricky business—get it right and sales can skyrocket. But get it wrong, and your brand might fizzle and fade away.

Writer Dr Robert van der Veen Illustration Paolo Lim



Celebrities can be powerful brand ambassadors. They're used by companies around the world to endorse everything from pet food to luxury brands. As celebrities have the resources, power and expertise to choose the best of the best, they can be great ambassadors for a brand. They're especially useful for new products, or products trying to build credibility via a famous spokesperson who can testify their benefits. But, before you sign a 'pre-nup' it's important to check the celebrity's background and personality. Skimp on this process, and you can end up with a celebrity-brand mismatch, and a campaign that can quickly turn sour.

STAGE AUTHENTICITY

Careful matching of celebrity beliefs and brand values is vital for an endorsement to be perceived as authentic. It's extremely important to match the 'right' person with the 'right' brand values. A good example is that of Australian model Jennifer Hawkins, a successful brand ambassador for Redwin skin products, Mount Franklin water, and Bioglan vitamins, all of which match her healthy lifestyle. Such associations are perceived as genuine because the celebrity is endorsing a brand that they believe in, or



 **Dr Robert van der Veen** is a Research Fellow in the Australian Centre for Asian Business at UniSA. His research interests include consumer loyalty and satisfaction, tourism management, and celebrity endorsement.

for which they have a connection. This sounds easy, but poorly matched or insincere endorsements are common, and people can easily spot a phony.

CREATE RELEVANCE

Companies should be on the lookout for celebrities who can create synergy or relevance for their brand. A celebrity chef like Jamie Oliver can effectively endorse kitchen equipment, supermarket brands or food ingredients because of the clear links and associations. But sometimes less

obvious associations, related to the celebrity's lifestyle, passion, or philosophy, can also be successful. For example, well-known actor, and film and television producer, Mark Wahlberg is founder of the Mark Wahlberg Youth Foundation which has raised millions of dollars to improve the quality of life for children and young adults. Similarly, he supports the Taco Bell Foundation for Teens which inspires and enables teens to achieve more. These associations work because they connect with Wahlberg's own youth experiences.

BE CAREFUL OF DILUTION

Celebrities understand that they have a significant impact on brands, so rather than lending their names to a third-party brand, many are now cashing in on their personal endorsement power and launching their own lines of perfume, clothes and jewellery.

So, if you are considering a celebrity for your product or service, be mindful that they do not connect with too many other brands (their own or otherwise), as multiple messages may dilute the impact of the endorsement and confuse the target audience.



PERFECT MATCH

OPRAH WINFREY
us\$2.9B NET WORTH

MICHAEL JORDON
us\$650M NET WORTH

BEYONCÉ
us\$300M NET WORTH

JACKIE CHAN
us\$130M NET WORTH

NICOLE KIDMAN
us\$130M NET WORTH

WHEN IT'S A GOOD FIT FOR YOUR BUSINESS...

Arguably one of the world's most influential people, Winfrey was named by *Forbes* as the most powerful celebrity and the highest-earning celebrity of 2013.

The success of Winfrey's opinions and public endorsements has been dubbed 'The Oprah Effect', and has made her one of the most sought-after celebrities for innumerable products and services around the world.

Widely considered the best basketball player of all time, Jordan's game made him one of the best marketed athletes of his generation.

His partnership with Nike is undeniably his most lucrative venture, with the Air Jordan sneaker contributing over US\$1 billion to Nike's annual sales. He now owns a division of Nike, The Jordan Brand, which generates US\$1.75 billion globally.

One of the world's best selling music artists and performers, Beyoncé trails Oprah at #4 as *Forbes*' most powerful celebrity of 2013.

Her success includes a multi-million dollar deal with soft drink giant, Pepsi, who offered her US\$50 million in 2012 to endorse their brand commercially. Pepsi in turn agreed to sponsor her creative projects including albums and world tours.

Hong Kong actor and entrepreneur, Jackie Chan is most known for his acrobatic fighting skills and stunt routines in action comedies.

Topping *Forbes*' China list in 2010 as the #1 top celebrity, Chan has become a cultural icon of Hong Kong appearing in numerous public service announcements, tourism promotions and attraction openings, such as Hong Kong Disneyland.

Synonymous with style and elegance, Australian actress and Academy Award winner, Nicole Kidman, is one of the highest-paid performers in the world.

In 2004, her ethereal beauty was captured by prestige perfume brand, Chanel, who made her the face of Chanel No. 5, and reportedly paid her over US\$3.71 million for the 3-minute advert—a record for the most money paid per minute.

In an ideal world, designers work with a 'blank canvas' for showcasing brands. But which celebrity comes without baggage?

AVOID THE 'VAMPIRE EFFECT'

It's important that an endorsement focuses on what you are selling—people need to remember the brand not the celebrity. The celebrity is just there to break through the clutter. Focus can easily shift to the celebrity when a spokesperson is poorly matched to your brand values—a celebrity representing a vegetarian group will be less effective as an endorser for a fast food restaurant. Ambassadorships should be perceived as an extension of the celebrity's beliefs and persona. If the match is not there, it's not going to work.

IMAGE CREATION

Celebrity endorsements often have the best impact on subjective assessments for brands that create a statement for fashion, image or style. Both celebrities and brands are concerned about how the association will reflect upon them. Are we doing the right thing and can we afford it? Not just in monetary terms but also in terms of risk.

Tiger Woods was once named by *Forbes* magazine as the most effective celebrity

endorser in the world. Well on his way to earning a billion dollars in endorsements, a sex scandal cost him his clean-cut image and sliced millions off his brand endorsements. Of course, as with any relationship, an endorsement deal works both ways—a sponsor can also tarnish the spokesperson if, for example, the company's reputation is damaged.

THE CONTRACT

It's no secret that contracting famous international celebrities requires deep pockets. Indeed, the money earned from endorsements can often exceed a celebrity's standard salary. Now, there is a growing trend among start-up businesses to offer a celebrity an equity stake in the company rather than cash. This has its pros and cons. Whatever your choice of compensation, make sure you prepare a contingency plan in case things go amiss. The celebrity's life off-field, -camera or -stage is often more interesting and can be shared instantly online. If there's a problem, there's little time for damage control.



BAGGAGE CONTROL

TIGER WOODS
us\$500M NET WORTH

BRITNEY SPEARS
us\$220M NET WORTH

LANCE ARMSTRONG
us\$125M NET WORTH

KATE MOSS
us\$70M NET WORTH

O.J. SIMPSON
us\$250K NET WORTH

WHEN IT'S BEST TO PART COMPANY...

American sportsman, Tiger Woods, has only recently reclaimed his title as *Forbes'* highest paid athlete for 2013, but it wasn't always smooth sailing for the top golfer.

In 2009, Woods' highly publicised infidelity scandal not only hurt his game, but lost support from major endorsers such as Tag Heuer, General Motors, Gillette, and Gatorade, reporting a loss of US\$23 million.

In the late 1990s, pop sensation, Britney Spears, was a force to be reckoned with. By 18 she had sold over 100 million albums globally, making her one of the best-selling music artists of all time.

In 2001, she secured a US\$8 million deal with Pepsi, only to be sacked when caught sipping on rival Coke. She is now allegedly an investor in Coke and has cut all former ties to Pepsi.

Professional cyclist, Lance Armstrong, was once one of the highest paid athletes in the world, earning over US\$20 million a year.

But in 2010, years of doping suspicions were confirmed, and he was charged as a drug cheat. Stripped of his 7 *Tour de France* titles, he was dropped by every major sponsor, costing him not only his reputation, but more than US\$75 million in endorsements.

British supermodel, Kate Moss, has consistently been one of the highest paid models, adorning magazine covers and catwalks the world over.

The face of many elite brands, Moss was fast-dumped by H&M, Chanel and Burberry after tabloids ran photos of her snorting cocaine. Despite this set-back Moss has not suffered any long-term commercial damage; she is still a supermodel.

Inducted into the Pro Football Hall of Fame in 1985, O.J. Simpson was a gridiron great, becoming the first to 'rush' more than 2000 yards in a season.

Simpson's charisma and on-field talent landed him a 17-year deal with Hertz rental cars. But when domestic abuse reports surfaced in 1992, Simpson was quickly dropped by the brand. He is now serving time for multiple felonies.

Net worth source: celebritynetworth.com



GOOD-WILL HUNTING

Nevertheless, there are ways of benefiting from high profile figures without the significant cost. For example, Jackie Chan is the official ambassador for Hong Kong, which he does for free because he was born there and simply loves the city. Similarly, Oscar-winning actress, Angelina Jolie, recently announced that she would be establishing a medical centre to treat AIDS and tuberculosis in Ethiopia, the country where her adopted daughter, Zahara, was born. Such support is a dream come true for medical, humanitarian and environmental charities today, as celebrity support, or good-will can develop into well-funded awareness campaigns and secure an abundance of research funding.

PRUDENCE IS A VIRTUE

In an ideal world, designers work with a 'blank canvas' for showcasing brands. But which celebrity comes without baggage? Sure, there are those that have an untarnished reputation, play fair or would make the ideal son or daughter-in-law. But

so often fame and fortune changes people. So, before you sign a contract, just make sure that there are no snakes in the baggage compartment.

LASTING IMPACT

Despite the notoriously short shelf life for international fame, getting in early has its benefits, as a well-established relationship will grow stronger and become more credible over time.

Be sure to carefully select your celebrity brand ambassador and check that their image, lifestyle and values are consistent with the attributes you desire for your brand. Active engagement into the depth of that space will help develop a convincing bond between the celebrity and the brand.

There are certainly opportunities out there for brands to tell a story using a celebrity endorser, but it's essential that you do your homework first. ●

For more information about celebrity endorsement, visit UniSA's Australian Centre for Asian Business: unisa.edu.au/asianbusiness

COMMUNING WITH NEIGHBOURS

Stockland, Australia's largest diversified property group, strives to create sustainable communities that are more than just bricks and mortar. New CEO, Mark Steinert, explains how 'liveability' is integral to their ongoing success.

Writer Mark Steinert



Early in my career as a real estate analyst, I met a straight-talking, no-nonsense Hungarian immigrant by the name of Ervin Graf. Early in his career, Ervin bought a dilapidated former poultry farm at Sefton in Sydney's West. He built and sold a dozen homes at the site and it gave the ambitious Ervin the start he needed to form the company that would become Stockland.

As only the fourth CEO to take the reins of the company in its 61-year history, I can appreciate there's a certain symmetry to my appointment and I feel privileged to be granted the opportunity.

I see Ervin as one of the original architects of sustainable development. His first dozen houses still stand today and the people who have worked and continue to work in the company he created have spent decades refining the art of creating lasting and sustainable communities.

Emboldened by his early success in residential development, a young Ervin Graf embarked on an audacious plan to build one of Sydney's first suburban shopping centres, and Stockland Merrylands was opened in 1972.

**"WE'VE DONE
EVERYTHING
POSSIBLE TO
ENSURE OUR
CUSTOMERS
LOVE WHERE
THEY LIVE."**

Many people of Western Sydney have grown up with Stockland Merrylands, and in the intervening 40 years, Stockland has also grown and matured and now owns and operates 41 shopping centres across Australia.

In October 2012, we completed a A\$395 million redevelopment at Stockland Merrylands to ensure it remains an integral part of the local community. This same 'retail renaissance' has seen Stockland invest A\$1.5 billion in retail since 2007, and will see the same invested at 15 centres over the next few years.

In addition to the intrinsic value of the assets we develop, there's also a less tangible, though no less important, value we strive to create, which exists outside and over and above the bricks and mortar. Part of our attitude to sustainable development is to ensure we've done everything possible to ensure our customers love where they live.

When we asked our most enthusiastic customers what they liked most about our master planned residential communities, the top two features cited time and again are that we provide 'a great place to raise a family' and we 'provide parks, open space and verges that feel vibrant, green and lush'.



 **Mark Steinert** was appointed Managing Director and CEO of Stockland in January 2013, after returning from seven years in the US as Managing Director Global Research at UBS. He is a graduate of UniSA's Bachelor of Property.



Today, we develop our residential and retirement living communities under the banner of a very simple ethos: to create a better way to live.

It follows that one of the measures we use to assess the success of our communities comes down to what we call liveability. Our design focuses on creating engaging, safe and resilient places, which balance all of the things needed to support a healthy, happy life.

Each phase of a Stockland retail, residential or retirement living development project goes through a detailed design process to ensure the natural features of the site, the needs of the future residents, and the look and feel of the community are considered.

We try to foster a strong sense of social connection and have a positive impact on local employment and community infrastructure. We want to create communities that work better together to enhance personal wellbeing. We do this via six key liveability themes: affordable living; access and connectivity; economic prosperity; belonging and identity; health and wellbeing; and governance and engagement.

Most good businesses have a business plan. Great businesses entwine into that plan objectives that are

critical to their customers, staff, the community and investors. This is how I view Stockland's focus on nurturing liveability and delivering shareholder returns above the industry average.

Home buyers generally want to be close to schools, shops and employment, so in most cases we'll build the schools, transport hubs and town centre at the heart of our communities. Likewise, active retirees want and expect to live in well-connected communities that are close to friends, family and all amenities.

Our approach is designed to have long-term impacts and to be viable long after Stockland's role in the development has ceased, enabling residents to continue to influence the future of their community and their preferred lifestyle and way of life.

In a residential setting, if you give a child a swing-set, you may make him or her happy for a while, however, our view is that if you build an adventure playground with an adjoining café and walking and cycle pathways, you can connect a whole community, sustainably, for a lifetime. ●

For more information, visit: stockland.com.au

**"TODAY,
WE DEVELOP
COMMUNITIES
UNDER THE
BANNER OF A
VERY SIMPLE
ETHOS:
TO CREATE A
BETTER WAY
TO LIVE."**



 **Suzy Reintals** is a commercial lawyer with over 25 years global experience in the Energy and Resources sector including nearly a decade as General Counsel of an ASX Top 100 Company. She is now an advisor with her own consulting business and a member of the UniSA Business School's Advisory Board.

DISPUTE RESOLUTION

DO YOU WAIT UNTIL THE WATER IS COLD TO PULL THE PLUG?

Writer Suzy Reintals

It's a self-evident fact that many contracts suffer the fate of falling into dispute. The reasons are many and varied, ranging from simple misapprehensions, to catastrophic failures in design or performance.

Whatever the reason, how the parties respond to issues and conflicts as they arise is driven by many factors.

So what is the best way to handle the relationship when one or both parties recognise an issue will likely lead to a dispute? It isn't easy as we know.

Do you draw a line in the sand when the issue first appears and seek to resolve it at that point, or do you wait until the end of performance and bundle the issues once they are better understood and the potential consequences identified? And will one method lead to an amicable resolution, while the other heads into a minefield of protracted litigation?

We recognise that when the first issue is identified, it may be one of many; problems tend to cluster, whether they are related or not. There may be fear in trying to sort the issues up front, on the basis that they may be deep seated—a party might be worried about compromising their rights in trying to resolve the issue before it's completely understood. Not wanting to compromise rights can also see parties heading to their legal advisors and, unless managed carefully, this may be the first of many things that serve to undermine the relationship and the ability of the parties to stay in the tub together!

Where a contract provides for variation claims management, there is a mechanism to resolve issues as they arise, sometimes with the help of a superintendent. But there remains potential for issues to persist under challenge, irritating the relationship.

A well-crafted dispute resolution clause in the contract is an important foundation. A cascade provision, which takes parties through line manager discussions leading to senior management engagement before formal dispute processes are triggered, is effective. But it is essential that both parties are committed to make the provisions work. The parties can be motivated by various commercial goals but not all will want to find a solution early.

IS IT POSSIBLE TO RESOLVE A SKIRMISH AND CONTINUE TO DO BUSINESS?

A mechanism that empowers resolution and removes the concept of determination by a third party—via arbitration or judicial decision—is called mediation. But for this to be effective there must be a genuine desire for resolution which may involve compromise.

When parties come to mediation, they may have different expectations. Court ordered mediation, where the parties are required to 'try' but are not required to 'find' an agreed solution, is conceptually the same as the agreement to mediate that we find in dispute clauses. Whether the parties are forced to mediate or come to the table because they agreed to do so, the process is the same. The parties are not compelled to find an agreement. However, it is clear that if as part of their contracting strategy the parties saw fit to include mediation as a circuit breaker, they may be more compelled to work the option harder than if a judge directs them to do so.

We all feel more comfortable with a decision if we have made it for ourselves than if we are told what to do. That is the premise of the success of mediation, as the parties own the decision that was facilitated for them.

The capacity of a party to use a tool such as mediation is shaped by the realistic dynamic of the issue in dispute and the relationship of the parties. So measuring the temperature of an issue when it arises demands a commercial and intellectual effort. Consider also that the parties may

be at different stages of maturity in their thinking and may not be capable of alignment.

IT MAY PROVE TO BE JUST TOO DIFFICULT

If there is such a fatal flaw in performance that a party sees no option other than to take the work out of the hands of a contractor, or terminate for example, then it is unlikely that they will stick it out and work through their issues in an amicable fashion.

The traditional answer that lawyers give, "it depends", rings true as no two disputes are the same and they are all shaped by various factors. ●

ISSUES MAY INCLUDE:

- 1** What is the value of the matter in dispute compared with the value of the deal?
- 2** Do the parties want to work with each other on other deals?
- 3** Is an independent call needed to justify who is right or wrong?
- 4** Are the parties aware that disputes are costly and time consuming?
- 5** Have the parties' views become entrenched or have large sums been expended to a point of no return?

For more information, visit:
suzyreintalsconsulting.com



GLOBAL EXPERIENCE:

POSTCARDS

FROM

THE EDGE

A culturally rewarding study tour to Indonesia prepares our students as global-ready citizens and future leaders of the Southeast Asian region.

Writer Skye Bennett in conversation with Dr Tracey Bretag

DAY 1: Expectations

It's 38°C and humid. I've just landed in Yogyakarta and am about to embark on a 2-week study tour of Indonesia. I'm here with Program Director and tour leader, Dr Tracey Bretag, and 18 students through UniSA's Global Experience (GE) program, an extra-curricular activity that aims to encourage communication, networking and engagement across cultures. Delivered exclusively within the Asia-Pacific region, this is our first trip to Indonesia and everyone is very excited.

As we board the bus, I wonder how this trip might change our outlooks. How well will we embrace Indonesian customs? Will we return as global-ready citizens? Along with building students' leadership skills and international knowledge, these are core goals of the GE program. For many, this is their first overseas trip, so while I'm very optimistic, I also expect the learning curve will be quite steep.

 UniSA's innovative Global Experience program, is a University-wide extra-curricular program, designed to enhance students' intercultural competence and global employability. Dr Tracey Bretag is the Program Director of Global Experience; Skye Bennett is the Program Coordinator.



DAY 2: Introduction to Indonesian language and culture

We're picked up by our Universitas Islam Indonesia (UII) hosts and taken to their main campus where we're greeted by a large contingent of UII buddies and staff. Our buddies spend the day teaching us cultural etiquette—who knew that pointing your feet towards someone could be disrespectful? They introduced us to *Bahasa Indonesia* via role plays (my favourite involved seeking directions to the bathroom) and local folk games, one of which seemed very close to 'Red Rover'.

By the end of the day, we had firmly made friends with our hosts.

DAY 3: Emotional intelligence and sightseeing

We start the morning with classes at UII led by UniSA's Dr Tracey Bretag. Here, we learn about emotional intelligence and how critical it is for business and leadership.

That afternoon, we tour *Kimpulan Temple*, incredibly situated on UII's main campus! Discovered in late 2010, this 1000-year-old temple reveals amazing insights into Indonesia's pre-Islamic and Hindu past. Quiet time at the temple gives us all a chance to reflect on Indonesia's rich and layered history. I can literally see our students absorbing these experiences; the looks of awe and wonder on their faces are almost as inspiring as the temple itself.

DAY 4: Intercultural communication and Ramadan

Today's class topic is intercultural communication and Dr Bretag has convinced us all that the best way to demonstrate empathy, a key tenet of this topic, is to observe *Ramadan*.

Ramadan is a time of spiritual reflection. It involves a month of fasting where Muslims refrain from consuming food or drink between dawn and sunset.

We wake at 3am to attend prayers at the local mosque then, as a sign of support to our Indonesian buddies, forego food and drink until sunset. Nothing could have prepared us for how challenging this would be in the intense heat. As sunset draws near and we sit down for a long-anticipated drink and meal, I'm impressed to see all our students wait for our Indonesian colleagues to break their daily fast before eating. This is an important cultural learning and a true sign of empathy and respect. This small but important gesture creates an extraordinary bond with our hosts and sets the tone for the rest of the trip.

DAY 5: Networking and pottery

Today we learn about networking and how to exchange business cards in an Asian context using correct protocols. Practising these skills in a simulated networking session, it's encouraging to see the UniSA and UII students getting along so well.



“THESE STUDENTS ARE INCREDIBLY MOTIVATED AND INSPIRED. MANY COULD BE OUR FUTURE LEADERS, THERE’S JUST SOMETHING ABOUT THEM.”



After class we head over to *Kansongan*, an area known for its terracotta pottery. We are privileged to take part in an intensive workshop on hand-built pottery techniques facilitated by the local practitioners. After struggling to produce a very meagre hand-built pot, I’m much more appreciative of the skills needed to produce such beautiful items. Crafting pottery earns a livelihood for many people here, so to be taught even just a small part of this skill is quite humbling.

DAY 6: Human rights and traditional silverwork

After today’s class on career planning, we attend a lecture delivered by the Centre for Human Rights Studies. The session provides our students with valuable insights into the legal and historical context of Indonesia, and I see many of them absorbed in the content. We also visit *Kotagede*, a prominent producer and exporter of silver products.

Here, silver products are painstakingly produced by hand. We try our skills at silver filigree under the guidance of a number of the silversmiths, and like yesterday’s pottery workshop, have a new-found respect and admiration for the talent required to produce such intricate hand made items.

DAY 7: Volcanos and village life

Today we take a jeep tour of *Mount Merapi*, one of Java’s most famous and still active volcanoes. Scheduled to erupt every three years, the last eruption was in 2010 and evidence of this could still be seen and felt on the steaming hot volcanic earth. It’s hard to believe that thousands of people live around the volcano; smoke emerges from the peak at least 300 days a year.

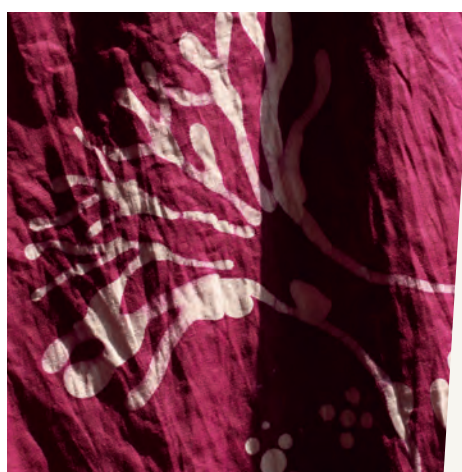
Next we travel to a local farming village where we participate in preparing a rice field for planting. This activity provides an insight into traditional farming and

production methods. And what better way to expose us to traditional life than by riding on a water buffalo to prepare the fields! The group also plants rows of rice and several students learn the local techniques for hand-catching fish (our lunch for the day). The need to give back to the community is something we impress upon students through the GE program, but unless they have the opportunity to experience it first-hand, it’s difficult to appreciate the essence of what makes a responsible global citizen.

DAY 8: Traditional art of Batik

Today we learn the art of *Batik*, a cloth that is made using a wax-resist dyeing technique. *Batik* holds a special place in Indonesian culture—in 2009 it was declared the national costume and recognised as intangible world heritage (UNESCO).

It’s now that I notice that many of us are actually wearing *Batik*—perhaps a visual



sign of us melding into the local culture? My UII colleagues tell me that every Friday is ‘*Batik Friday*’ where employees are encouraged by their Indonesian employers to wear *Batik* to work.

Later, we attend a dance class run by prominent Indonesian dance instructors. Intertwined with both Hindu and Buddhist philosophy, the class illuminates the rich cultural complexity and diversity of Indonesian history. It highlights that while Australia and Indonesia are geographically close, culturally we are incredibly distinct.

As the days pass, I notice our students engaging more and more with our Indonesian buddies; animated conversations fill the bus while we transit from classes to cultural activities, and it’s clear that they’re really learning from each other and sharing experiences as neighbours. This is an important learning that students will carry forward to their careers as future leaders in this region.

DAY 9: Farewell

It’s our last day and the whole group is in a state of excitement and anxiety. In addition to giving their final group presentations on intercultural communication—to be jointly graded by Dr Bretag and our UII host, Mr Herman Felani—the UniSA students have been charged with delivering the entertainment at the farewell dinner. Upon arrival, our hosts welcomed us with an array of expertly delivered Indonesian dance and song, so in the spirit of sharing and reciprocity, we are responsible for the farewell iteration. So, our students pitch in and coordinate an Australian dance and drama performance to the great delight of our Indonesian buddies. It’s touching to see the group exchange gifts, and give thank you speeches expressing their shared learning and deep bonds of friendship.

The final night of the tour reveals that working collaboratively across cultures is about people-to-people connections.

Through shared experiences, empathy, and understanding, the UniSA/UII relationship is now much closer.

We have all forged lifelong friendships and networks and have learned the vital importance of reciprocity—both in business and in personal relationships.

These students are incredibly motivated and inspired—many could be our future leaders, there’s just something about them. Now, they’re returning home with invaluable international skills, increased confidence and a yearning to do it all again.

GE really takes students out of their comfort zone, exposing them to new ideas and situations which cannot be taught—and I feel very positive and inspired that we not only had the opportunity to enable and facilitate this for our students, but will do so for more students in the future. ●

For more information, visit: unisa.edu.au/student-life/global-opportunities

CONNECTING THE DOTS

Writer Carole Lydon Photographer Randy Larcombe



In August, Professor Marie Wilson joined the UniSA Business School as the new Pro Vice Chancellor. She brings with her an impressive and resourceful combination of academic, research and industry experience across the US, New Zealand and Australia. *unisabusiness* spoke with Professor Wilson about opportunities for the School to connect with the community, the business sector and the University.

What are your first impressions of the UniSA Business School?

The UniSA Business School is a very good business school, well on the way to being great. Already thriving by many measures, the School is respected nationally, with a growing international profile and strong connections at all levels. It is an exciting and engaging place for students and staff, and has all it needs to excel.

Across the University, there is also a strong commitment to creating a difference in the community and in the professionals we educate. This is a university with a difference; it's what made it such an attractive role for me. That's why I came.

Do you see any immediate challenges for the Business School?

The challenges I see are those faced by any educational institution that grows quickly. The UniSA Business School has kept pace with change, and now it's time to think about stepping up the educational experience and our research connections. Thinking less about large lecture theatres and online assignments, and more about delivering eye-opening, mind-opening experiences. Investing more into research that answers current questions in business.

A move to North Terrace is planned for 2015, how will this affect the student experience?

The move offers so many interesting opportunities. Redeveloping the Yungondi building as a 'true entrance' to the Business

School enables us to connect with the wider student and business community. We will start to physically engage with the vibrant new North Terrace precinct, the Royal Adelaide Hospital and the South Australian Health and Medical Research Institute. This will be transformative for the Business School, offering opportunities to engage with the health sector. Just look at the changing North Terrace skyline and think about how the Business School will connect with this dynamic environment and develop in that same timeframe.

How much do you think a sense of place affects the student experience?

A sense of place today is far more complex than it was even ten years ago. Not all students study on campus and those that do are looking for different ways to use it. The University as a whole is responding by creating some amazing spaces for learning, talking and collaborating.

We must acknowledge however, that today's student is most likely working and has many more demands on their time. This fundamentally changes their ability to connect. We need to respond with flexible opportunities for connectivity and this will change how we think about the learning experience. How can we make the learning experience appealing enough so busy students will want to engage, and flexible enough so they can? It's a matter of shifting our thinking towards embracing flexible connectivity rather than simply accommodating it.

Does the business community have a role in creating new learning experiences?

Absolutely. Connecting with the business community will be a lot easier with the new building; the entire ground level will be designed around creating ways to engage. There are already initiatives to bring business people into the classroom—as tutors, practitioners in residence, and mentors, to name a few. On a strategic level, business will continue to participate in advisory boards and we plan to involve them in working groups to help prepare us for the future. Adelaide has strength in its sense of community. Business leaders have been enthusiastic and willing to engage. It is encouraging to be part of a community that cares so much about its universities.

How do you see the future of the Business School on the international platform?

The UniSA Business School has a long international history. Over half of our staff and about half our students are from outside Australia. Now it is time to create a mindset that connects travelling with learning. We must reach out, not just with multi-national headquarters, but also with not-for-profits and non-governmental organisations. We need to create even more flexibility in the way that students engage internationally. Our Global Experience program has excellent outcomes, but there is more work to be done around short-term opportunities that offer University credit.

In terms of international positioning, our aim is to be one of the top five business schools in Australia and to be part of the excellence that is recognised for the University overall.

If you could choose just one vision for the Business School, what would it be?

In 2-3 years' time when the Business School is open in the Yungondi building, I would love to walk through a ground floor which is so busy that I can't tell where the Business School ends and the business community begins. ●

For more information about the UniSA Business School, visit: unisa.edu.au/business

DIRECTORY

THE UNIVERSITY OF SOUTH AUSTRALIA BUSINESS SCHOOL is one of the premier business schools in Australia. We are a forward-thinking, flexible and innovative business school with a strong commitment to excellence. As the largest business school in South Australia, we offer a comprehensive range of programs in the business and law disciplines and have earned a reputation as one of Australia's leading educators of entrepreneurs and business professionals. We are one of only two Australian business schools to have been awarded a five-star MBA ranking for six consecutive years, as determined by the Graduate Management Association of Australia.

INTERNATIONALLY RECOGNISED for our achievements, we are one of eight Australian business schools to be accredited by EQUIS—the EFMD Quality Improvement System—which recognises high-quality research, teaching, student services, internationalisation and connections with the corporate world. The UniSA Business School prides itself on the relevance and impact of its research, which has been ranked as world-class in areas such as accounting, business and management, tourism, and law. As educators, we share these insights in the classroom, which means that the next generation of professionals and future business leaders benefit from the latest applied research in areas of global importance.

WE FOSTER COLLABORATIVE RELATIONSHIPS with industry, business and the community. These partnerships inform and enhance our teaching and research, enabling us to produce the highly-skilled, socially responsible national and international citizens required for today's world, and those cutting-edge solutions that are needed to address the major business issues of our time. unisa.edu.au/business

RESEARCH INSTITUTE AND CENTRES

The Ehrenberg-Bass Institute for Marketing Science

has been making exciting discoveries about how brands grow and buyers behave, and for over a decade has been sharing these insights with marketing executives around the world. We provide cutting-edge research in the field of marketing including: advertising; brand image and health; consumer behaviour; customer loyalty; marketing metrics; media monitoring; pricing; service quality; sustainable marketing; and wine marketing.

● unisa.edu.au/ehrenberg-bass

The Centre for Accounting, Governance and Sustainability

provides high quality research and world class expertise on accounting and its impacts in today's dynamic environment. We focus on contemporary issues such as: accounting and reporting; sustainability accounting; accounting education and governance; and multi- and trans-disciplinary perspectives on the role of accounting.

● unisa.edu.au/cags

The Centre for Applied Financial Studies

merges financial theory and practice to facilitate international research collaborations. Our expertise includes: behavioural finance; banking systems in emerging economies; capital markets; carbon finance; corporate governance; financial planning, forecasting and reporting; Islamic banking and investment; marketing microstructure; mathematical finance; public-private relationships; wealth management; and venture capital.

● unisa.edu.au/cafs

The Centre for Regulation and Market Analysis

is recognised across Australia as a leading research centre, specialising in the economic, social, political and legal aspects of markets. Our research expertise includes: competition and consumer protection; business history; water markets; property markets; health economics; and criminal justice, jurisprudence and business law.

● unisa.edu.au/crma

The Centre for Comparative Water Policies and Laws

is recognised as one of Australia's leading research centres, and is the only Australian establishment engaged in comparative water law and policy research. We undertake research on sustainable development law and policy for corporations, organisations and governments. Our focus is on collaborative research, and we are made up of lawyers, economists, policy scientists, and finance researchers from UniSA and affiliates across ten countries.

● unisa.edu.au/waterpolicylaw

The Centre for Human Resource Management

conducts research that improves organisational effectiveness through better human resource management practice, creating positive employee outcomes and enhancing organisational performance. We currently have six research streams: international human resource management; employment relations; diversity management; psychological contracts in the employer-employee relationship; strategic HRM and change management; and talent recruitment, retention and development.

● unisa.edu.au/chrm

The Australian Centre for Asian Business

is a community of leading academics in business, commerce, marketing, management and law, dedicated to producing high-quality research about Asian business, and broadening the Australian understanding of Asian business practices. We facilitate networking and educational events to encourage the development of collaborative partnerships between Australian and Asian scholars, businesses and institutions.

● unisa.edu.au/asianbusiness

The Centre for Tourism and Leisure Management

conducts research in tourism, hospitality, events, sport and leisure management. We examine contemporary issues which include: tourism and hospitality development in China; managerial capabilities in the business event sector; customer satisfaction with sports and leisure facilities; impacts of festivals; and global trends in wellness tourism.

● unisa.edu.au/tourismleisure

TO GET AHEAD OF THE REST, DO AN MBA THAT'S **AHEAD OF THE REST.**

The University of South Australia Business School is one of only two Australian business schools to have been awarded a five-star rating for its MBA program for six consecutive years, as determined by the Graduate Management Association of Australia.

Ranked 4th in the 2013 Australian Financial Review BOSS MBA survey, our MBA has maintained its 'Top Ten' ranking since the survey's inception in 2007.

unisa.edu.au/igsb/mba



**Business
School**

The A\$4 million transformation of Hindley Street will reinvigorate UniSA's City West campus, home to the University of South Australia Business School. A collaboration between UniSA, the Adelaide City Council, and state and federal governments, the redevelopment will provide opportunities for business and link the campus to Adelaide's new bioscience health precinct.



IMAGE COURTESY OF HASSELL

For further information

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