

ISSUE TEN | JULY 2017

unisa**business**

A review of current thinking for today's business leaders

THE OPPORTUNITY ISSUE

New horizons for
tomorrow's business
challenges



University of
South Australia

**OPPORTUNITY TO SEE:
CLARITY IN THE COMPLEX
WORLD OF MEDIA CHOICE.**

**INSIDE THE BLOCKCHAIN:
WHAT IS IT & HOW VIABLE
IS IT FOR YOUR BUSINESS?**

**THE VALUE OF MATURE-AGE
WORKERS: ARE YOU FAILING
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Michelle Tyndall
CREATIVE DIRECTOR
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WRITERS
Virginia Beal
Tim Boundy
Chia-Yen (Chad) Chiu
Jeff Ellison
Nicole Hartnett
Christine Helliar
Justine Irving
Rachel Kennedy
Carol Kulik
Royce Kurlmelovs
Carole Lydon
Annabel Mansfield
John Mansfield AM QC
Cheri Ostroff
Sanjee Perera
Pippl Redden
Byron Sharp
Michelle Tyndall
Marie Wilson

CONTRIBUTING STAFF
David Beecham
Cara Carusi
Sarah Cutbush
Lana Davidson
Tim Goodfellow
Tracy Green
Liz Hemphill
Anna-Maria Kalaitzis
Carol Kulik
Michèle Nardelli
Jade O'Donohue
Brittany Warren

PHOTOGRAPHERS
David Solm
The Federal Court
Atilla Szilvasi / NewsPix
Jacie Davis

ILLUSTRATORS
Ben Sanders / The Jacky Winter Group
Owen Lindsay

WEB & ONLINE
Liam Rella
Cara Carusi

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READER FEEDBACK:
unisabusiness@unisa.edu.au

UPDATE YOUR DETAILS:
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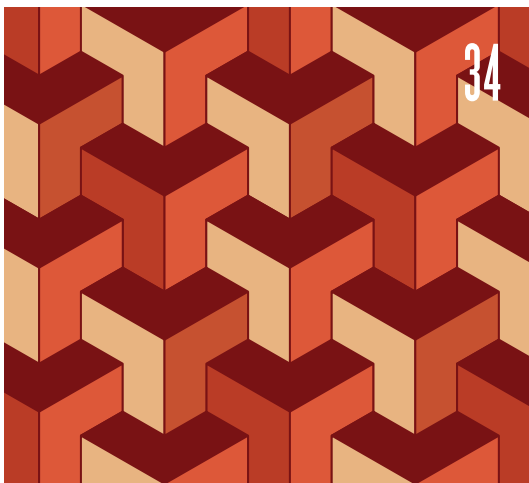
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 Professor Marie Wilson,
Pro Vice Chancellor:
Business and Law, University
of South Australia Business
School, on the site of the
\$5 million Yungondi Building
redevelopment.

BUILDING OPPORTUNITY:

Photographer David Solm

Welcome to industry 4.0! Unprecedented technological innovation means we're working in new ways, across international boundaries, and with a far more diverse workforce. Our machines are smarter, and our suppliers and customers are better informed. Knowing how to make the most of resources, when to take on a new venture, or what level of risk is appropriate, is key for business success.

Operating in such a dynamic environment means we must be building and re-building constantly. Re-developing ourselves and our teams, enlarging our awareness, and building innovation—the process of turning opportunity into success—into the culture and structure of our firms.

In this issue of *unisabusiness* magazine, we explore what opportunity means for the modern business, and how you can capitalise on new developments in order to adapt, deliver and grow.

We present an array of articles to inform and challenge your thinking. As part of the School of Law's 10th birthday, and 20 years


after the High Court's Mabo decision, The Hon John Mansfield AM QC reflects upon his work with Native Title in *Communication: Avoiding the Illusion* (pages 12-17), sharing insights about the importance of contextual communication.

In *Building a Better Workplace: One mature-age worker at a time* (pages 6-11) we explore flexibility and creative job solutions to tackle employee engagement and work-related ageism.

In a world-first initiative, we assess the impact of online, mobile and social media to deliver new rules-of-thumb to guide media placement. You can read about this in *Opportunity to See* (pages 24-29).

And, in *Inside the Blockchain* (pages 34-37) we explore the implications of the blockchain and how it can reduce costs and improve efficiencies for business.

We hope this issue of *unisabusiness* magazine provides you with new insights about opportunities presented to you, helping close the gap between today's rapid pace of change and the challenges on the horizon. ●

 **Jeff Ellison**
is Chief
Executive Officer
and Managing
Director of the
SeaLink Travel
Group Limited. He
is also a graduate
of the UniSA
Business School.

SEALINK:

Writer Carole Lydon Photographer Attila Szilvasi/NewsPix

BROADENING THE HORIZON

FROM \$12.8M TO \$200M IN 15 YEARS

There's no better motivator than survival at sea. When Jeff Ellison, Chief Executive and Managing Director of SeaLink Travel Group took the helm of SeaLink in 1997, he knew that something would have to change. As a passenger and freight service to Kangaroo Island, the one-ferry business was not large enough and far too seasonal to stay afloat. Today, SeaLink employs over 1100 dedicated staff to help more than 8 million passengers with their journeys every year. So how did it move from a one-ferry operation in the red, to a prosperous tourism success story?

"In the early days, we knew we had to give people a reason to visit Kangaroo Island," says Ellison. "We identified in our strategic planning that tourism was an opportunity for the Island. The Island could deliver on wildlife, scenery and natural features, such as Remarkable Rocks, Kelly Hill Caves and Seal Bay."

Rather than restrict the company to fitting into the current market, SeaLink embarked on a series of acquisitions that would create its own market; a vertical integration solution that would give it control from destination promotion to product delivery. Among SeaLink's first acquisitions were travel agencies in Sydney, Adelaide and Melbourne to secure access to tourists.

The acquisition of Adelaide Sightseeing, which ran tours and airport transfers, solved the problem of transfers to and from the ferry terminal at Cape Jervis (1½ hours from Adelaide). Every step of the way, SeaLink was adding the type of value to its business that would increase confidence in the way it could attract and look after its customers.

"You have to make the whole experience of travel enjoyable and fun. I regularly ask our

staff to think about how we can make things easier to find, enquire, book and travel. If you're on holidays or a regular traveller you want to be confident that your plans will go smoothly," says Ellison.

SeaLink grew the business until it all but saturated the market in South Australia; acquisitions interstate and in New Zealand followed. The purchase of Captain Cook Cruises in Sydney Harbour and Western Australia provided access to a well-known brand and further increased its tourism reach.

The company floated on the Australian Securities Exchange in 2013, which helped raise the capital required for the \$125m purchase of Transit Systems Marine in Queensland—SeaLink's largest acquisition to date in November 2015.


"It's a bit of a balancing act," remarks Ellison. "How quickly can you grow? What do you want to attract? How will they add value? Are they a good cultural fit? We have a well-honed list of criteria we go through when considering any new business. Most importantly, we are agile enough to respond quickly and diligently to opportunities and patient enough to negotiate with respect and confidence."

Perhaps the essence of their business story is that SeaLink is adept at managing flexible strategy. It has identified the non-negotiables that keep its business on track. It has a clear measuring stick against which all new opportunities can be assessed and never loses sight of what its customers want. After all the boxes are ticked, SeaLink is in the business of fun memories and happy snaps; and knows just how much hard work is required to make it look effortless. ●

For more information visit
UnisABusinessSchool.edu.au/magazine

TIPS TO ASSESS AND MANAGE ACQUISITION OPPORTUNITIES:

- 1 DUE DILIGENCE**
Is the price right? In what condition are their assets? Do they need much investment to bring them up to our standard?
- 2 CAN WE OPERATE?**
How will this work for us in the future? Does the new acquisition have the licences to operate where and how we want to do business?
- 3 CAN WE ADD VALUE?**
We need to grow this opportunity into something bigger. Do we have the skills and expertise to add value? Can we create something better than the sum of the parts?
- 4 IS IT A CULTURAL FIT?**
Does this opportunity match how we think, see and feel about our company? What are the values of their leaders?
- 5 AN EYE ON THE TRENDS**
Does this opportunity fit with the trends we see happening in our industry? Does it offer us an advantage? You have to know your customers well to predict upcoming trends.
- 6 DIFFERENT PERSPECTIVES**
Run the opportunity through a few different financial models. Do they come up with the same answer? Where are the gaps? What do they mean?
- 7 AGILITY**
You need an expert leadership team with a unified understanding of the strategic direction of the company, and this team needs to have the power to act quickly.
- 8 PATIENCE**
You need to understand what is worth waiting for. If it fits your criteria, but the timing isn't right, can you wait? What can you do while you wait to increase your chances?

 Carol Kulik, Sanjee Perera and Justine Irving are researchers within the UniSA Business School's Centre for Workplace Excellence.

BUILDING A BETTER WORKPLACE:

One mature-age worker at a time.

Writers Carol Kulik, Sanjee Perera & Justine Irving
Illustrator Ben Sanders / The Jacky Winter Group



So you think you know what mature-age workers need? Think again. We've talked with hundreds of mature-age jobseekers, workers, and retirees, and they've told us where Australian employers fall short.

In Australia, the average life expectancy is 15-20 years past the 'traditional' retirement age of 65. Already, four million people in the Australian workforce are over 45 and constitute 40 percent of the workforce. People are living longer and healthier lives, and mature-age workers in good health experience high levels of choice about whether to work or retire. On the one hand, they are physically capable of working longer; on the other hand, they're tempted by retirement because their good health enables them to actively engage in travel and other leisure pursuits.

The perception that most mature-age workers have red-circled the day they can access retirement funds and plan to transition directly from full-time employment to full-time retirement persists. As does the assumption that mature-age workers are happy to stay within the boundaries of the job they're already doing, with many

workplaces operating under the assumption that as the workforce grows older, they may simply need to accommodate a few age-related physical declines—a matter of increasing print size and making a few more sick days available. But, attracting, retaining and motivating mature-age people requires managers to rethink the support they provide.

Mature-age workers are likely to be the most experienced and highest paid employees in your organisation, and a failure to fully engage them hurts the bottom line. A fully engaged employee delivers the full value of their salary, but a disengaged or semi-engaged employee might deliver only 60-80 percent.

The voices of mature-age workers can revolutionise the Australian workplace. Savvy employers who listen to their needs will identify creative ways to recruit talent, design jobs, offer flexibility, and manage careers across the entire lifespan—making them employers of choice not just for mature-age workers but for all workers.

THE IDEA

THE SCENARIO
Mature-age workers comprise 40% of Australia's workforce. They're likely your most experienced and highest-paid employees, but a failure to fully engage this valuable resource will hurt your bottom line.

THE MISCONCEPTION
Persistent age stereotypes suggest that mature-age workers are happy to stay within the boundaries of their job.

THE INSIDE ADVICE
Employers who listen to the needs of mature-age workers and use creativity and flexibility in job design, recruitment, and career management, will reap long-term rewards.

DOWNSHIFTING:



Sharon and her partner are empty nesters. They want to travel at a slow pace, taking time to settle into a location and fully experience it.

Sharon enjoys her work as a senior palliative care nurse and has no interest in full-time retirement. She thinks three work-free months a year would enable her to fulfil her travel dreams, but Sharon's manager told her she'd only get that kind of flexibility if she took on casual work through an agency. Casual work doesn't suit Sharon, because it doesn't give her the opportunity to develop long term relationships with her clients—the part of the job she values most. Sharon's wondering whether she can only satisfy her travel interests by leaving nursing behind.

Most organisations promise flexibility, but they define flexibility only in terms of flexible start or end times, and so managers are unable to accommodate workers who need bigger chunks of time to indulge in leisure or hobbies, to align with family members' availability, or to test-drive retirement. This kind of flexibility could be achieved if organisations offered creative opportunities for job-sharing or phased retirement (for example, working 8-9 months a year instead of 12). These options would be valued by other workers too—like the postgraduate student who wants three months to finalise her thesis.

CAREER CHANGE:



CAREER GOALS:

Manju has enjoyed a satisfying career in a large for-profit company; her unit's high performance delivers her big personal bonuses every year.

Manju's at the top of her game but she doesn't think she wants to keep doing this same thing for another 10 or 15 years. She's been thinking more about her legacy and she talks to friends about wanting to give back to the community. She needs a change, but she doesn't know how to broach this with her manager. Manju wonders whether she should walk away from paid work and focus on volunteering instead.



Organisational career paths often don't offer the range of experiences needed to maintain worker satisfaction and engagement across an extended work life. Mature-age workers who have already reached the top of their career ladders and pay grades may lose interest or disengage psychologically. But these workers may only need a change in order to revitalise their work experiences.

Some organisations might offer internal opportunities for mature-age workers to rotate across jobs or units. But the greatest opportunities for organisations might be in hiring mature-age workers from dramatically different roles or industry sectors. 'Encore careers' in education and healthcare may be particularly attractive to mature-age workers willing to trade off salary for meaningful work.

Mark was retrenched after a career of 30 years in banking. After a short break devoted to travel and home improvement projects he is keen to return to work. However, he wants to try something new.

Mark loves outback Australia and has his eye on a job in mining. Unfortunately, he has had very little success with recruiters and employers. The gatekeepers who screen his resume pigeonhole him into banking roles without giving him the chance to try something new.

Mature-age jobseekers, in our research, sometimes sought roles dramatically different from the ones they left, but they were quickly dismissed by employers and recruiters. Managers often assume that mature-

age applicants are unlikely to make a long-term commitment to an employer; they predict that 'over-qualified' mature-age applicants will soon be bored in an entry-level job. But sometimes it's the challenge of learning something new that attracts the mature-age jobseeker. Managers who focus on transferable skills and enthusiasm for learning in their hiring decisions may tap into a larger and more diverse talent pool that includes jobseekers of all ages who want to change their career paths.

JOB DESIGN:

Harry is an experienced software developer who's worked for his company for 14 years. His company has a formal policy that requires the developers to rotate shifts on a customer service Help Desk.

Harry hates Help Desk and wants to focus on the technical work for the rest of his career. Harry's told his manager his preferences, but the manager says it's fairer to insist that all the developers work Help Desk. As a result, Harry quit his job to open a Bed and Breakfast with his partner, and his company lost one of its best developers.

Most organisations structure work into rigid one-size-fits-all 'jobs' or 'roles', but managers who think of jobs as loose bundles of 'tasks' can design jobs

that better fit the needs of an individual worker. This kind of job-crafting can benefit a mature-age worker whose interests or skills have changed with age. That might mean shedding tasks that are no longer satisfying, or carving out more space for special projects. A job-crafting approach can benefit other workers too. For example, it can make jobs more accessible to workers with disabilities who can perform most—but not all—of the tasks listed within a job description.



EXTRA INSIGHTS

IS 45 THE NEW 50?

Recent findings say "yes".

Writer Michelle Tyndall

Almost one third of Australians have experienced age-related discrimination while employed or seeking work over the past 12 months. A figure that, on its own, should give pause to employers. Even more concerning is the age at which perceptions of ageism are being reported. Recent findings from the *Work, Care, Health and Retirement Project* have highlighted the reality of age-related workplace discrimination in Australia, and the figures indicate an enormous problem.

According to the 2015 Australian Human Rights Commission's *National prevalence survey of age discrimination in the workplace*, 27 percent of people aged 50 years and over experienced age discrimination at work. New figures recently reported by Justine Irving, a researcher with the UniSA Business School's Centre for Workplace Excellence, indicate that the threshold is even lower: perceptions of ageism in the workplace are being recounted by people as young as 45 years of age.

Researchers involved in the *Work, Care, Health and Retirement Project* surveyed 2100 men and women aged 45 years and over, and conducted 100 follow up interviews, with the worrying trend emerging early in the study.

"The most common form of perceived discrimination was negative assumptions about older people's skills, learning abilities or cognition," Irving says.

But it goes far beyond that. Irving describes the occurrence of subtle pressure from colleagues and, more alarmingly, management, to retire for the purpose of 'making room' for younger workers—an experience reported by study participants irrespective of their capabilities or work preferences. They also detailed access restrictions to the promotional and training opportunities afforded to younger counterparts; and, significant challenges when actively looking for work.

"Jobseekers reported being candidly or surreptitiously rejected through recruitment processes on the basis of age alone," Irving says. "Education, training and a steady working history were not guaranteed to help in their search for employment."

These findings are supported by the conclusions drawn from the *National prevalence survey of age discrimination in the workplace*, with a considerable number of employers and managers acknowledging that the age of an employee is a factor in their hiring, promoting and training decisions. Clearly, there are ethical issues at play here, but there are also tangible repercussions.

"Significant efforts are being made by the government to reduce dependency on the aged care pension," Irving explains.

"People are being encouraged to stay in the workforce longer and to accumulate sufficient superannuation. Those efforts are being undermined, and unfortunately what we're

seeing is a correlation between negative work experiences, and early retirement. This is concerning not only in terms of financial security, but future health outcomes, with engagement in high-quality work shown to support and protect the health of men and women as they age."

While individuals have every right to be apprehensive, so too, do employers. Age alone is not an indicator of current or future work performance. In fact, mature-age workers often bring highly regarded characteristics. They're likely to be some of your most loyal and experienced employees. And they want to work. So, let's not make 40 the new 45. Instead, give work-related ageism the attention it deserves in your organisation. ●

Tackling work related ageism

- 1 Address negative perceptions about the competency of older workers.** Age alone is not a barrier to adapting to change and learning new systems, processes and technology.
- 2 Ensure adequate training for employment services and human resource staff.** As the first port of call for workers seeking suitable employment this team should be skilled in responding to the needs of mature-age jobseekers.
- 3 Introduce and reinforce diversity policies.** Supporting diversity in the workplace is an important step toward inclusive work participation.

For more information, visit: [UnisABusinessSchool.edu.au/magazine](http://unisabusinessschool.edu.au/magazine). Original article published on *The Conversation*: <http://bit.ly/2sGU0lj>

TIPS FOR EMPLOYERS:

1 LISTEN TO YOUR MATURE-AGE WORKERS.

The mature-age people who participated in our research tried multiple times to talk with their managers about their needs, but hit a brick wall. Remember that mature-age workers are a diverse group with diverse career goals. Some mature-age workers may want to downshift, but others want to power up.

2 REMIND MANAGERS OF THEIR RESPONSIBILITIES TO ENGAGE MATURE-AGE WORKERS.

Managers of any age can buy into age stereotypes; older managers may believe that they are the exception that proves the rule. Deliberately question the age-based assumptions you hear from managers serving on selection panels and performance reviews. Celebrate the occasions when your organisation has successfully aligned organisational needs and a mature-age worker's skills and interests.

3 THINK OUTSIDE THE BOX WHEN YOU HIRE.

Be open to hiring mature-age people, especially from outside your specific industry. They bring transferable skills and experience, and their enthusiasm for new experiences can be a huge asset. To attract mature-age applicants, modify your recruitment advertising to highlight intrinsic rewards—such as the opportunity to impact other people—as well as extrinsic ones.

4 BE CREATIVE.

Matching employee interests to specific tasks can generate higher levels of engagement and performance than you'd get from filling standardised roles. Don't assume that jobs have to include the exact same tasks or the same work schedule for every employee. ●



For more ideas about engaging a mature-age workforce view our video at: <https://youtu.be/HsGgWZWws-g>

UNISA SCHOOL OF LAW 10 YEAR ANNIVERSARY SPECIAL

COMMUNICATION: AVOIDING THE ILLUSION

Appointed as a Judge of the Federal Court shortly after the Native Title Act came into force, Justice John Mansfield AM QC has shaped its jurisprudence with clear and sometimes bold expression of ideas. Here, he reflects upon his work with Native Title, sharing insights about communication, and the acute need to understand where a speaker is ‘coming from’—literally, culturally and intellectually.

Writer John Mansfield AM QC

In 1998, the Native Title Act 1993 was amended to give to the Federal Court of Australia direct responsibility for the hearing and determination of claims for the recognition of native title rights and interests¹. That responsibility carried with it great communication challenges.


The Native Title Act was introduced in response to the High Court decision in *Mabo*². That decision forcefully rejected the proposition that, at the time of European settlement, Australia was a barren and unoccupied land—‘terra nullius’—as had been the legal understanding to that time.

Mabo forcefully rejected the idea that Australia was a barren and unoccupied land at the time of European settlement.

To the contrary, the High Court found that, at settlement, Australia had been occupied by Indigenous Australians for a long time, and who had each operated in accordance with a system of laws and customs over their respective country.

1. Previously the function and responsibility of the National Native Title Tribunal.
2. *Mabo v Queensland (No 2)* (1992) 175 CLR 1; [1992] HCA 23.



 The Hon John Mansfield AM QC, recently retired Justice of the Federal Court of Australia and Chair of the University of South Australia School of Law, hearing evidence ‘on country’ at Charleville, Queensland.

The 1993 Native Title Act provided the principles on which the Australian community would recognise those Indigenous rights and interests (consistent with the preservation of the interests in land granted by the Australian States and Territories from time to time). It also provided the structure by which such Indigenous rights would be recognised, and that structure was the subject of the 1998 changes.

In 1998, there were about 800 claims made by various Indigenous groups for recognition of their native title. They had not progressed much over the preceding five years, for a combination of reasons. In fact, it was during the first decade of the 21st century that the High Court, in a series of decisions, explained how the principles in the Act were to be construed and applied.

Over the next two decades from 1998, the Federal Court determined a very significant number of the 800 or so claims existing at that time, as well as subsequent claims. It is the process of dealing with those claims which provides the insights offered within this article.

The claimants in any claim must show that, at the time of European settlement, their forebears occupied the claimed land in accordance with a system of traditional laws and customs, and they must also show,

as the current claimants, that they now occupy the claimed land still in accordance with the same traditional laws and customs, appropriately adapted to evolving circumstances.

Proof of the current connection between the past and the present is largely a matter of evidence from the claimants themselves.

The evidence to support such claims is necessarily, in part, expert evidence: archaeological, linguistic, historical, and most importantly anthropological. But the proof of contemporary beliefs and practices, and the way they were learned—that is, the proof of current connection between the past and the present—is largely a matter of evidence from the claimants themselves.

This is the area in which the Federal Court—judges, registrars and other staff—came to learn the need for effective communication with the claimants, so as

to properly understand their evidence and to give it the weight which it merits³.

The Court had the benefit of the experience of the Aboriginal Land Commissioner (ALC under the Aboriginal Lands Rights (Northern Territory) Act 1976 (ALRA)). Under the ALRA, land in the Northern Territory which had not been the subject of any grant of an interest post-settlement—and so was unalienated Crown land—could be granted to the traditional Aboriginal owners if certain conditions were met.

The identification of the traditional owners was the responsibility of the ALC. The first ALC was John Toohey⁴ who was instrumental in developing the processes for hearing Aboriginal evidence, and adopted by the Federal Court from 1998.

There were several important lessons which the Court learned. They may seem fundamental or obvious, but they were each the consequence of experience. They may also provide a reminder of the purpose of our respective communications and the benefits of ensuring they are effective.

Understand the person with whom you are communicating.

First, it is necessary to understand the person with whom you are communicating. Some people are forceful and outgoing. Others are passive and reticent. Some may enjoy confrontation, and some may dislike it. Yet what each has to say may be very worthwhile.

Very early on, the Court had a vibrant illustration of this. In the evidence of a quiet Torres Strait Islander, the evidence became difficult because he agreed with every proposition (Question: *Do you know about this area?* Answer: *Yes*. Question: *Do you agree you do not know about this area?* Answer: *Yes*). His quiet respectful upbringing and culture prevented him from disagreeing with any question, which meant that the evidence he gave had to be very carefully elicited and tested.

Second, it is necessary to understand the perspective of the person providing the information. It is often very difficult to put yourself in the shoes of a particular witness, and so it is possible to be unfair in the assessment of what that person says.

Understand the perspective of the person providing the information.

It is not appropriate to assume that all who give evidence are entitled to answer all the questions they are asked, and sometimes it is awkward for the person being questioned to explain that the answers given are not simply evasive in a way that might affect their credibility. There have been many examples where a witness has appeared to be evasive—that person may have known the answer, but may not have been culturally authorised to give the answer, either because of gender, or age, or the relative seniority of the person in the group. Being alert to such possibilities enables that person to explain the answers in a way that does not involve the perception of evasiveness.

Third, and most important, it is the common experience that many Indigenous Australians do not feel comfortable giving evidence in a court environment, or even a less formal but interior environment. And there have been many illustrations of that.

A seemingly diffident or taciturn person in an inside environment becomes effusive and informative in an outside environment. Hence, the coined expression of giving evidence ‘on country’. It is as if the open space is liberating and a more natural location for the story to be told. The quality of the evidence become much greater and more persuasive.

The connection to country is not simply a matter of words, but of feeling; of being able to show particular things; of vibrancy; of ownership.

3. It should be noted that the learning process and the procedures adopted have almost universally been supported by the States and Territories and by those whose interests might have been affected, such as the pastoralists and miners.
4. He was also a judge of the Federal Court, and in 1987 he was appointed to the High Court.



Many Indigenous Australians do not feel comfortable giving evidence in a court environment. Giving evidence ‘on country’ offers a more open, liberating and more natural location for the story to be told.

Fourth, and allied to the third matter, is the desirability of that evidence being given ‘on country’, as it applies to the particular witness.

I have seen many examples of that. A bland and flat presentation becomes a lively and persuasive one when the witness can point to the relevant physical features, when certain events can be shown to have occurred, where certain learning experiences have taken place, and where certain objects can be displayed and their significance explained by reference to the local geography. Where the connection to the country is not simply a matter of words, but of feeling. Of being able to show particular things. Of vibrancy. Of ownership.

It is also commonly the case that ‘on country’ evidence shows further, more specific detail of events or experiences which were not otherwise likely to have been elicited. We all have the experience of remembering, unprompted, a personal event, experience or learning, just in the course of a conversation, which, if we were asked to recall without the prompting of the occasion, we may not have remembered at all. Giving evidence ‘on country’ has that benefit too.

I recall a senior Aboriginal man giving evidence ‘on country’ about his ancestors and what he had been told of an experience of one of them. There was a number of his claim group members listening, men in seats, women sitting separately on the

ground. He attributed something to one named deceased person with an instant uproar from the watchers, men and women, that he had the wrong name. He chuckled, and said, “I must have that wrong”, and adopted the collective answer. Is there any doubt that his evidence, as amended, was correct?

These comments serve the point: communication should be real, and not an illusion. We should all listen to the speaker, understanding where the speaker is ‘coming from’ literally, culturally and intellectually. ●

For more information, visit:
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THE INAUGURAL

JOHN MANSFIELD LECTURE

Indigenous Land Rights: Australia’s Response following Mabo—the present and the future.

Marking the Law School’s 10th Birthday, we are pleased to introduce the inaugural Mansfield Lecture. Presented annually, this lecture will address socially significant and topical legal issues.

In 1972, the Aboriginal community of the Gove Peninsula unsuccessfully claimed in the Supreme Court of the Northern Territory recognition of their traditional rights and interests in that land. They were rebuffed—it was said their rights were not recognised by Australian law.

In 1992, some 200 years after European settlement, and 90 years after Federation, the High Court in the Mabo decision exposed the ‘terra nullius’ concept as false. Australia responded by the Native Title Act 1993, providing for the recognition in certain circumstances of traditional Indigenous rights and interests in land.

In this inaugural lecture, the Honourable John Mansfield AM QC will present the substantive and procedural effectiveness of the Native Title Act 1993 to date, including the assessment of compensation for Indigenous land rights taken away, and the challenges and options for future effective recognition of Indigenous land rights.

The Hon John Mansfield has had a distinguished legal career, one which has demonstrated a strong sense of service and commitment to the law and wider community.

He served as Judge to the Federal Court of Australia for close to 20 years, retiring in August last year. Prior to this he was appointed Queen’s Counsel for South Australia in 1985, and for the Northern Territory in 1988.

His judicial work in the areas of Native Title and Competition Law are highly regarded, and his many judgements are considered to have contributed significantly to both areas of law.

He has held numerous significant appointments over his career, including: President of the Australian Competition Tribunal (from 2011—until his retirement, late 2016), Aboriginal Land Commissioner (from 2011 and ongoing today) as well as President of the Law Council of Australia (1993-1994).

Thursday 17th August
5.30pm
Allan Scott Auditorium
Hawke Building
UniSA City West campus
53 North Terrace, Adelaide



In 2009, The Hon John Mansfield’s leadership and commitment to service was recognised at the Queen’s Birthday Honours where he was made a Member of the Order of Australia.

The Hon John Mansfield also has a long association with UniSA and particularly within the Business School. He provided unbiased advice during the initial establishment stage of the Law School and is currently the Chair of its Advisory Board.

In 2017, we’re marking our 10th birthday as we celebrate 10 years of research and legal education excellence since our establishment in 2007. As part of the celebrations we invite you to the inaugural John Mansfield Lecture, which promises to be a stimulating discussion and ongoing event on the School of Law calendar. The evening will also celebrate the conferral of the honorary degree of Doctor of the University to the Hon John Mansfield AM QC. ●

For more information, visit:
unisabusinessschool.edu.au/law

CULTURALLY DIVERSE TEAMS

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RISKS AND REWARDS



PHOTOGRAPHERS FUNNYANGEL, ANASTASIA STOMA/SHUTTERSTOCK.COM

Australia’s population is one of the most culturally and linguistically diverse in the world. Over 43 percent of people have a parent born overseas and more than 75 percent identify with an ancestry other than Australian. The challenge for business is harnessing the competitive advantage of diversity in the workplace while minimising the all-too-common communication and coordination problems that undermine the benefits of collaborative work efforts.

Writers Cheri Ostroff and Chia-Yen (Chad) Chiu

Teams are a core building block for organisations. When executed well, they allow individual members to contribute their unique knowledge and skills, so that when combined, better performance, quality, creativity, innovation and customer service results. This can be especially true for culturally diverse teams; their resource base is stronger, and they can draw upon a greater repertoire of responses, perspectives and expertise. Social capital—or the ability to connect with and gain knowledge from people external to the team—is also greater. All of which should lead to superior team performance in diverse teams. Yet, they often fall short. And herein lies the paradox—people prefer similarity.

From decades of research in management, psychology and sociology, we know that individuals who work with people from a similar background, culture or ethnicity have more positive attitudes and behaviours at work, and are less likely to quit. Individuals are attracted to those they see as similar to themselves. They prefer to join groups of similar others and are more likely to interact with them. One reason for this is characteristics such as race or ethnicity are

automatically categorised in the mind and influence how individuals react and interact with one another, evoking conscious or subconscious stereotypes, biases and judgments. Those from different cultural backgrounds are categorised as ‘outsiders’ while similar others are categorised as ‘insiders’ and consequently perceived to be easier to communicate with.

When individuals work in a team comprising similar others, they tend to feel a greater sense of psychological safety, exhibit greater satisfaction and loyalty, and have a stronger desire to remain in the team than individuals working in diverse teams. In contrast, racial or ethnic differences among team members can result in disintegration, lack of cohesion, interpersonal or task conflicts, as well as reduced morale. That’s why achieving the promise of superior performance outcomes in culturally diverse teams can be challenging. Similarity is good for individuals. Diverse teams can be good for organisations. So, how can we overcome the potential conflict and communication problems to reap the benefits of diversity, and still have individual members who are satisfied and committed?

 **Cheri Ostroff** is a Research Professor and Director of the Centre for Workplace Excellence (CWeX) at the UniSA Business School. **Chia-Yen (Chad) Chiu** is an academic Lecturer within CWeX.

THE IDEA

THE CHALLENGE
Teams are central to organisational function, and when executed well, can result in superior performance. This is especially true for culturally diverse teams, but differences in background, culture and ethnicity can obstruct collaboration. So how can businesses address the obstacles to achieve greater success?

THE APPROACH
The secret to harnessing the competitive advantage of diversity lies in hiring practices, organisational culture, training and initiatives. The remaining factor is time. With the right support, the potential negative impacts of diversity can be alleviated, and the benefits, brought to bear.

Together, good team fit, accepting leadership, training, learning, and time can overcome differences and begin to harness the benefits of a culturally diverse team.

FOCUS ON FIT

When hiring, focus on finding people who fit the team. This is often easier said than done. More often than not, the focus on finding the ‘right’ person is too much about finding someone who has the appropriate skills and abilities for the job, and little else. That’s a good starting point, but good fit involves more. Consideration should be given to how a new hire’s skills and abilities

complement the skills and abilities already present in the team. Of equal importance is that new hires fit the values and norms inherent in the team culture to enhance team functioning and harmony. A new hire whose personality fits with those of existing team members will also adapt more readily and enhance team performance.

OPTIMISE DIVERSITY

It’s important to pay close attention to the composition of the team. Diverse teams with a racially dominant group or where large status differences are present between two sub-groups tend to underperform. One strategy is to construct moderately diverse teams where team members have some peers who are similar to them to provide psychological safety, and other team members who are different to capitalise on the benefits of diverse perspectives.

TRAIN TO GAIN

All too often, teams are established and expected to figure out how to work together on their own. They’re often ill-equipped to handle conflicts, solve problems, develop good work processes and delegate work in a way that maximises

each members’ contributions. Cultural awareness and cognition also matter. Trust, information sharing and collaboration are enhanced when team members believe in their ability to be culturally aware, and are confident

making adjustments during intercultural interactions. Training in basic social and communication skills can be an effective starting point to help members overcome their differences in approaching work.

LEARN TO LEARN

Individuals in teams who have a strong orientation for learning and continuous development are more willing to communicate and collaborate with their culturally dissimilar peers. In contrast, when the team orientation is to avoid mistakes, members are more reluctant to work with

those from different cultural backgrounds, exaggerating intragroup segregation and conflict. Rather than hope that the team naturally develops an orientation to learning, recent research shows that teams can be trained to develop learning objectives and use errors as learning opportunities.

LEAD THE LEADERS

Leaders at the top need to be role models for team leaders by demonstrating vision, cultural intelligence, and acceptance of diversity. The attributes and behaviors of team leaders are, in turn, critical in facilitating—or impeding—team processes in

diverse groups. A team leader’s charismatic style, cultural intelligence, and the degree to which they categorise members into sub-groups impacts the success of a culturally diverse team.

GIVE IT TIME

Many aspects of diversity are surface-level and easily observable, such as race or ethnicity. These attributes are used to automatically categorise people and can be the cause of social interaction problems among team members. Deeper-level diversity attributes are psychological and less observable—such as cultural values, attitudes, and personality. These differences are communicated through

verbal and non-verbal behaviours that emerge as a result of frequent and extended interactions. The potential negative impact of surface-level diversity attributes tends to dissipate over time, while differences based on deeper-level attributes become more evident and can hinder team processes and performance. ●

For more information, visit: UnisaBusinessSchool.edu.au/magazine

 **Tim Boundy**
is Chief Executive
Officer of Renew Adelaide,
photographed at Ancient
World, one of the small
businesses supported by
Renew Adelaide. He is also
a graduate of the UniSA
Business School.

DEVELOPING NEW ENTERPRISE IN VACANT SPACE

Writer Tim Boundy Photographer David Solm

If we look at the current rise of the sharing economy, there is a trend towards using underutilised assets to generate income: Uber is a car that may normally be garaged; AirBnb is a room that may normally be empty; and AirTasker is a job that may normally remain undone.

Connecting the people who own those assets with those who can use them is key to maximising their return. And, what underpins this is the little opportunity cost for the asset-owner—often nothing is being given up by the asset being used, especially when it can generate some income. A handy kicker.

Renew Adelaide applies a very similar mindset. How can the vacant buildings of Adelaide, or any city for that matter, be used more beneficially? The premise is simple: a landlord agrees to provide their property rent-free to a small, start-up business that wants to try something new, test an idea, and add something culturally interesting to the landscape. During that time, the landowner has the ability to provide 30-days' notice for that business to

vacate—there's no opportunity cost to them if a paying commercial tenant comes along.

This unique transaction allows a new business to test an idea, with the freedom to try something interesting or creative because they have the opportunity to develop it with sweat, rather than financial equity. In turn, this gives the landlord the chance to reinvigorate their buildings and revitalise urban areas, socially and economically.

Speak to the owners of small businesses like Ancient World, an eclectic, grungy, community-led bar; Oh Deer Sugar, vegan soaps designed as bakery products; or, Low & Slow, an American BBQ joint, and you'll find entrepreneurs who have made the most of these risk-free starts. Each got their business off the ground through Renew Adelaide's start-up program and are now successful in their own right—but it may

1 THINK LATERALLY: consider vacant properties to test new business ideas. You could be giving the next big start-up their very first step.

2 TAKE CALCULATED RISKS: invest in new start-ups to support innovation and help re-invigorate and revitalise urban areas.

3 EMBRACE NEW IDEAS: reduce the cost of failure and you'll be rewarded with a creative culture that encourages innovation.

not have happened without such support. This demonstrates a shift in how assets are viewed.

Seven years ago when we pitched the idea for Renew Adelaide we were met with raised eyebrows and quiet dismissal. Today, we see property owners wanting to engage more and more through this rent-free model to activate their property, mitigate blight and create a culture where great ideas are supported.

There's a push for Adelaide to be an energetic city, filled with passionate people willing to try new things. We need to foster

a culture where people aren't locked out of the means to bring these ideas to life—be it property, education or capital. ●


For more information, visit:
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OPPORTUNITY TO SEE

New insights from the Ehrenberg-Bass Institute for Marketing Science reveal marketers' 'rules of thumb' to guide media selection.

Writers (from left to right) Pippi Redden, Virginia Beal, Nicole Hartnett, Byron Sharp and Rachel Kennedy
Photographer David Solm



 **Pippi Redden,**
Virginia Beal,
Rachel Kennedy,
Byron Sharp and
Nicole Hartnett are all
marketing scientists at
the internationally
renowned Ehrenberg-
Bass Institute for
Marketing Science.



THE IDEA

THE SCENARIO

The dynamism of today's media landscape means marketers are seeking more effective means to find the best spend for their marketing dollars. With the pressure on to deliver results, knowing where ads have the best chance of reaching their target audience is essential, yet the task itself is far more complicated than it sounds.

THE CHALLENGE

As media is purchased on an opportunity-to-see (OTS) basis, marketers are buying the potential for exposures. Not yet a precise science, additional complexities arise when comparing across different media, especially as they each prescribe OTS in different ways.

THE RESEARCH

In a world-first initiative, the opinions of 100+ media experts from different countries were collated and combined to present much-needed insights and 'rules of thumb' to guide the art of media placement.

The media landscape has undergone unprecedented change in recent years. Alongside advertising options like television, radio and print, advertisers now face the dilemma of incorporating online, mobile and social media into their strategy.

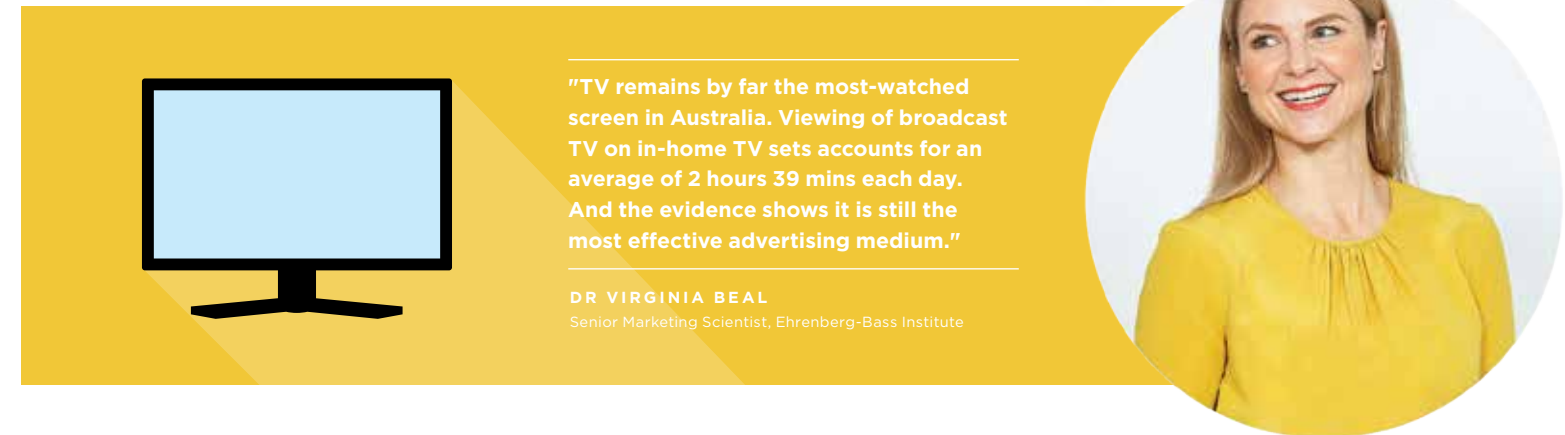
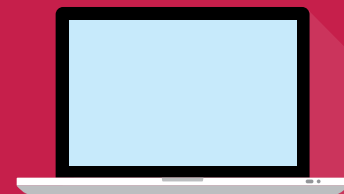
Many advertisers have adopted options like Facebook, Instagram, YouTube or Snapchat but how much to spend on these platforms remains a difficult decision for marketers because there is little data to directly compare and evaluate them against long-established media options as like TV and radio. Add to this the large sums of money at stake and the pressure is on to deliver results that justify media choices—last year, advertisers spent over US\$560 billion purchasing media space, of which about a third was spent online.

Anything that will improve the effectiveness of media placement decisions will make a big difference to a company's performance. For marketers, the perpetual challenge is how to determine where best to spend their valuable media dollars? Knowing where ads have the best chance of being seen or heard by people who are watching, listening, scrolling, searching, or reading, is critical, but ascertaining this information across different media is more difficult than it sounds.



"Digital advertising (desktop, laptop or mobile) now makes up close to 50% of advertisers' media spend in Australia but almost half of that spend goes to search advertising."

PIPPI REDDEN
Marketing Scientist,
Ehrenberg-Bass Institute



"TV remains by far the most-watched screen in Australia. Viewing of broadcast TV on in-home TV sets accounts for an average of 2 hours 39 mins each day. And the evidence shows it is still the most effective advertising medium."

DR VIRGINIA BEAL
Senior Marketing Scientist, Ehrenberg-Bass Institute

Media is purchased on an Opportunity-To-See (OTS) basis. This means marketers are buying the *potential* to reach consumers in the media in which their advertisement is placed. This leads to a few big questions. The first question is how many of the OTS purchased in a media type will catch the attention of the audience and be seen? Once it is established that the ad was seen, the second question is what impact did that exposure have on consumers? On top of this, the final challenge is how to accurately compare the effectiveness of a static visual display like a billboard ad with a 30-second video, or with an audio-only radio ad.

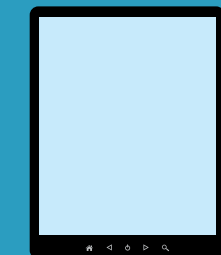
What a marketer buys on each media type is functionally very different; videos are obviously different to photos, and again very different to spoken scripts. But what makes this process more difficult, is the way that media sellers choose to define an OTS. This can be is very different across media types.

Presently, an OTS for a desktop display ad is counted as an OTS when half or more of the ad's pixels are visible on screen for at least one second or more; for an online video, an OTS is counted when it is played for a minimum of 2 seconds, yet for a television ad, the OTS counts only after it plays for a full 30 seconds.



"While tablet penetration has levelled off in Australia, at around 50%, people will default to the biggest screen available at the time."

**ASSOCIATE PROFESSOR
RACHEL KENNEDY**
Associate Director, Ehrenberg-Bass Institute



While millions of dollars are spent on media each day, little research exists to guide decisions in this space. That said, those who decide how to allocate these budgets across the many media types are a vital source of untapped knowledge in this complex field.

In a world-first initiative, we spoke to more than 100 media experts from different countries, documenting their knowledge and experience to gain a greater understanding of the art of media placement. Here we present the key findings from these interviews.

How many OTS in any given media type will get attention and be seen?

Most advertisers believe that video media (particularly TV and cinema) have the potential to gain more actual exposures that are genuinely noticed by viewers than static image and/or text media types (such as magazines, static Facebook posts and so on). The reason for this relates to the level of audience engagement.

Media experts consistently referred to audience behavior—what people are doing when they’re in the media environment and how much attention they’re paying to the media. Someone who is listening to the radio when driving or cleaning up at home could be considered a more distracted

listener than someone who is sitting in a dark cinema with a big screen. The opportunity to notice is perceived as being negatively related to the opportunity for distractions or concurrent tasks.

Media experts also believe that format itself is important, with video-based ads perceived as more likely to be seen than static ads. Also, consumers’ abilities to interact with the media type, including skipping or scrolling, was mentioned.

This was often in a negative context, as static Internet ads were perceived to have the lowest ability to convert an OTS to an exposure due to these audience behaviours.

Once an advertisement is seen, what is the impact of that exposure on consumers?

Advertisers perceive actual exposures in primetime TV, and cinema ads, to be the most valuable media exposures. Once seen, these ads are most likely to deliver on their intended purpose, such as building knowledge of the brand in peoples’ heads and nudging them towards making a purchase.

Non-skippable desktop pre-roll video ads are seen as having about two-thirds of the impact of TV/Cinema. Newspapers, outdoor and magazines, however, were valued by media experts as being about half the value of TV and cinema, while most static Internet ads (text and/or images), were valued at a third of the value or less of TV and cinema.

So, what does it all mean?

Although there are still many unanswered questions in the media space, interviewing these media experts has provided much needed insights to give marketers some basic ‘rules of thumb’ to guide their decisions about media placement.

There is a great demand for better cross media measurement, but while this need remains unmet, marketers are encouraged to consider their media choices in line with the following guidelines—developed from these media insights—all the while evaluating their own data on individual media that relates to the specific opportunities in their relevant market.

The overall findings presented here are clear and compelling, but underneath this, media experts did have conflicting ideas



"It is good to know where your audience is when they tune in. In 2016, about half of Australian radio listening was at home and about a third was in the car."

DR NICOLE HARTNETT
Senior Marketing Scientist,
Ehrenberg-Bass Institute



about which media has the best attention-getting ability or the greatest impact. Naturally, people’s own experiences will lead to variances in knowledge—the experts work on different categories, have seen different campaigns working well in different media, and may access different data sources to support their ideas.

And while we don’t expect everyone to agree all the time, such variability speaks to the lack of evidence-based media planning. Being evidence-based is of great importance and is an area where there is scope for the media and advertising industry to do better. ●

For more information, visit:
UniSABusinessSchool.edu.au/magazine

SEE AND BE SEEN

RULES OF THUMB TO GUIDE MEDIA PLACEMENT

1 REACH

How much reach can I achieve?

What level of reach does my media schedule achieve?

Choose the largest reaching media that allows for a continuous presence over time (i.e. as many weeks on-air in the planning period as possible).

Can I add different media types to increase the reach of the campaign?

Consider including more than one media and/or varying the time of day ads are aired (e.g. daytime versus primetime TV) to increase the level of reach.

2 OTS

Will the OTS in the media type convert into an exposure?

What constitutes an OTS in the media type?

Criteria for what constitutes an OTS are very different across media types—be sure to understand the definition of the OTS you are buying and carefully consider the impact this will have on the likelihood of the ad you have paid for being seen.

Is the ad the dominant stimuli or is it competing for attention in the particular media? What is the level of clutter?

It makes sense that when ads are larger and shown alone on screen they have a better chance at capturing attention. Assess the ad environment carefully.

What ad avoidance behaviours occur?

People avoid ads across all different media; both actively, like changing the channel, or passively, like looking away or multi-tasking. Stay current with the latest research on ad avoidance and consider

watching people consuming your media to give a better idea of the behaviour your ad may encounter.

Which device are they using—TV, laptop, mobile?


There is some support for big screen effectiveness, but other support for the intimacy of consumption on mobile. Think about your message and which device will have the best impact for your goals.

3 EXPOSURE

What effect will the exposure have?


What is the format? Audio-visual, or just audio or visual, static or dynamic?

The type of stimuli will impact the level of mental processing. Studies show that our ability to retain visual information is much superior to audio information. People are typically visual, taking in about 90 percent of information via their eyes.



"The exciting thing about mobile devices for advertisers is the potential to reach people closer, in time and place, to their actual purchase situations."

PROFESSOR BYRON SHARP
Director, Ehrenberg-Bass Institute



RESHAPING ATTITUDES TO DISABILITY

Writers Royce Karmelovs and Annabel Mansfield

The right to work, free from discrimination, is a fundamental human right. Yet for many people with a disability, it is a right denied. Is your business discrimination free?

Globally, one in five people is living with a disability, but despite changing attitudes that are making workplaces more accessible, many still struggle to find work. It's a challenging reality, with employment being equally important for the individual welfare of employees and Australia's economic security.


For employers, people with disability represent a significantly untapped human capital. According to the 2016 Australian Human Rights Commission's *Willing to Work Inquiry*, Australia has more than 15.4 million Australians with a disability and of working age, yet only half are currently in stable employment, compared to four out of five other Australians.

Dr Elizabeth Hemphill has been unravelling the complexities of employment for people with disabilities. Through her Australian Research Linkage Grant with partner organisation Finding Workable Solutions Inc., she has tracked attitudes among employers, employees and the community towards people with disabilities.

Her research shows that old stereotypes are fading as awareness grows about the experiences of people living with disabilities, and that both employees and employers have become more accepting of people with disabilities in the workplace.

While this is welcome news, Dr Hemphill says the statistics on job participation mean this change in attitudes has not yet translated into higher rates of employment for people with disabilities, who represent an eager, untapped workforce.

OPPORTUNITY

 **Dr Elizabeth Hemphill** is a researcher with the UniSA Business School. She specialises in research on customer-focussed service and employment of people with a disability.

THE IDEA

THE REALITY
Twenty percent of the world's population has a disability, yet disabled people remain the most underemployed group in the workforce.

THE FINDINGS
Tracking attitudes among employees, and the community, toward people with disabilities, this research found that people are more accepting of those with a disability, but this shift has not translated into more jobs.

THE OPPORTUNITY
Creating equitable opportunities for people with disabilities leads to diversity, which delivers increased economic and social benefits, new ideas, greater loyalty, and a more positive work environment.

“It really is a missed opportunity,” Dr Hemphill says. “Employers need to think seriously about the opportunities that people with disability bring to their workforce and to their customers.”

“It’s not just about creating equal opportunities—although this is incredibly important—it’s also about the benefits that diversity can bring.”

“Diversifying a workforce has long been recognised as beneficial to business and, when we include people with disabilities, we gain fresh perspectives, new ideas, and skills into the work environment.”

Greater diversity also has the potential to deliver significant economic benefits. Modelling by Deloitte Access Economics found that increasing the number of people working with disability by 10 percent could boost Australia’s GDP by \$40 billion over the next ten years. The same report also found that if the unemployment rate for people with disability fell one percent, from

DIVERSITY

7.8 percent in 2009, to 6.9 percent, Australia’s GDP could increase by \$43 billion over a decade.

Unfortunately, when it comes to helping people with disabilities get full-time employment, Australia has performed poorly compared to other OECD nations, with the country ranked 21st out of 29 OECD nations. Interestingly, a PwC report found that if Australia climbed into the top eight OECD countries, it would boost our GDP by \$50 billion.

“Every time a person with disability finds meaningful, full-time work, we all benefit from their success,” Hemphill says.

LOYALTY

For many people with disabilities, the fact that they struggle to find work means that when they gain it, they value it highly, along with the greater quality of life it brings. In turn, this sentiment makes them very loyal employees and more attentive to processes on site.

According to The Australian Chamber of Commerce and Industry, employers have reported a lower turnover of staff and lower ongoing costs when hiring people with disabilities. Overall, the number of work health and safety incidents for an employee with disability is six times lower than that of an average employee, and the number of workers compensation incidents is four times lower.

“Even absence days due to sickness were shown to be significantly lower,” says Hemphill. “The accrued cost of sickness for employees with a disability was less than half the cost for that of an average employee, which is significant.”

“Someone with a disability who wants to come to work and be there, is generally easier to work with than someone who doesn’t want to be there. And happier employees lead to greater productivity, reduced absenteeism, and greater morale.”

INCLUSIVITY

ILLUSTRATIONS KURSAT UNSAL; OCULO/SHUTTERSTOCK.COM

Competitively, businesses that are known to embrace diversity have positive brand images, with consumers recognising and responding positively towards these enterprises. According to the *Attorney General’s Department’s 2011 Discussion Paper on Anti-Discrimination Laws*, 87 percent of surveyed consumers said they’d prefer to give their business to companies that hired people with disability.

But despite the economic, competitive and individual benefits of improving employment rates for people living with disabilities, and the apparent changes in attitudes to people with disabilities, employment rates have barely changed over the past 20 years. So what is happening on the work front?

EQUITY

“There is a whole group of people working in sheltered work environments who want full-time, mainstream work and everything else that brings,” says Hemphill.

Sheltered work environments are businesses specifically set up to provide skills training and experience to those people with more visible disabilities and help them transition into mainstream work. These offer ready talent-pools that employers can draw on, though Hemphill says the definition of disability may be broader than employers realise.

Under the Disability Discrimination Act 1992, the definition of ‘disability’ includes someone who may have a mental illness, a serious disease, or a learning disability that means they learn in a different way.

“Not everyone with a disability is obviously disabled; these people only make up a small number of those living with

disability,” Hemphill says. “Sometimes hiring a person with disability is as easy as looking past the cane they need to walk.”

“Often people with less visible disabilities are work-ready, meaning any changes to the business environment or work practices may be minimal; employers just need to look closely at their applicants, on a case-by-case basis.”

For businesses looking to employ a person with disability and who need to make changes to their work environment, there is government support available.

“Employers can apply through the Department of Social Services for programs that include financial support to alter the work environment, wage subsidies and Auslan interpreters,” says Hemphill.

“Organisations like Finding Workable Solutions (FWS), who have partnered with us on this research, can also help”

Wojtek Swietek, CEO of FWS says that their organisation works with people with a range of disabilities. “Typically, suitable jobs for people with disabilities aren’t advertised, so much of what we do at FWS is talking to employers directly.”

“Access is usually the biggest barrier. Providing something as simple as an access ramp for people who are wheelchair-bound, can make all the difference,” he says. “The change to the environment doesn’t need to be significant or disruptive.”

Some companies, Swietek says, even go as far as to actively recruit people with certain disabilities for their innate skills.


“If you look at Hewlett-Packard, you see a company employing a whole team of people on the autism spectrum because of their ability to conceptualise and work through problems,” he says. “Here, their disability, or perhaps ‘different ability’, is helping them excel, and the business has recognised this.”

This message is echoed by Hemphill. “Employers should go further to see the person behind the disability. Just give people a go. It’s not as hard as you think.” ●

For more information, visit:
UniSABusinessSchool.edu.au/magazine

WHAT EMPLOYERS SHOULD KNOW:

- 1 TRUST YOUR WORKFORCE**
Attitudes among employees are changing, making people more accepting of those with disabilities.
- 2 PEOPLE IN SHELTERED EMPLOYMENT WANT TO WORK:**
48% of people with disabilities are in sheltered employment, but they are capable and want to do more.
- 3 SPECIALIST EMPLOYMENT AGENCIES ARE THERE TO HELP:**
These agencies know how to get people with disabilities into jobs.
- 4 FINANCIAL SUPPORT MAY BE AVAILABLE:** Hiring a disabled person may mean the employer qualifies for government support to help meet their needs.
- 5 NOT ALL DISABILITIES ARE VISIBLE:** Everyone deserves the same opportunity to work; we should be careful not to judge.
- 6 GOODWILL GOES A LONG WAY:**
Customers like knowing that the businesses they buy from are doing something positive for the community

 **Christine Helli**
is a Professor
with the UniSA
Business School.
Her research includes:
financial reporting,
ethics and governance,
finance and risk
management, auditing
and management control.

INSIDE THE BLOCKCHAIN

Writer Christine Helliar Illustration Owen Lindsay

Governments across the globe are experimenting with the blockchain—the technology behind bitcoin—as a way for governments to reduce costs and provide more accountability to the public. But how viable is the blockchain for business?

Most businesses rely on centralised business processes, using enterprise-wide systems that provide software solutions for finance, sales, supply chain management and many other areas. These systems are proprietary to that organisation, and the captured information is, therefore, private. Of course, the accuracy and integrity of the data are subject to the internal controls and processes established within that entity. But, if the concept of blockchain were to be introduced to the business world, this may all be about to change.

WHAT IS THE BLOCKCHAIN?

The blockchain is a distributed ledger system that is stored simultaneously across multiple computers. It enables a single source of information—rather than multiple sources—to be shared across different businesses.

The beauty of the blockchain is that it offers a data system that can fast-track and streamline business interactions, creating significant efficiencies and, potentially, reducing the risk of fraud.

HOW DOES THIS FIT WITH BUSINESS?

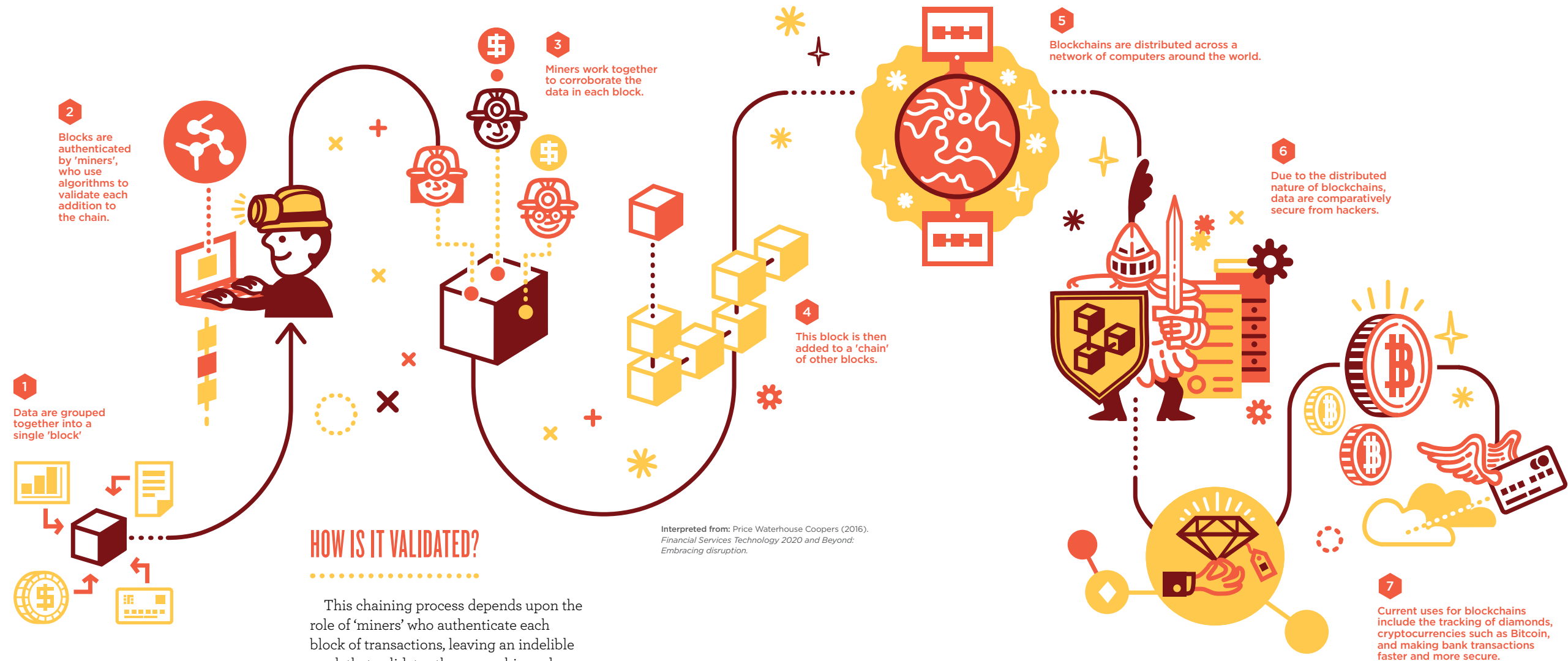
An important part of running a business is the process of recording and settling transactions within ledger systems. But this can be cumbersome and inefficient if the businesses that work together all keep the same data in different places and in different ways.

A secure system—such as the blockchain—offers great appeal. It allows the same data to be stored and accessed across multiple sites and multiple organisations, if that is what is required.

THE IDEA

THE BLOCKCHAIN
The technology behind bitcoin is the government's latest initiative to reduce costs and provide more accountability to the public. A distributed ledger system, it's held simultaneously across multiple computers to enable a single source of data to be shared across different businesses.

HOW IT HELPS
A system to record and settle transactions will break down barriers faced in international trade, create safer business practices, and, ultimately, deliver efficiencies and transparency for business.



HOW WOULD IT WORK?

The idea of the blockchain is that instead of each organisation having its own ledger system, transactions would be processed through a single system. Buyers would enter their side of the transaction, sellers would enter their side. Multiple legal entities would input their records of their transactions—either purchases or sales—and these would be pooled together, reconciled and then grouped into a block (hence 'block'), usually around every 10 minutes. Each block of transactions is chained (hence 'chain') to the previous block to produce a continuous set of blocks of transactions that are linked together, akin to traditional centralised purchase and sales day book ledger systems.

HOW IS IT VALIDATED?

This chaining process depends upon the role of 'miners' who authenticate each block of transactions, leaving an indelible mark that validates the ownership and existence of the transactions. The chain provides a history of these transactions, irrespective of the jurisdictional location or originator of a transaction.

The ledger's accuracy is corroborated through the consensus process of mining. In this process, the blockchain is verified ('mined') to create a digital signature that can be seen by everyone involved. And, in order to authorise blocks of transactions, the miners will use complex, mathematical algorithms.

For the blockchain to work there needs to be many miners; they compete with each other to verify each block of transactions and they get paid for each successful solution. This mining process creates a consensus that verifies the accuracy and integrity of the data. Notably, it requires trust in the miners as gatekeepers of the blockchain.

HOW RELIABLE IS BLOCKCHAIN?

The question of trust centres on the type of blockchain that is developed. There can be 'permissioned' (or private) blockchains that are owned, for example, by a government or an industry (such as banks). In these blockchains, the gatekeepers are appointed by, and represent, the owner.

In an 'unpermissioned' (or public) system, the miners are anonymous—anyone can become a miner. But the large number of miners, even with anonymity, ensures trust and integrity as they cannot be bought or bribed. Unpermissioned blockchains are open, transparent records of transactions, and, irrespective of the organisations that undertake the transactions, they are publicly available for all to see.

BLOCKCHAIN IN ACTION

The transparency of the blockchain is its great asset, and an important driver that ensures the integrity of the business concerned. For example, Everledger is a blockchain set up for the diamond trade. As a diamond is mined from the ground, it's encrypted with a digital signature. Every time an individual diamond moves through the supply chain—from the mining company, to wholesalers, to retailers and final sale to the public—it is possible to see from which mine the diamond was sourced, and its whole transaction history: the era of conflict diamonds and the black market could be gone forever.

The most famous example of the blockchain is the cryptocurrency known as

the bitcoin. Released as open software in 2009, bitcoin is the first decentralised digital currency and the largest of its kind in terms of total market value. There are quoted prices of bitcoins to major currencies, and they can be bought online and stored in electronic wallets. The exchange rate of the bitcoin has been extremely volatile, and would be a very risky investment, but they can be used as currency for certain transactions, such as buying shares in Google or Apple. Importantly, as blockchains develop, each may rely on specific cryptocurrencies, or tokens that are not based on any particular currency. These tokens are integral parts of that blockchain.

KEY CAPABILITIES OF THE BLOCKCHAIN

One important development of the blockchain technology is its ability to incorporate a 'smart' contract, one that lets all the legal and financial details of a transaction be embedded within it.

In conventional database systems, rules are often set for a database as a whole, or within a particular application, but not for individual transactions. This new feature allows the contractual terms of each transaction to be recorded—in a computer language—that could encompass any legal terminology agreed by the parties to the transaction, thereby overcoming barriers to international trade rules that may relate differently in different international jurisdictions, or be subject to national peculiarities.

Another benefit of a blockchain approach is that it moves across many nodes or computers, and so provides a much more consistent source of information than current proprietary systems that use single centralised databases. This makes business processes safer as well. In the blockchain, multiple shared copies of the same data co-exist, and any cyber-attacks or hacking would have to be applied to all nodes in the blockchain simultaneously in order to have any impact. Data records are therefore less likely to be compromised by hackers.

Overall, the blockchain has many repercussions for business. It may be that blockchains develop for a specific industry—such as the art world or financial services sectors—or for particular supply chains within business, resulting in a variety of blockchains being used within one organisation.

The blockchain concept is set to revolutionise the business world. The recording and verification of processing transactions are made more efficient and accurate by this process. The repercussions for business efficiency, transparency and trust are quickly apparent. ●

For more information, visit:
UniSABusinessSchool.edu.au/magazine

CYBER ATTACK

Media reports on cyber threat and attack are increasing in regularity. The alarm is sounding, but could there be an economic silver lining?

Writer Carole Lydon

In May this year, WannaCry ransomware was used to take data hostage from 200,000 computers across 150 countries. Devices were locked and owners were asked to pay US\$300 in bitcoin to release their files. One month later, a cyber attack of a different kind occurred, when a malicious virus, called Petya, wiped data from businesses worldwide, again demanding US\$300 bitcoin ransoms. This time, as the virus was incurable and the payments were quickly shut down, the attack appeared to intentionally cause damage, rather than collect funds—a true cyber attack.

And while these attacks have occurred in the past two months, it's clear that over time and with practice cybercriminals are getting better at what they do.

TOP 5 THINGS YOU NEED TO KNOW ABOUT CYBERSECURITY

- Cybersecurity is everyone's job:** any organisation is only as secure as its weakest link.
- Security by design:** security should be baked into every aspect of the business (technology, people and processes).
- Privacy and freedom will always be important:** but to stop the bad guys you first need to verify that your staff are doing the right thing.
- Bolt on technology can never work on its own:** security technologies must provide a platform to inform leadership and cultural change.
- People are at the core of everything you do:** they are your greatest asset and your greatest risk.

In recent years, the threat level from cyber attacks has risen exponentially, with global companies, public institutions and individuals all at risk. In 2014, a complex and sustained attack on Sony Pictures brought the company to its knees when yet-to-be-released films were stolen, along with sensitive company and personal information. Taking malice to a whole other level, macabre images of the CEO were posted across the company network and veiled threats of violence were made about the impending release of the movie, *The Interview*. Sony was forced to go dark—to shut down all of its digital systems.

With cyber attacks increasing, so too are the opportunities to protect against these, with the cybersecurity industry and associated businesses on the rise.



Cyber attacks

Gartner Inc., the world’s leading research and advisory company, is telling us that worldwide spending on cybersecurity will hit US\$90 billion by the end of the year, with a predicted US\$113 billion spend by 2020.

Australia’s *Cyber Security Strategy* reports that attacks are estimated to cost economies around one percent of GDP per year. For Australia, this equates to approximately US\$13.4 billion dollars (based on 2015 figures). As incredible as this seems we didn’t reach this point overnight.

“The potential for digital disruption to impact our lives and businesses is the sleeping giant we’ve preferred to ignore.”

According to Australia’s *Cyber Security Strategy* each Australian household will have 24 devices connected online by 2019. Additionally, we park personal data in the cloud, trusting that it will be safe or, most likely, not thinking too much about it. And while we, as consumers, have embraced every new digital gadget, with little thought for dangers, cyber criminals have been long honing their craft.

Meanwhile, fully aware of the impending cyber catastrophe, Mohan Koo, CTO of Dtex

Systems, and his co-founder Chris Nillissen, have spent the past 17 years applying, refining and delivering world-class cybersecurity solutions.

“Attacks are becoming bolder. They’re turning from straightforward phishing to spearphishing.”

‘Spearphishing’ is where the attacker carefully researches their target, perhaps looking for someone in purchasing, then sends them a legitimate-looking email telling them to reset their Microsoft credentials,” says Koo.

“Once they have those details, they assume that person’s online identity to arrange bank transfers. They’re even getting bold enough to follow up with a phone call to demand payment. It’s identity fraud on a much larger scale.”

This is just one example of a malicious attack, but, according to Koo, threats come from where we least expect them.

His company, Dtex Systems, focuses on intelligent ‘User Behaviour Analytics’ to detect three classes of cyber threats: malicious insiders, vulnerable insiders, and hijacked credentials. Dtex has shown that the highest number of cases relate to vulnerable insiders...and that’s all of us. It’s well-intentioned people who put their organisation at risk by ignoring or not understanding how to think or act in a security-minded way.

The teachable moment

Turning cybersecurity on its head, Dtex Systems takes a people-centred approach, understanding that cultural change is the most effective security solution.

Dtex Systems uses its behavioural analysis technology to reach out and engage the user at the point they make the mistake—it’s called the teachable moment.

“It’s a real shift in thinking, but it’s absolutely the only way forward. Gone are the days you can completely lock things down,” says Koo.

“You should give your staff every freedom that they possibly can have to get the job done in an innovative, intuitive way.”

“It’s the only way to effectively change the security culture in an organisation, but what is even more positive and effective is security by design.”

“When you’re making products or designing services, you need to bake security into all of your processes and policies. You can’t just bolt it on later. You need to look at the technology, the people and the processes around it. Technology should only ever be a platform from which you can influence human change.”

To be fair, Koo and Nillissen were slightly ahead of the curve—17 years ahead to be precise. Yet their global success arrived only in recent years, tracking an increased global

cyber threat and a greater awareness of the need to invest in security. Success also followed a move from Adelaide to Silicon Valley, California; a move that had to be made to find customers and achieve the global growth they’re experiencing today. Koo, who has ensured Dtex Systems kept an office in Adelaide and other Australian cities, wants to stop the overseas exodus of cyber active entrepreneurs.

THE IDEA

THE SITUATION
In recent years, threats from cyber attacks have risen exponentially, with global companies, public institutions and individuals all at risk. Unfortunately, human error is typically the catalyst for a cyber breach.

THE APPROACH
Adopting a people-centred approach, where users are engaged at the point of error, is often an effective security solution. This teachable moment is a progressive means to influence human change and reduce the impact of cyber crime.

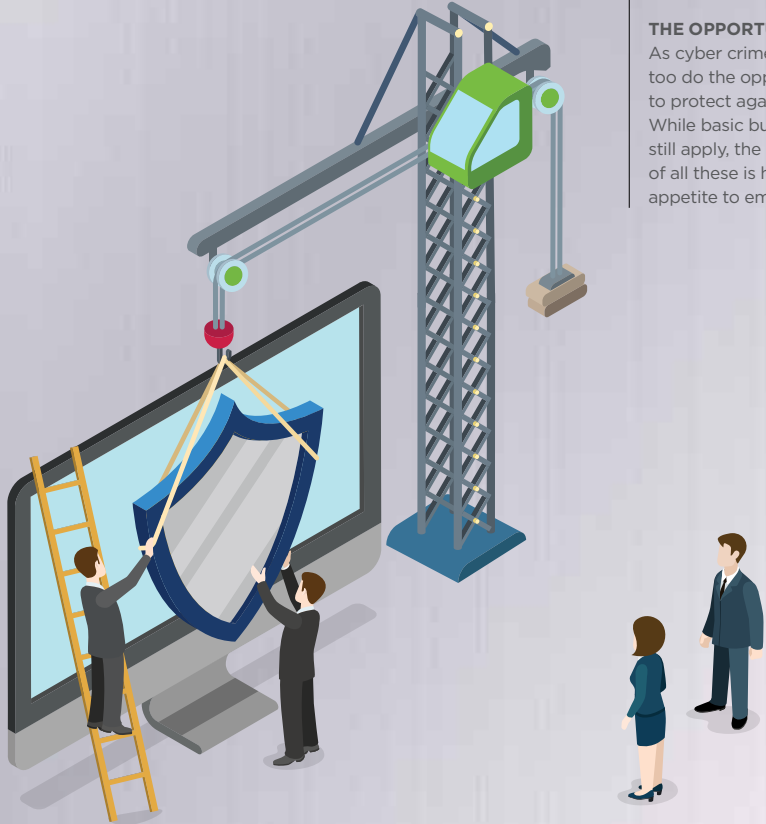
THE OPPORTUNITY
As cyber crime grows, so too do the opportunities to protect against these. While basic business rules still apply, the most critical of all these is having a real appetite to embrace risk.



3 TYPES OF CYBER THREATS

- 1 The Malicious Insider** – the bad person who intends to cause harm.
- 2 The Vulnerable Insider** – the good person who accidentally causes harm.
- 3 Hijacked Credentials** – outsiders getting access to legitimate insider credentials.

ILLUSTRATORS SENTAVIO; ZENZEN/SHUTTERSTOCK.COM



TOP 10 TIPS FOR CREATING A CYBER START-UP:

- 1

NETWORK
Talk about your idea with people, especially those outside your area of expertise.
- 2

GET CONSTANT FEEDBACK
And really listen to everyone... not just your mum.
- 3

TEST, TEST, TEST
Find supportive potential customers to help test and refine your product.
- 4

DON'T GET TOO ATTACHED
Be prepared to revise your initial idea, over and over again.
- 5

PREPARE A SOLID BUSINESS PLAN
You can't move forward without it.
- 6

REFINE YOUR PITCH
Nobody will invest if you can't clearly articulate your vision.
- 7

ANALYSE THE MARKET
You need to validate the size of the opportunity and the hurdles to get there.
- 8

LEARN HOW THE FUNDING SYSTEM WORKS
Venture capital, angel investors, what makes them tick?
- 9

USE ALL AVAILABLE RESOURCES
There are people out there trying to help you. Find them.
- 10

BACK YOURSELF
Be prepared to take a risk... no risk, no reward.

Tech innovation and opportunity

With the Turnbull Government's recent announcement that South Australia will get the lion's share of a future A\$89 billion defence investment, together with a promised \$400 million nation-wide to boost defence cyber security capability, the time is right to leverage peripheral opportunities.

"We punch above our weight here in Adelaide when it comes to tech innovation," says Koo. "Now is the perfect time to create a real cyber security economy in this state. Not just a branch economy where jobs can still be lost overseas; a real and vibrant economic hub of innovative cyber security companies that are agile enough to keep leading the world in managing cyber threat."

"We need to create an ecosystem here in South Australia," says Koo, "a collaborative and supportive ecosystem to shift the inertia that Australian entrepreneurs currently face. We know it's a conservative business culture, so let's give it what it needs to break out onto the global stage."

When you add to the mix what commentators call the 'democratisation of business'— increased accessibility to information, ideas, production, funding and distribution—there should be no limits to an entrepreneur's brand new start-up. Except, while the landscape and platforms

are changing, the old rules of business still apply. Business plans need to be drawn, risks need to be taken, products and services need to be tested and refined, reliable funding must be accessed and brands need to be grown. Solid and trustworthy networks still need to be built in among the noise of social media chatter.



What's missing?

According to Koo, the most important thing is funding. It is the biggest missing gap for entrepreneurs in Australia.

Getting an initial round of funding as a new start-up, let alone making it through to a professional Series A investment round, takes serious preparation. It also takes an understanding of the marked differences between the small and conservative venture capital community here in Australia and the complex and vibrant venture capital scene in Silicon Valley.

"In order to be competitive on the global scene, Australian entrepreneurs and investors need a much healthier appetite for risk, and must get to the table quicker," says Koo.

"Just having a good idea is not going to get you there. You need to be trained how to pitch. You need to learn how to analyse the market and prepare for raising an investment. Crucial to this is finding a customer who will help you test your product. If you haven't tested and refined, if you don't have a business plan, no-one will invest."

It's a little more complicated than, 'if you build it they will come'. Timing becomes crucial. Start-ups must be ready to pitch and they need someone to pitch to. We need to stop people from working in silos and get them to collaborate, but this time we need true collaboration that requires trust and commitment. We need to be thinking—no-one can do this for us, we have to build this ecosystem ourselves.

At the moment we have a push to make this happen and some committed and influential people who can take a push and turn it into a groundswell. Can we truly change a conservative business culture that is underpinned by a conservative social culture? Can we build cybersecurity as an Australian export? Can we create a hub of cybersecurity innovation and expertise that draws people in and creates further wealth?

Of course we can, but we do have to build the structure, climb up to the top and hang our toes over the edge. ●

For more information, visit: UnisaBusinessSchool.edu.au/magazine

AUSTRALIAN DEFENCE INDUSTRY CYBERSECURITY CHALLENGE 2017

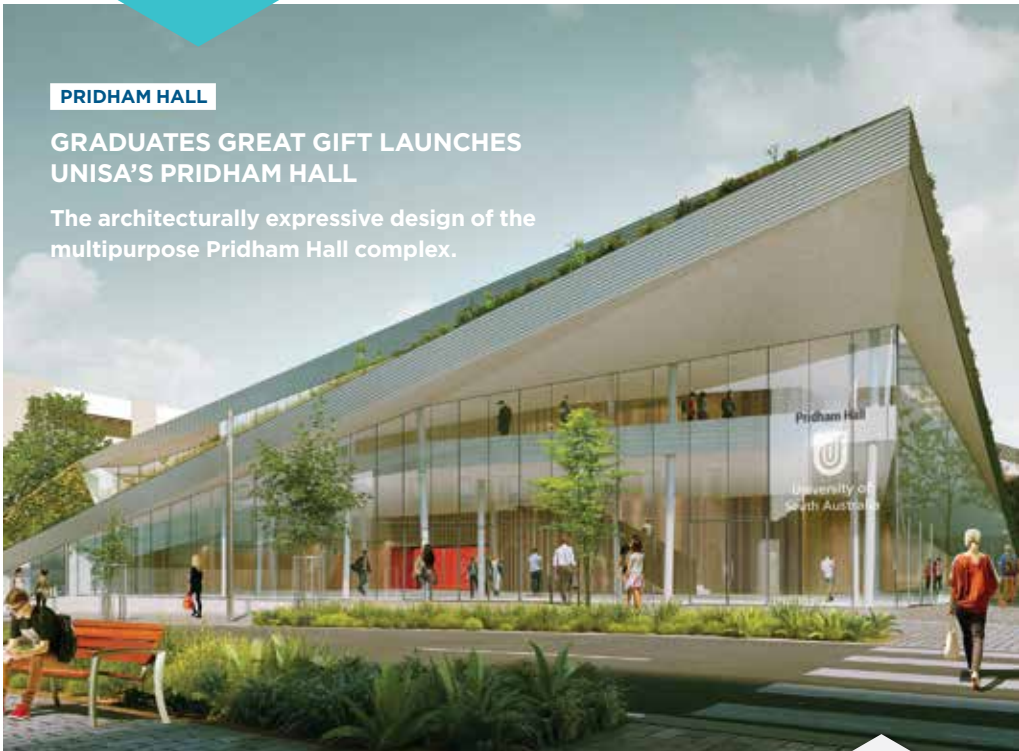
To kick start local interest in the cybersecurity industry, the first *Australian Defence Industry Cyber Challenge* will be held in South Australia in August 2017.

Kicking off in August, the Cyber Challenge will host two cyber threat competitions, based on real-life scenarios, for participants to solve.

Open to anyone who does not currently hold a cybersecurity position, the competition will test your skills, giving you an opportunity to be part of this fast-growing industry.

Hosted by the Australian Cyber Security Growth Network, in conjunction with partners, Dtex Systems and Threatmetrix, the competition is now open for competitors to register their interest: <https://www.acsgn.com/cyberchallenge/>

HIGHLIGHTS



PRIDHAM HALL

GRADUATES GREAT GIFT LAUNCHES UNISA'S PRIDHAM HALL

The architecturally expressive design of the multipurpose Pridham Hall complex.

Investment banker, Sydney Swans Chair, and UniSA property alumnus, Andrew Pridham, has presented a \$5 million gift to UniSA in support of our multipurpose sport and graduation venue, set for completion in March 2018.

Acknowledging this as the largest single private donation in the University's 26-year history, UniSA Vice Chancellor, Professor David Lloyd says the signature building will be now known as Pridham Hall and says the generous gift is inspiring, but so is the man himself.

"Andrew is a fantastic example of everything we hope a UniSA graduate should be—he is enterprising, has used his talents to their utmost, and is always mindful of how he can use his success to make a positive difference to others," Professor Lloyd said.

Pridham says he is delighted to support the University by contributing to the future of students both domestically and internationally who choose to study in South Australia.

"Having seen the plans for the Hall, I know it is going to be an exciting and dynamic building," Pridham said.

"I've always believed that it is important for people who have the capacity to contribute to the broader Australian community to do so generously and I encourage others to do the same."

The importance of the Pridham philanthropic gift to UniSA was further recognised by the State Government, which will augment the donation with an additional \$1 million to create two new perpetual sporting scholarship programs.

● unisa.edu.au/Campus-Facilities/Maps-Tours/Great-Hall



GLOBAL RECOGNITION

UniSA has risen 25 places in a global field of 200 universities, placing 32nd in the *Times Higher Education* rankings of the world's universities aged under 50 years. These results position us as the youngest highest-ranked university in the nation, demonstrating our commitment to quality research, teaching and education.

EFMD AWARD

EXCELLENCE IN PRACTICE AWARDS

The UniSA Business School has been awarded silver in the highly prestigious European Foundation for Management Development (EFMD) Excellence in Practice Awards, which recognise the world's most outstanding learning and development partnerships.

The School won silver in the 'organisational development' category for their innovative ANZ Business Growth Program. This intensive three-day program provides SME executives with the knowledge and skills they need to develop as leaders, accelerate company growth and compete in a global marketplace.

UniSA's Pro Vice Chancellor: Business and Law, Professor Marie Wilson, said that the award recognises an excellent partnership that has transformed ANZ's small business clients and developed the bank's capacity to foster innovation.

"The award also demonstrates ANZ's ability to embrace and execute new ideas, to foster a culture of business growth, and to leverage the expertise of the Centre for Business Growth and our Business School."

ANZ's General Manager, Business Banking, Tania Motton, said the collaboration has delivered valuable insights to inform their strategic activities and support business owners with their growth ambitions.

"This partnership encourages a growth mindset among our customers and provides them with the tools to evolve their businesses, ensuring their long-term success."

● https://www.efmd.org/images/stories/efmd/EIP/2017/SILVER/ANZ-Unisa-Exec_summary-EIP2017.pdf

* ACCREDITED BY EFMD - THE EFMD QUALITY IMPROVEMENT SYSTEM 2017 AGAINST AACSB DATA 2016

PHOTOS COURTESY OF: UNISA BUSINESS SCHOOL; MPH ARCHITECTS; INNOVATION AND COLLABORATION CENTRE

UNISA LAW SCHOOL REACHES 10 YEAR MILESTONE



The 2017 cohort of first-year law students, many of whom were just 10-years-old themselves when UniSA School of Law opened, shared a special celebration this year—our 10th birthday!

New to the Adelaide scene a decade ago, our law program was developed to teach students the necessary skills needed for legal practice and beyond. These ambitions were perfectly encapsulated in our early marketing—*Real World Law. New City School.*

Ten years on, we have much to be proud of; with over 550 enrolled students, more than 300 successful graduates, and a world-class research ranking, we're among the best law schools in the country.

Driven by passion and a commitment for excellence, the UniSA School of Law provides exceptional legal education, first-rate research, and access to justice for all.

● unisabusinessschool.edu.au/lawschool10

5TH EQUIS ACCREDITATION FOR BUSINESS SCHOOL: TOP 1%



As well as the UniSA Business School ranking in the top 1% worldwide*, the School has also held EQUIS accreditation for the past 13 years, longer than any other Australian Business School.

This acknowledged excellence shows the global competitiveness of our degrees, and how our research is recognised and

respected internationally for its quality and relevance to industry.

The word-cloud above was created from comments of the EQUIS Review Team, depicting how we have grown over the past three years through our collegiality to achieve.

● unisabusinessschool.edu.au/connect/acknowledged-excellence

VENTURE CATALYST WINNER 2017



A trio of student-led start-ups, showcasing entrepreneurial talent across UniSA, were named the 2016 Venture Catalyst winners, last November.

MAATSUYKER, Analytix Software and Snake Oil Tonics secured seed funding of \$50,000, \$50,000 and \$33,000 respectively, through the South Australian Government and UniSA partnered Venture Catalyst initiative, as the Innovation Collaboration Centre (ICC) reflected on its' first year successes as a Centre, creating new jobs and supporting 14 startup companies.

That number will rise as each of the Venture Catalyst funded companies is now eligible to receive mentoring and support through the ICC to help develop their products and services from early stage creation through to marketable fruition. The 2016 award winners included Maatsuyker, a luxury wool men's apparel brand developed by UniSA Business School MBA graduate John Kellett (*pictured far right above*).

UniSA Vice Chancellor, Professor David Lloyd congratulated the 2016 Venture Catalyst winners and spoke of the value of the ICC as a

Centre dedicated to help startups prosper.

"The products and services being created by these startup companies are wide ranging and demonstrative of the resourceful, innovative, and entrepreneurial skills of our students as they shape the startup landscape," says Prof Lloyd.

"Their early stage success has been recognised with the award of seed funding and with opportunities to develop their ideas in an environment designed to accelerate creative thinking into commercial reality."

"That environment is the Innovation and Collaboration Centre, whose first year success has seen it become the go-to place to incubate innovative ideas and facilitate new business growth."

Venture Catalyst is a collaboration between UniSA and the South Australian Government, supporting student led start-ups by providing up to \$50,000 to the new enterprise as a grant. The scheme targets current and recent graduates who have a high tolerance for risk and an idea for a new business venture that is both novel and scalable.

● <https://icc.unisa.edu.au>

FREE MARKETING CLINIC FOR SMES



UniSA is offering free, confidential advice to small and medium businesses (SMEs) that need help with their marketing, and in doing so, is giving final-year students valuable, real-world experience.

SMEs make up the vast majority of Australian businesses, yet numbers from the Australian Bureau of Statistics show that almost half of them cease operating within their first four years.

Staffed by students, the clinic operates under the supervision of qualified marketing practitioners providing confidential marketing advice to SMEs on advertising, brand management, marketing strategy,

market analysis, and buyer and consumer behaviour. The initiative opens new opportunities for SMEs and provides undergraduate business and marketing students with practical learning opportunities to further develop their marketing knowledge and professional skills.

A diverse range of businesses have already worked with other clinics, including ITWC Construction Asia Pacific, Foodbank SA, Natural Aid, VOXON and Heliostat, and the SANFL (Central District supporters pictured above).

● www.unisa.edu.au/marketing-clinic

CATHERINE HOUSE



The UniSA Business School is a philanthropic partner of the *Sagarmartha* program at Catherine House, which aims to 'educate out of homelessness'.

Catherine House offers recovery-oriented support for women affected by homelessness and domestic

violence. This May, Prof Marie Wilson (pictured with Eamon O'Shea from 'Quick Steps') stepped out 'salsa style', raising over \$6500 for Catherine House.

● To donate to this cause, visit: <https://give.everydayhero.com/au/in-from-the-cold-steps-to-support-catherine-house>

NEW AFFILIATION

KOREA-AUSTRALIA RELATIONSHIP

Building connections and creating synergies to deliver strong Korea-Australia relations.

The UniSA Business School hosted over 50 participants, including influential leaders from government, industry and academia from Korea and Australia, in an inaugural workshop designed to promote and enhance the continued growth of Korean Studies across Australia.

Held in April this year, the workshop was opened by His Excellency the Honourable Hieu Van Le AC, with Mr Moon-up Sung, Minister and Consul-General of the Republic of Korea and two former Australian Ambassadors to the Republic of China. The workshop extended the work of the University's King Sejong Institute to enhance the educational and cultural understanding between both countries. The workshop also celebrated 50 years of the Association of South East Asian Nations.

"This event showcased the Business School's commitment in developing business and educational political ties with Asia, and much progress has been made in the past few decades," Prof Wilson said.

The success of the workshop has created stronger synergies by facilitating dialogue among our senior academics for possible institutional collaboration and research, as well as teaching and outreach activities associated with Korean Studies programs in Australia. ●

VIEW FROM THE TOP SEMINAR SERIES

The UniSA Business School is proud to present *View from the Top*, an exclusive seminar and networking series that connects executives and thought-leaders with our MBA and postgraduate students, alumni and high achieving final year undergraduate students.

The next seminar will feature Tim Boundy, CEO, Renew Adelaide and UniSA Business School alumnus, who will present *ID, please?*, a seminar about the perceived lack of opportunities or culture that is apparently driving young people beyond our state borders.

Boundy proposes that they're leaving not for jobs or fun, but because the cities they move to have an identity they relate to, and with university graduates more likely to leave than non-graduates, our state's universities are in a unique position of opportunity.

UniSA Business School alumni are invited to join us for this seminar on 10 August from 7.30am - 9.30am. A continental breakfast and refreshments will be served.

● To register, visit: <https://www.eventbrite.com.au/e/id-please-tickets-34614578135>

MARKETER FROM MARS JOINS UNISA



Bruce McColl, former Global Chief Marketing Officer for Mars Inc., one of the world's largest confectionary and food manufacturers, has joined our Business School as an Industry Professor at the Ehrenberg-Bass Institute.

Australian-born Professor Bruce McColl, known as a champion of creativity and science, is an award-winning CMO and will bring global industry experience into the classroom, as well as advising post-graduate research students.

Professor Byron Sharp said this will bring invaluable insights for students and industry partners.

"The kind of experience Bruce has is unique, and he is a leader in the application of scientific knowledge to marketing practice," said Prof Sharp.

"Our corporate sponsors as well as students will benefit from his experience in marrying creativity and science."

Pro Vice Chancellor for Business and Law at UniSA, Professor Marie Wilson, said this is another clear example of the University's strong focus on providing education and research that is deeply connected to industry best practice.

"Bruce has had a stellar career in marketing at the highest international level," Prof Wilson said.

"His engagement with our staff and students ensures that we can offer commercial, leading edge perspectives in our teaching and research."

● unisa.edu.au/Media-Centre/Releases/2016-Media-releases/Marketer-from-Mars-to-join-UniSA

TOP 100 COMPANIES

The UniSA Business School is proud to be sponsoring *The South Australian Business Index Top 100*, which identifies South Australia's fast-growing companies.

The Index, put together by financial services company Taylor Collison, is based on market capitalisation. The winner of the *Fastest-Growing Company* award is presented with a coveted place in UniSA's Centre for Business Growth's *Growing South Australia's Companies*



program which provides executives with the knowledge and skills to compete in a global market. ●

ATTRACTING GLOBAL TALENT

UniSA is the highest ranked university in Australia for the international diversity of its academic staff, with 32 countries represented across the Business School faculty.

Peter Stevens is the new Executive Director for UniSA's MBA and Executive Education. Former Director of Service Delivery at Hewlett Packard, he brings a great depth of knowledge of modern business environments to the role.

Professor Michelle Baddeley joins us as Research Professor with the Institute for Choice. Her research includes applied behavioural economics and finance, and macroeconomics of environmental policies.

Professor Jeff Connor joins us as Professor in Water Economics. His research encompasses quantitative economics, and environmental and social integrated systems modelling.

Professor Magdalena Nenycz-Thiel is the new Mars Research Professor with the Ehrenberg-Bass Institute of Marketing Science. Her research includes buying behaviour and brand equity of private labels.

Professor Julie Ratcliffe is a new Professor of Health Economics at the Institute for Choice. Her research includes the measurement and valuation of health and quality of life outcomes for children and older people.

Professor Deanne Den Hartog is a new Research Professor in Management. Her research focuses on leadership behaviour in the workplace and its impact on well-being.

Professor Nicolas Petit joins us as Research Professor in Law. His research includes antitrust law, intellectual property, and the legal challenges created by technological change, such as the introduction of artificial intelligence.

Professor Kevin Zhou is the new Professor of International Business and Strategy. His research includes buyer behaviour in China, and exploitation and exploration of international joint ventures.

Professor Leigh Anne Liu joins us as Professor of Intercultural Communication and International Human Resource Management. Her research includes culture and cognition in multi-cultural settings.

Professor Pervez Ghauri joins us as Professor of International Business. His research includes market driver strategies, and organisational performance of international SMEs.

Professor Ingrid Fulmer joins us as Professor of Human Resource Management with the Centre for Workplace Excellence. Her research includes business ethics and organisational behaviour.

Professor Flora Chiang joins us as Professor of International Human Resource Management and Organisational Behaviour. Her research includes ethical leadership in organisations and performance work systems. ●

PHOTOS COURTESY OF: SANFL, UNISA BUSINESS SCHOOL

CONNECT

The University of South Australia Business School is renowned for its concentration of global thought-leaders. We work in partnership with some of the world's largest organisations to uncover new knowledge, deliver responsive, clever and enterprising outcomes, and address local and global issues. ● UnISABusinessSchool.edu.au/research



HOW BRANDS GROW

Ehrenberg-Bass Institute for Marketing Science. Through the science of marketing research, our distinguished team delivers landmark discoveries that provide high-impact results and insights for your brand. We work with 15 of the top 20 companies in the world, helping them understand how brands grow and develop.

● marketingscience.info



GROW YOUR BUSINESS

Centre for Business Growth.

Accelerate your company's growth through our world-class business growth programs. Our business experts will enhance your leadership skills to help you compete in a global marketplace. We can help accelerate your company growth and unlock the potential of your SME.

● unisa.edu.au/cbg



HOW WE MAKE CHOICES

Institute for Choice.

Discover how individual choice affects society. We work with partners to apply economic models that explain how and why citizens, customers and other stakeholders make choices to inform institutional planning and decision-making for the future.

● unisa.edu.au/i4c



LEADERSHIP AND PEOPLE

Centre for Workplace Excellence.

We are committed to researching current and future workplace challenges to enable organisations and employees to be innovative, agile and adaptable in today's dynamic environment. We deliver practical solutions to contemporary people management issues for real organisational impact.

● unisa.edu.au/cwex



ENGAGE WITH ASIA

Australian Centre for Asian Business.

We deliver research insights on current cross-cultural business issues and long-term regional engagement strategies in the Asia-Pacific region. Our team helps governments and companies navigate the financial, legal and cultural complexities that arise when doing business with Asia.

● unisa.edu.au/asianbusiness



TOURISM AND LEISURE

Centre for Tourism and Leisure Management.

Aspiring to become one of the nation's leading research groups in tourism, hospitality, events, sport and leisure, our multi-disciplinary team can help guide your strategic and operational planning, to ensure you respond to the very latest trends in industry.

● unisa.edu.au/tourismleisure



DYNAMIC ECONOMIES

Centre for Applied Finance and Economics and Centre for Sustainability Governance.

Two distinct but collaborative research centres that address themes such as transforming industries, allocating scarce resources, and catering for an ageing population at both a practical and policy level.

● unisa.edu.au/dynamineconomies



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VIEW FROM THE TOP

Networking and seminar series

With a commitment to inspiring life-long learning, the UniSA Business School's **View from the Top** is set to foster meaningful connection with Business School alumni, executives, thought-leaders and prominent industry experts.

Presenters share leadership and industry insights, and advance debate on issues that affect the business world and our society.

This year, our community has had the privilege of learning from, and engaging with, **Ms Rosie When**, Chief Executive Officer - WaterAid; **Ms Jane Booth**, Executive Director: People, Talent and Culture - UniSA; and, **Mr Leigh Clifford** AO, Chairman - Qantas Airwards.

Mr Tim Boundy, Chief Executive Officer - Renew Adelaide, presents *ID, please?* on 10 August 2017.

UniSA Business School alumni are invited to register their interest at: unisa.edu.au/vftt



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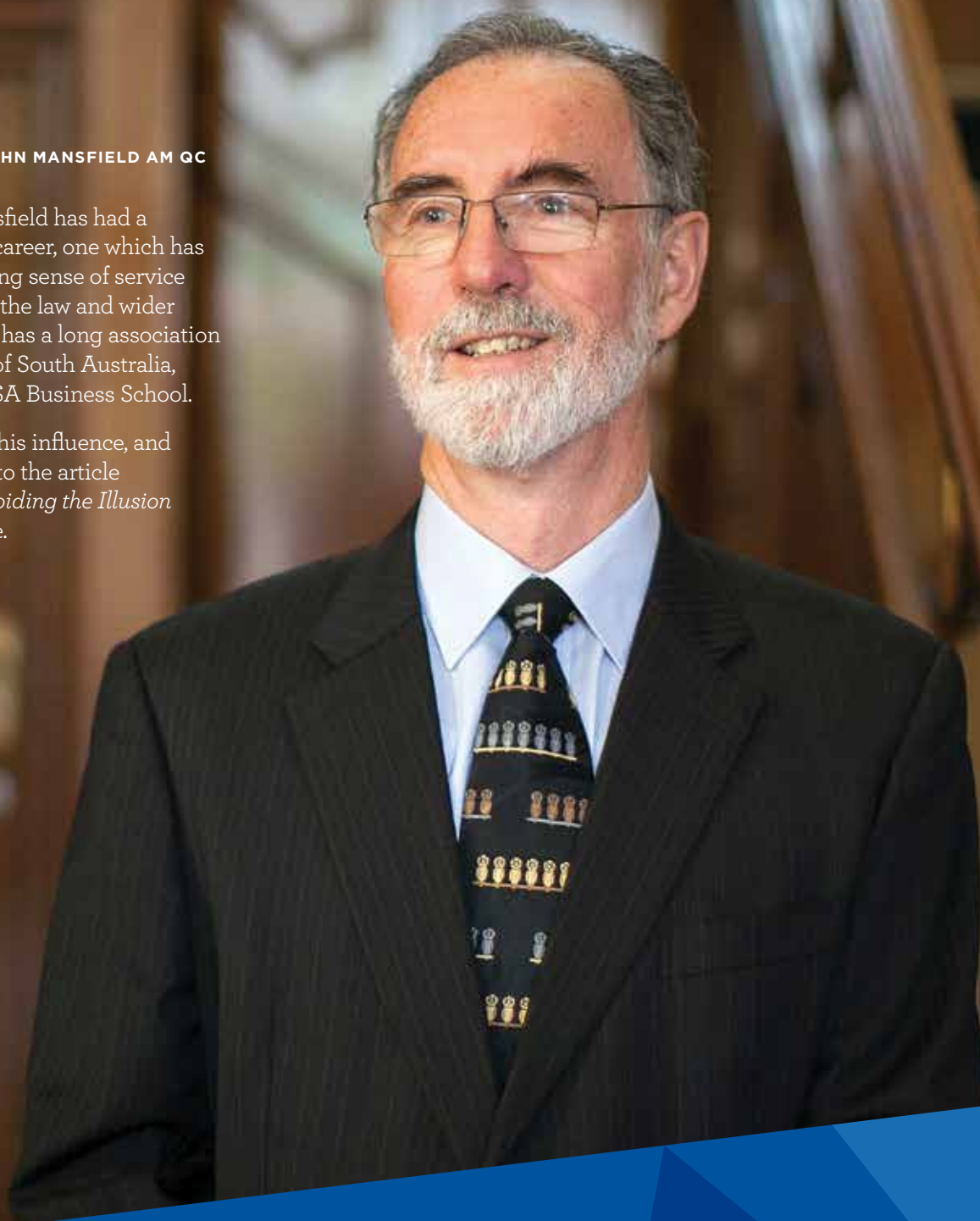
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IN PROFILE

THE HONOURABLE JOHN MANSFIELD AM QC

The Hon John Mansfield has had a distinguished legal career, one which has demonstrated a strong sense of service and commitment to the law and wider community. He also has a long association with the University of South Australia, particularly the UniSA Business School.

To read more about his influence, and impact, please refer to the article *Communication: Avoiding the Illusion* featured in this issue.



PHOTOGRAPHER JACIE DAVIS





For more information:

UnISABusinessSchool.edu.au/magazine

Tel +61 8 8302 0179

Fax +61 8 8302 0904

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