unisabusiness

ISSUE THREE / OCTOBER 2012

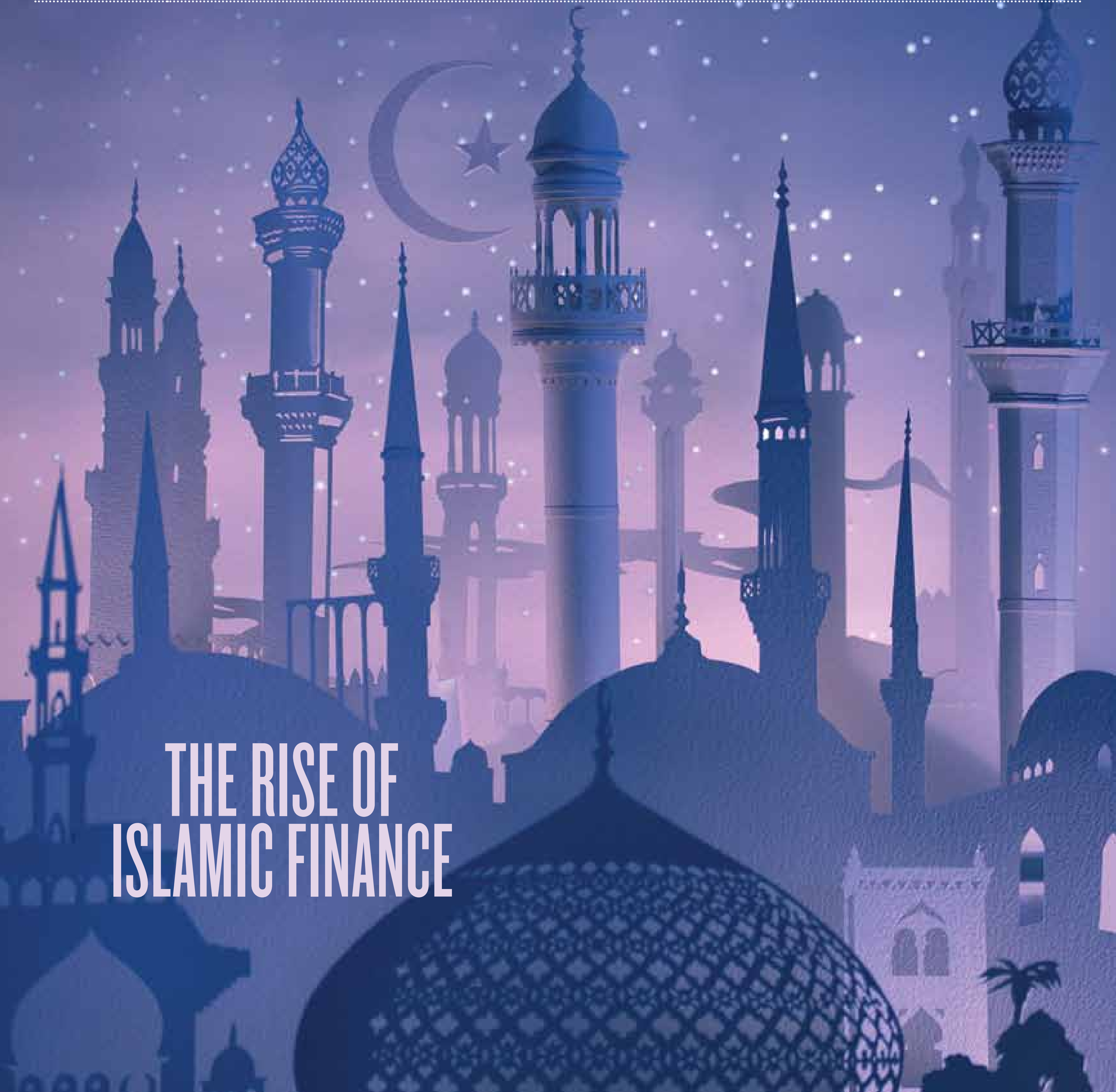
A review of current thinking for today's business leaders

University of South Australia

BRANDS OF DISTINCTION: HOW TO MAKE YOUR BRAND STAND OUT

RESPECT YOUR ELDERS: LEADING THE NATION IN HUMAN RIGHTS

MAD MEN: ALCHEMISTS FOR ADVERTISING IN THE 21ST CENTURY



THE RISE OF ISLAMIC FINANCE

From the Pro Vice Chancellor

2012 marks the 21st anniversary of the University of South Australia. A welcome accolade in this milestone year has been the inclusion of UniSA in the international QS 'Top 50 under 50' rankings, which rated us number three nationally, and number 23 in the world, for universities less than 50 years old. Our MBA program has also received honours, with the award of a five-star rating from the Graduate Management Association of Australia for the fifth consecutive year—UniSA is one of only three universities in Australia with this distinction.

A NEW ERA IS DAWNING: PROFESSOR GERRY GRIFFIN, PRO VICE CHANCELLOR: BUSINESS, BEHIND THE SCENES OF THE BUSINESS SCHOOL'S REBRANDING CAMPAIGN.

As well as an occasion of much celebration, this landmark anniversary has also provided an opportunity to reflect on our future ambitions and position. In recognition of our sustained achievements over recent years, and our status as one of the top business schools in Australia, the senior management of the University of South Australia has recently endorsed a change in title—we will now be known as the University of South Australia Business School.

We, at the UniSA Business School, are proud of the contribution we have made to local and international economies over the last two decades, both as educators of professionals and business leaders, and as researchers responsible for the creation and dissemination of industry-relevant, world-class research. In coming years we will continue to share our findings on areas of global importance, and will work closely with industry and government to ensure that the needs of future generations are well-served.

With this third issue of *unisabusiness*, we identify emerging opportunities which could enable your business to not only survive, but thrive. Our cover stories look to the Middle East, and the alternatives to lending and capital debt presented by Islamic finance models. In our features, our marketing scientists reveal what makes a high impact and enduring brand, and share the secrets of successful advertising campaigns.

Our articles also explore matters that affect us not only as managers and practictioners, but as global citizens. We map the development of a South Australian charter for the rights of older people, a project with international significance. We also profile the work of two of our business partners, Troy Flower and Jason Hincks, who are making a real difference in cancer research and health.

This month, we also celebrate the first anniversary of *unisabusiness*. We welcome your views on the content presented in these pages so far, so we can continue to deliver engaging articles and insights that are both topical and useful. See the 'Highlights' section of this issue for details about how to provide your feedback, and for your chance to win a copy of the myth-busting book, *How Brands Grow*.

Gerry Griffin

Professor Gerry Griffin
Pro Vice Chancellor
University of South Australia
Business School

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highlights

MBA SHINES BRIGHTER THAN EVER

The University of South Australia has been awarded a five-star rating for its MBA program for the fifth consecutive year by the Graduate Management Association of Australia, a track record achieved by only two other Australian universities.

Professor Gerry Griffin, UniSA Pro Vice Chancellor: Business, says achieving five stars once is an achievement, but maintaining quality over many years is an indicator of a culture of excellence and innovation. "People who choose to study an MBA are discerning and they are looking for the best education experience for their investment," he says. "They want a program that is deeply connected to industry so that their learning can be applied in their workplace, plus they want study options that enhance their experience of management practice in a local and global context."

The Director of UniSA's MBA, Bob Gilliver, says the success factors for the program are flexibility, real-world learning opportunities, dedicated, quality teaching staff and opportunities to work with exciting and diverse student groups.

■ unisa.edu.au/igsb/mba

MILESTONE FOR THE ENERGY SECTOR MBA

The UniSA Business School congratulates the first graduates of the energy and resources MBA, who graduated in August. This unique MBA is the result of a partnership between two global leaders in postgraduate education: UniSA and the prestigious University College London, who together, designed the MBA to meet the needs of the oil and gas industries. Strongly supported by SANTOS and BHP Billiton's Uranium Group, this MBA is a perfect example of intelligent collaboration in higher education.

THE CEO SYMPOSIUM WILL FEATURE 21 HIGH-PROFILE BUSINESS LEADERS AS PART OF UNISA'S 21ST BIRTHDAY CELEBRATIONS.

CEO BUSINESS SYMPOSIUM

To celebrate UniSA's 21st birthday, the UniSA Business School is hosting the 'CEO Business Symposium', on Thursday 1 November, 2012. The theme of the Symposium, 'Future Opportunities and Challenges for SA', will be explored by our high-profile keynote speakers and Q&A panel members, with a particular focus on four sectors that are key to the economic prosperity of South Australia: Energy & Mining; Infrastructure; Food, Wine & Tourism; and Defence.

The Symposium will provide opportunities for senior industry and government leaders to discuss the strategic needs of South Australia over the next two decades. It will be opened by Dr Ian Gould AM, Chancellor of the University of South Australia, with the lunchtime keynote address provided by The Hon Jay Weatherill MP, Premier of South Australia and Minister for State Development, Government of South Australia.

■ unisa.edu.au/Business/Division/Symposium

DOES MONEY BUY HAPPINESS?

A prestigious line up of alumni and business leaders joined forces at the 2012 UniSA Great Debate to battle out whether money really does buy happiness. Two teams entertained a full-house audience of alumni, industry partners and students. The affirmative was represented by the former CEO of Anglicare and World Vision, and Premier of South Australia (1992-1993), Dr Lynn Arnold AO (pictured below); Julianne Parkinson, Executive Director and Strategic Growth Markets Leader, Central Region for Ernst & Young; and David Dahm, CEO and Founder of Health and Life. The negative was represented by Dominic Lagana, State President, St Vincent De Paul Society Inc.; Tammy May, CEO, MyBudget; and Corinne Namblard, Director of Codan Limited and Board member of QANTAS. While the affirmative team left the audience with much to consider, the negative team reigned supreme, arguing their points with great vigour to win over the crowd.

■ unisa.edu.au/Business/Division/Alumni/Media/Video

UNITED NATIONS YOUTH REPRESENTATIVE

The United Nations Youth Representative for Australia is a little closer to home this year after UniSA Bachelor of Management (Marketing) graduate, Dan Ryan, became the first South Australian to be appointed to the role.

Currently in New York City, Ryan has just presented at the 2012 United Nations (UN) General Assembly. The speech was the culmination of his 'listening tour' of Australia's states and territories, where he travelled over 35,000km to consult with over 6000 young Australians to uncover and showcase solutions to social problems that are working in their local neighbourhoods and communities.

In his speech to the UN General Assembly, Ryan highlighted the significance of social media to today's youth and how it transcends cultural and national boundaries to facilitate shared aspirations and experiences. He says that social media has the capacity to enrich people's lives, promote development, and empower people, particularly youth.

In his closing statement, Ryan says, "Youth are a transformative force and have the potential to act as agents for change. The international community should give greater attention to this issue and provide a structured process for youth voices to be heard at the decision-making table."

Ryan's vision is to empower and engage Australian youth to help identify and create synergies across the country. "My passion is simply connecting with people and making a difference," he says. When Ryan returns from the US to Australia he will report on his UN experiences via a second tour of the country.

■ www.unyouthrep.com

GLOBAL EXPERIENCE STUDENTS AT THEAN HOU BUDDHIST TEMPLE IN KUALA LUMPUR, MALAYSIA.

DAN RYAN, THE UNITED NATION'S YOUTH REPRESENTATIVE FOR AUSTRALIA.

STUDY TOUR ENHANCES GLOBAL EXPERIENCE

A new international study tour initiative has been developed and run as part of the successful UniSA Global Experience Professional Development course curriculum.

Attracting $43,000 in funding from the Australian Government to support the participation of domestic students in the program, the inaugural tour saw 20 undergraduate business students travel to Malaysia in February this year. Following the success of the tour, a second group of 15 students participated in a study tour to Hanoi, Vietnam, in September.

These intensive two-week study tours include lectures and workshops, industry visits, presentations and cultural activities, to provide students with valuable insights into local businesses and communities. The study tours also foster an international buddy network system to maximise students' learning experiences.

UniSA's innovative Global Experience program, designed and run by the UniSA Business School, is a University-wide, extra-curricular program intended to enhance students' intercultural competence and global employability.

■ unisa.edu.au/Student-Life/Global-opportunities/Global-Experience

FIRST-CLASS TEACHING DELIVERS AWARD

We congratulate Vivien Chanana, who has been awarded a 2012 Citation for Outstanding Contribution to Student Learning for her 'sustained and consistent commitment to enhancing the experience for large first year classes of marketing students, including the use of innovative teaching methods'. The honour is one of the Australian Government's Awards for University Teaching, which recognises outstanding contributions to teaching practices and student learning.

THREE MINUTE THESIS PEOPLE'S CHOICE AWARD

Nine worthy research degree students strived for brevity at the recent UniSA final of the 2012 Three Minute Thesis (3MT) Competition. Within three minutes, each participant was charged with the task of presenting a compelling oration of their thesis, using only a single slide and no other props. Najmeh Hassanli, a Management PhD Scholar, and the finalist and representative for the UniSA Business School, spoke about 'Regional Development through Cultural Exchange,' and was voted this year's winner of the Three Minute Thesis People's Choice Competition. This light-hearted approach to presenting research addresses a significant business skill: to communicate your ideas clearly and succinctly.

■ unisa.edu.au/Business/Division/Research/3-Minute-Thesis

MENTORING AWARD FOR STUDENT LEADER

UniSA business student, Dzung Bui, won the 'Outstanding New Leader/Mentor' category of the 2012 Australasian Peer Assisted Study Session Leader Awards. These annual awards recognise quality contributions to student learning, and the development of a culture of peer learning. Only three students in the Australasian region were awarded this honour.

Dzung is enrolled in a double degree, studying the Bachelor of Commerce and the Bachelor of Laws.

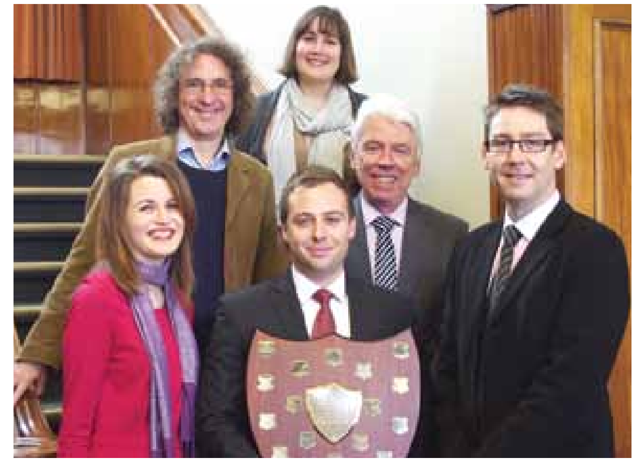
LAW STUDENT WINS NATIONAL WITNESS EXAM

UniSA Law student, Matthew Christey, has proven himself top of the nation in the act of witness examination. Christey, also a South Australian police officer, won the Australian Law Students' Association (ALSA) Witness Examination competition at the 2012 national finals.

The witness examination contest requires each of the two competitors to represent either the prosecution or the defense. Each competitor questions each 'witness' relating to a mock case in order to have his/her side of the case deemed more plausible.

Detective Senior Constable Christey, who is also studying a Bachelor of Management (Policing) with the UniSA Business School, said "It was an excellent experience because it's more practical and takes you away from the text books."

36 universities from across Australia, New Zealand and Singapore were represented at the competition.



ALSA WITNESS EXAM WINNER, MATTHEW CHRISTEY WITH FELLOW STUDENT, ELEONORE GAIDOW; LECTURER, DR DAVID PLATER; FORMER PRESIDENT OF UNISA'S LAW STUDENTS' ASSOCIATION, ISOBEL BAILEY; SENIOR PROSECUTOR AND DIRECTOR OF PUBLIC PROSECUTIONS, TIM PRESTON; AND ANTHONY ALLEN, BARRISTER WITH LEN KING CHAMBERS.

RAISE YOUR GLASS: STUDENT WINE CLUB

UniSA's wine marketing researchers launched the *Kelosphera Wine Club* (Esperanto for cellar world) in August this year as part of a unique wine research project.

Open to all students, the wine club will educate student members about the different wine structures, flavours and production, while its organisers will gain insights about the wine drinking tastes and attitudes of 18 to 30 year-olds. A key goal will be to discover more about Asian wine preferences, which ultimately, will help Australian winemakers to deliver the right sorts of wines for these growth markets.

The Club has been established through funding support from the Grape and Wine Research & Development Corporation (GWRDC).

CAREER MENTORING SOARS

Career mentoring soared to new heights in 2012 with double the number of student-mentor pairs participating in the enhanced Business Career Mentoring Program.

Over 140 mentorship pairs were meticulously matched via an extensive interview, recruitment, partnering, and preparation process to ensure positive outcomes for both students and mentors. Jo Slade, the UniSA Business School's Careers Coordinator, said, "This year's Career Mentoring Program has exceeded our expectations. The calibre of our student mentees and the enthusiasm of our business mentors has been absolutely incredible."

Mentors include CEOs of major companies, business leaders and alumni. The Career Mentoring Program aims to support students' career development and enhance student employability, while engaging business and alumni in a meaningful and mutually beneficial way.

■ unisa.edu.au/Business/Division/Alumni/Leadership

PROFESSIONAL PROPERTY CAREER MENTORS

Mentoring remains ever popular with 35 practicing property professionals participating the 2012 Property Career Mentor Program. This scheme is coordinated by the Australian Property Institute and the UniSA Business School, and is supported by the Property Council of Australia and the Urban Development Institute of Australia. Highly valued by students and mentors alike, it is a great example of the quality relationships established between the Property team and the Professional and Industry Property sectors.

■ unisa.edu.au/Business/Commerce/Experiential-learning/Property-mentoring

READER SURVEY: TELL US WHAT YOU THINK

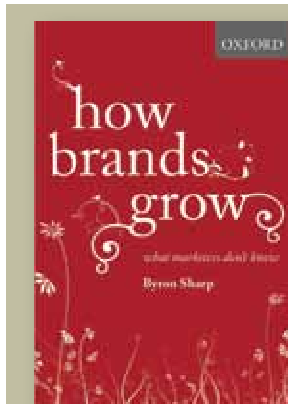
This issue of *unisabusiness* marks a year since our first magazine was released. Now, with three issues completed, we want to hear from you—our readers—about whether you think we are hitting the mark.

Do our articles provide useful insights for business? Are the stories relevant? Is there an issue you want to read more about? We strive to deliver cutting-edge research with practical tips that can be immediately applied to business, and your feedback helps inform the direction and content for our magazine.

To tell us what you think, visit the link below to complete our brief survey. Completed surveys go into a draw to win a copy of the myth-busting book, *How Brands Grow,* by Byron Sharp. This book, featured in issue one of *unisabusiness*, is based on decades of research and is the first to present scientific laws about buying and brand performance in context, and explore their meaning and marketing application.

■ unisa.edu.au/Business/magazine/survey

COMPLETE OUR ONLINE SURVEY AND YOU COULD WIN A COPY OF *HOW BRANDS GROW*, BY BYRON SHARP, DIRECTOR OF UNISA'S EHRENBERG-BASS INSTITUTE FOR MARKETING SCIENCE.



HOW BRANDS GROW IS ENDORSED BY MARKETING LEADERS AROUND THE WORLD.

"...marketers need to move beyond the psycho-babble and read this book... or be left hopelessly behind."

JOSEPH TRIPODI, CHIEF MARKETING OFFICER, THE COCA-COLA COMPANY

"Until every marketer applies these learnings, there will be a competitive advantage for those who do."

MITCH BARNS, PRESIDENT, THE NIELSEN COMPANY

RESEARCH GRANTS

Our world-class research produces substantial benefits for both business and the wider community. We focus on applied research that has an impact on the world. We work in collaboration with other universities, industry, government, the professions and community groups. Some of our recent research successes are outlined here:

Australian Research Council (ARC) Linkage Grant of $205,000 awarded to Professor Rick Sarre, for a project entitled, 'Just spaces: Security without prejudice in the wireless courtroom', as one of four Chief Investigators, along with Professor David Tait and Dr Meredith Rossner, University of Western Sydney, and Dr Blake McKimmie, University of Queensland. The project will be carried out in conjunction with partners, Diane Jones from PTW Architects, Mary Rose, University of Texas, Paul Katsieris, Katsieris Origami, and Mariano De Duonni, Hassell Pty Ltd.

Social Sciences and Humanities Research Council (SSHRC) network grant of C$2,135,000 (~A$2,097,700) plus in-kind and cash contributions from industry partners, was awarded to Adjunct Professor Henning Bjornlund and a team of 20 key water researchers from universities across Canada. The 'Water Economics, Policy and Governance Network' team has secured 36 industry partners, including government departments, environmental organisations, first nations, catchment organisations, research institutions and industry.

$280,000 in research funding from the National Centre for Excellence in Desalination Australia awarded to Professor Jennifer McKay, Professor Mervyn Lewis, Dr Ganesh Keremane and Dr Zhifang Wu from the Centre for Comparative Water Policies and Laws. The project will look at optimal water supply sources for resilient urban and remote communities and will focus on governance mechanisms for water desalination plants.

$299,000 from the Australian Government's Office for Learning and Teaching awarded to a team headed by Dr Tracey Bretag, Director: Global Experience, and Dr Saadia Mahmud, Research Fellow at UniSA's Business School, together with colleagues Professor Anna Stewart and Karen van Haeringen, Griffith University, and Leigh Pointon, Queensland Institute of Business and Technology, for a 12 month project entitled, 'Embedding and extending exemplary academic integrity policy and support frameworks across the higher education sector'.

GROUP CAPTAIN TONY GREEN (RIGHT) STANDS BEFORE A TEAM OF NO. 37 SQUADRON MEMBERS AND ONE OF THEIR C-130J HERCULES TRANSPORT AIRCRAFT.

AIR FORCE WON

Working towards a lean fighting machine.

WRITER Carole Lydon

Business is at the forefront of change management and continuous improvement. But what if your core business was the safety of the nation—where failure is not an option? Could you manage a change process with a staff of almost 15,000 and a business mission to provide immediate and responsive military options? For the Royal Australian Air Force, the answer, thankfully, is yes.

Faced with the inevitable march of technology and ageing military systems, growing infrastructure and personnel costs and a tightening budget, the Department of Defence acknowledged in 2008 that business, as they knew it, was about to change. The Australian Army, Navy and Air Force had been engaged in extended overseas operations in the Middle East, East Timor, the Asia-Pacific, and our own border protection. The global recession was headline news. Against this backdrop, the release of the 2009 Defence White Paper prompted the Australian Government to set a reform agenda that drove our armed forces to adapt, drive down costs, create new supporting structures, and to redirect $20 billion of its operating budget toward its capital program. By 2023, the Air Force will have a complete platform change-out—meaning new planes, new equipment, new technology and new skills—a massive undertaking that somehow must be resourced.

With an adaptive culture, the Air Force had already embarked on an improvement process in 2008, developing the Air Force Improvement Program (AFI) to find smarter and more economical ways of delivering capability. Through the AFI, the Air Force would be capability-led, people-focused, and cost-conscious. The program aimed to create a more resilient workforce with a sustainable work/life balance, while maintaining a robust organisational structure and embedding cost-consciousness and continuous improvement into the Air Force culture.

As part of this program, the Air Force engaged the services of the UniSA Business School Strategic Partnerships Unit, to introduce the Lean Business Model to its senior leadership team. Developed by UniSA's Adjunct Professor of Lean Enterprise, Professor Peter Hines, the model aims to implant and develop continuous improvement behaviours in an organisation. The Lean model now underpins the AFI project.

> **New planes, equipment, technology and skills—a massive undertaking that must be resourced.**

So in 2009, when the Australian Government announced that Defence would need to deliver improvements to enable $20 billion of its existing operating budget to be directed toward the Defence White Paper capital upgrade, the Air Force was perfectly placed to respond. It determined that the rate and uptake of the AFI program and the application of the Lean Business Model would have to expand.

Group Captain Anthony Green explains, "What we needed to do was support our senior ranked officers to become champions of the Air Force Improvement Program and the Lean Business Model. This required a different skill set to that normally required in a military environment. It is about taking exceptionally skilled military leaders and asking them to look laterally at the way they achieve their outcomes, and to encourage and support their people to innovate and think creatively about how to be more effective and efficient in their day-to-day tasks."

After sending several Air Force officers to the UniSA three-day Lean Leadership course it became clear there was an opportunity to tailor the course not only to the Defence sector, but to the specific objectives of the Air Force Improvement Program. Group Captain Green worked closely with the Strategic Partnerships Unit to ensure that the Air Force's education goals could be met.

The RAAF Executive Change Leadership Program is the outcome. This program builds on the natural leadership style of the military and its non-negotiable imperatives, and develops the capacity of these skilled leaders to champion a system that gives people the tools and authority to innovate, and to successfully develop and implement new ideas.

WHAT LEAN MEANS FOR BUSINESS

1. Provides a clear framework for implementing sustainable business improvements
2. Engages people in the improvement process through the deployment of a Lean strategy
3. Builds leadership capability around leading and sustaining change
4. Reduces costs and increases product / service flow and quality—driven by what customers value
5. Establishes a culture of innovation, productivity and continuous improvement

Ross Morriss, Director of the Strategic Partnerships Unit notes that working with and identifying a client's educational needs is the Unit's preferred approach. "We worked with key Air Force personnel on how to build their organisational capability through education. This intensive course, delivered on bases around Australia, continues to be adapted and adjusted as needs change. With embedded Defence case studies, it informs, educates and encourages open and frank discussion. It also involves Defence guest speakers, as well as senior officers to open and close the program, and emphasises the importance of the program to the future success of the Air Force."

> **"We take exceptionally skilled military leaders and ask them to look laterally at the way they achieve their outcomes."**

The results speak for themselves. So far, around $500 million has been saved. It is possible that the tangential benefits are of greater value, with the Air Force receiving the welcome attention of other military commanders looking to improve the efficiency of their units.

This process generally sounds fairly standard for manufacturing, but remember what's at stake. There can be no compromise on operational capability, aircraft airworthiness, or safety. The acceptable result can only ever be a lean fighting machine, with a commitment that runs deeper than dollars and cents.

For more information, visit: unisa.edu.au/Business-community/Strategic-partnerships

All brands have a different name, but few have distinctive assets that make them stand out from the crowd.
Understand why and you are well on your way to building a strong identity.

BRANDS OF DISTINCTION

WRITER Jenni Romaniuk IMAGE Serrin Ainslie

Jenni Romaniuk is the Associate Director (International) of the Ehrenberg Bass Institute of Marketing Science. She is an internationally sought expert in brand equity strategy and measurement and regularly advises multi-national corporations around the world.

A brand's identity is the set of elements that come together to represent the public face of the brand. These elements can include colour, font, logo, spokes-characters, celebrities and jingles. When used with the brand name, they can increase the chance that consumers notice the brand in a highly cluttered environment.

Clutter hinders a brand's ability to be noticed. It is not just competitors that create clutter; even the other creative elements within a brand's own advertisements can distract consumers from noticing the brand. So how do you make your brand stand out?

The starting point is to assess the brand's identity. Having a diverse brand identity takes the brand beyond simply being a word. It gives the brand greater neuro-richness. For example, concurrently using a colour and a piece of music to signal the brand can automatically trigger more activity in a consumer's brain. This means the brand gets more impact without forcing the consumer to consciously work harder. If strong enough, these identity elements become what we refer to as a brand's distinctive assets, which means they can replace the brand name in advertising, retail or in-store environments.

What makes a distinctive brand asset? A distinctive brand asset has two characteristics—it must be 'unique' in that it only evokes the one brand, and it must be 'famous', meaning that everyone who sees it, thinks only of that brand. Of these two, uniqueness is most important.

Many brands have built and capitalised on distinctive brand assets—McDonalds have their 'Golden Arches', Nike uses its 'Swoosh' insignia, and Disney successfully uses both its 'Fairytale Castle' and the 'Mickey Silhouette'. All instantly bring each brand to mind without the need of a written name. In some cases, it's not necessarily an icon that signals the brand. Take for example, the distinctive swirl of the Coca-Cola script, or the royal-purple Cadbury packaging—both are unique and successful identifiers of their respective global brands.

Capitalise on your brand's strengths. The key is understanding your brand's distinctive assets. This lets you use them more effectively. It's hard to manage without metrics, yet surprisingly few managers can identify the distinctive assets of their brands, let alone quantify their strength. This lack of metrics puts brand equity at risk.

The first step is to quantify the strength of your brand's identity. Consumers do not sit up and take notice just because a brand is using a specific colour, logo or font. You need to check what consumers have processed into their long term memories, and use this knowledge to formulate your brand identity strategy. This process is made easier through the Ehrenberg-Bass Distinctive Asset Grid (see Figure 1), created to help marketers plot the relative strength of their brand (and competitors') identity elements. The grid provides strategic recommendations depending on which quadrant the element falls within.

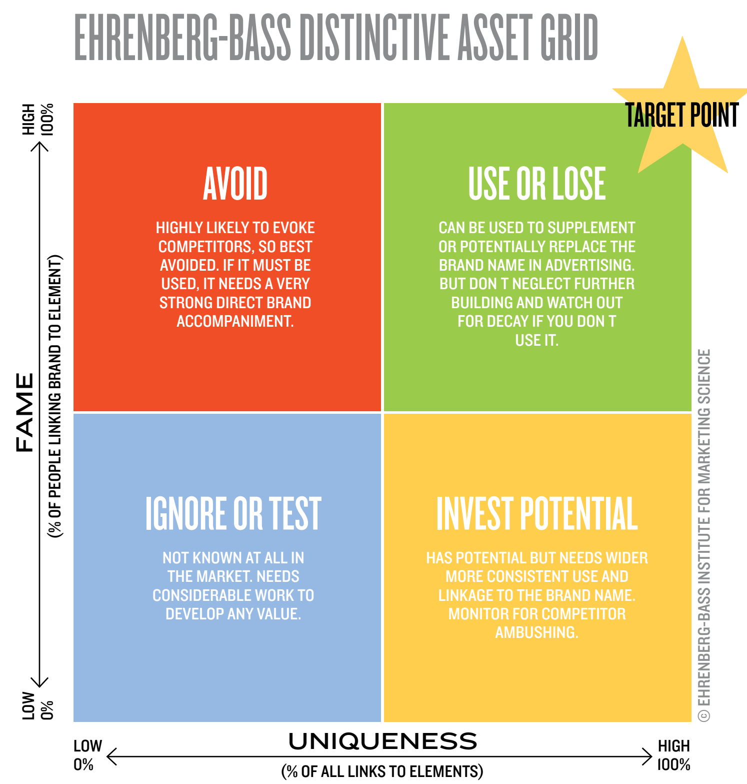


FIGURE I: EHRENBERG-BASS DISTINCTIVE ASSET GRID. BRANDS SHOULD ASPIRE TO THE TOP RIGHT HAND CORNER OF THE GRID.

Distinctive assets are non-brand name elements, such as colours, logos or characters that uniquely signal the brand.

Brand elements can land in one of four quadrants: (1) Use or Lose—an element in this quadrant is both famous and unique. It can be considered a distinctive asset and used to replace or extend the footprint of the brand; (2) Invest—an element in this quadrant is unique but not famous. It will need investment to build its fame; (3) Avoid—an element in this quadrant is famous but not unique. It should be avoided as such elements will trigger competitors to copy; (4) Test or ignore—an element in this quadrant will need to be tested. All new assets start with low uniqueness and fame. However if you have tried to get traction with an element and it is still not registering on fame and uniqueness metrics, you need to dramatically revise your execution or switch focus to another element.

When undertaking an assessment of your brand's strengths, it is also useful to look at the brand's history to see what could potentially be re-energised. Many brands have retired distinctive assets in the name of moving the brand forward. For example, up-market Australian retailer David Jones scrapped its long-standing slogan, 'There's no other store like David Jones', in 2011 in favour of the less memorable, 'Was. Is. Always David Jones.' This potentially valuable asset is just wasting away; reversal could present some quick wins in building distinctive assets.

Understand distinctive assets to avoid costly mistakes. It's easy to consign the brand identity to the design department, and embrace changes to a brand's identity in the spirit of refreshment and keeping a brand up-to-date. However, change is not consumer friendly. Countless examples exist of brands that have gained a new identity but lost consumers. A very famous example is Tropicana's replacement of the 'orange with the straw' packaging with a plain glass of orange juice, making the brand barely recognisable. The iconic image was returned to the packaging less than a month after the launch. However, it is estimated that this 'update' cost them $26.3m in sales.

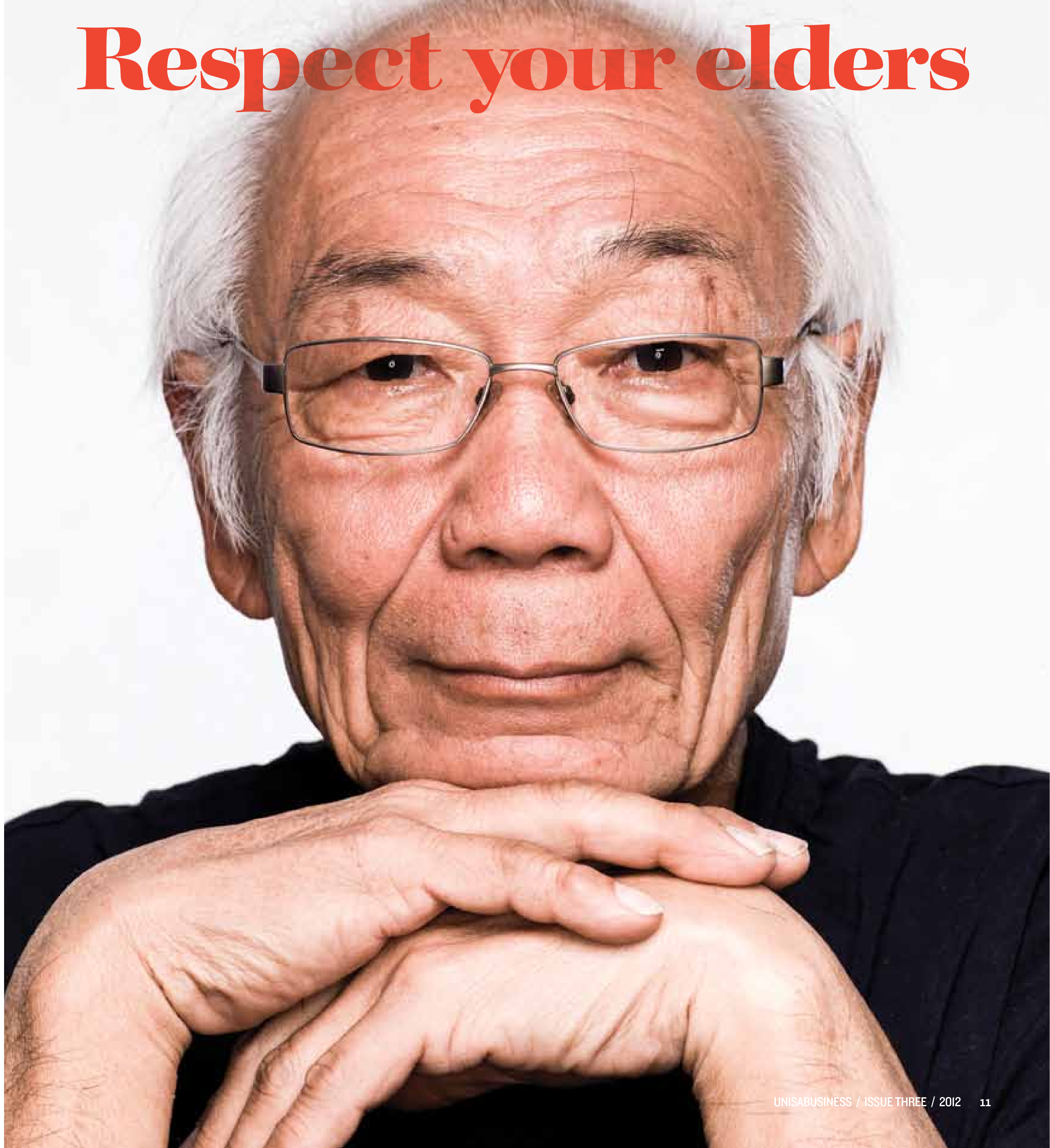
A final thought: Praise for the consistent brand. Every time a consumer notices your brand, you have an opportunity to build distinctive brand assets. You can only harness this opportunity if you have a consistent, unique identity. Inconsistencies in colours, fonts, logos and the like are the enemy of distinctive asset building. Strengthen what you do have. Audit what the consumer sees of your brand, and eliminate any anomalies. Make the brand's distinctive assets non-negotiable components in your advertising creative, and avoid packaging changes. These are the first steps to maximising ROI from your advertising budget and building a brand of distinction. ■

For more information, visit: unisa.edu.au/ehrenberg-bass

LEADING THE NATION IN HUMAN RIGHTS

WRITER Carole Lydon PHOTOGRAPHER Randy Larcombe

Respect your elders



Wendy Lacey is an Associate Professor with the School of Law located in the UniSA Business School. She is an expert in Australian public law and human rights.

What if you woke up one day and had your driver's licence taken away? Or you stood at the ATM, but couldn't remember your PIN? What if you realised that your adult child who moved in to take care of you was almost keeping you captive?

Looming in the background of our busy daily lives is the fact that, for some people, the autumn years become a kind of living hell. In our community, thousands of older Australians are being abused financially, psychologically, emotionally and physically—and we don't even realise.

In 2011, the South Australian Aged Rights Advocacy Service registered 524 older persons seeking assistance for abuse. In 294 cases, the abuse was instigated by an adult child, with 20% of these abusers living in the same home. Over half the cases involved financial abuse and, alarmingly, 74% of cases involved psychological abuse.

> "WE OWE IT TO OUR OLDER PEOPLE TO RECOGNISE THE INHERENT VALUE THEY BRING TO OUR COMMUNITIES."

As the population continues to age, this situation will worsen if it is not addressed now. Particularly so in South Australia where it is estimated that almost 24% of the population will be 65 and over by 2036 and the number of people over 85 will double to an estimated 99,000.

ABUSE IN THE COMMUNITY

ISSUE*	FREQUENCY	%
PSYCHOLOGICAL ABUSE	387	74%
FINANCIAL ABUSE	290	55%
NEGLECT (LACK OF CARE)	103	20%
PHYSICAL ABUSE	82	16%
SOCIAL ABUSE (ISOLATION)	33	6%

* MULTIPLE ISSUES WERE RECORDED FOR EACH CASE OF ABUSE.
AGED RIGHTS ADVOCACY SERVICE, 2011.

While it's second nature to prepare for superannuation, business succession and retirement, what we don't think about is the possibility that we could become dependent on others to care for some aspects of our lives, as we become older.

Vulnerability is complex. A person can become vulnerable in just one area of their life. They might have the capacity to manage living at home doing all of the routine daily chores they have done for years, but their finances become confusing. Vulnerability is not precise. It is about that time in a person's life, when they must place trust in someone else to help them. Sadly, case studies show that this trust can be so easily misplaced, and with heartbreaking consequences.

What happens when something goes wrong? In South Australia at the moment, abusive situations are addressed by a heavy-handed guardianship approach or attendance by the police. You can imagine the reluctance of a mother, for example, to call in the police on her son or daughter, especially when she might risk losing the only family relationship she has.

In 2010, South Australia's Office for the Public Advocate (OPA) was successful in obtaining funding for research around elder abuse and vulnerable adults in the community—the Vulnerable Adults Project. A team of researchers from the UniSA Human Rights and Security Research and Innovation Cluster, led by Dr Wendy Lacey, UniSA School of Law, bid successfully to work with the OPA. Their aim was to prepare a report on strategies for the prevention of and intervention in cases of elder abuse, without simultaneously eroding the rights of older persons.

What followed was a consultative project producing 'Closing the Gaps'—a groundbreaking and unique approach to policy and legislation.

"The report proposes an innovative approach to utilising international human rights at the policy level," explains Lacey. "It involves whole of government policy and strategy for considering legislation that protects the inherent human rights and dignity of older persons. It adopts a framework for safeguarding persons vulnerable to abuse by mandating a coordinated response from agencies."

She argues that the approach is unique. "There is no United Nations Convention on Rights for Older Persons, so we have taken existing Covenants to which Australia is bound, together with the United Nations Principles for Older Persons, and adapted them to create a South Australian Charter."

Dr John Brayley, South Australia's Public Advocate, adds, "This work demonstrates that a rights-based approach can deliver practical help to older people. The emphasis is on ensuring that older 'at risk' people get assistance that is both coordinated and effective. We were delighted to work with the UniSA team. Linking human rights with the service system design helped the project deliver innovative proposals that will assist our state to move away from a traditional welfare model."

> "IT'S TIME TO DISPEL THE MYTH THAT OUR AGEING POPULATION IS A BURDEN."

Through this project, the OPA and UniSA have had the opportunity to contribute to policy-making at the local level, and to develop a pragmatic approach that has international significance. In August this year, Lacey spoke at the World Demographic and Ageing Forum in Switzerland on how governments can protect the rights of older persons without a UN Convention. 'Closing the Gaps' has since been referred to the Strategic Priorities Group of the South Australian Cabinet.

As a member of the Alliance for Prevention of Elder Abuse, the OPA will continue to advocate for an Adult Protection Act. For now, the report offers South Australia a practical opportunity to lead the nation in human rights protection. ■

For more information visit: unisa.edu.au/business/law

DID YOU KNOW?

IN 2011, THE AGED RIGHTS ADVOCACY SERVICE RECEIVED 524 CALLS FROM PEOPLE LIVING IN THE COMMUNITY, SEEKING ASSISTANCE FOR ABUSE.

- IN 67% OF CASES, THE ABUSE OCCURRED IN THE FAMILY HOME
- 56% OF ABUSERS WERE ADULT CHILDREN
- 54% OF ABUSERS WERE MEN; 46% WERE WOMEN
- 21% OF FINANCIAL ABUSERS WERE HOLDING AN ENDURING POWER OF ATTORNEY
- IN 38% OF CASES, THE ABUSED PERSON WAS NOT IN A POSITION TO CALL FOR THEMSELVES (A REPRESENTATIVE CALLED ON THEIR BEHALF)
- 17% OF ABUSE CASES WERE FROM PEOPLE WITH A NON-ENGLISH SPEAKING BACKGROUND
- THE AVERAGE AGE OF A PERSON BEING ABUSED IS 79-80 YEARS

AGED RIGHTS ADVOCACY SERVICE, 2011.

CASE STUDIES

1. A woman in her late 70s had a stroke and knew she would need support at home when discharged from hospital. Her 48-year-old son, who was unemployed and had been evicted from his flat, offered to be her carer. He signed up for the Carer's Pension and moved in. As her needs increased, her son denied access to care and socially isolated her in an attempt to maintain his pension payments.

2. A woman, 83, was persuaded by her daughter and son-in-law to sell the family home and use the funds to build a granny flat at the back of their property; they would care for her and she would be closer to the grandchildren. They also borrowed money from the proceeds of sale, promising to pay it back with interest. When relations deteriorated after moving in, the grandchildren were kept from her, her daughter refused to allow any of her friends to visit, and her son-in-law threatened to put her in a nursing home if she complained. No loan repayments were ever made.

3. A 78-year-old man was admitted to hospital for an acute illness. He signed a Power of Attorney to his daughter to manage his affairs while he was temporarily incapacitated. The daughter sold her father's house forcing him into a nursing home.

4. A couple in their early 80s, allowed their son to move into the family home after he had lost his job and his relationship had broken down. The son had a gambling and alcohol addiction. He didn't pay any board or help around the home and, over time, grew physically and verbally abusive towards them. His father asked him to move out but the son pushed him and punched a hole in the wall. With the police standing by, his mother felt 'torn', knowing that her son would have nowhere to go if they removed him from their home. She couldn't bring herself to 'toss him out on the street'.

THE INTEREST IN INTEREST

The 'low down' on Islamic finance.

WRITER Hussain Rammal PAPER ARTIST Stuart McLachlan

Dr Hussain Rammal is a Senior Lecturer in International Business in the UniSA Business School, and Associate Director of the Australian Centre for Asian Business.

When the global financial crisis (GFC) hit the economy in 2007, the world witnessed the sharpest economic decline of the modern era. Stock markets crumbled, financial institutions collapsed, and consumer confidence was at an all time low. Now, in the wake of the credit crunch, economic systems are under scrutiny, with alternative financial practices, like Islamic finance, rising to the forefront.

Since the establishment of the first Islamic commercial bank in 1975, Islamic finance has experienced rapid growth. During the GFC, assets held by the world's top 500 Islamic financing institutions grew by 29%, demonstrating resilience when most Western economies were being devastated. Today, Islamic financial institutions operate all around the world, with the assets in the sector currently worth $1.13 trillion. By 2015 the sector is expected to reach $1.9 trillion.

> Islamic finance emphasises moral and ethical values across all aspects of life, including financial dealings.

The risk-sharing nature of Islamic finance makes it an ideal alternative to conventional interest-based systems. It has two defining features: (1) that it prohibits interest in financial transactions and (2) that all transactions must be backed by real assets. What this means is that instead of lending money to clients, Islamic financing institutions form a partnership with clients, purchasing assets on their behalf. The end result is a co-operative investment that shares the risk, thereby creating an incentive for the institution to ensure the deal is sound.

Understanding Islamic finance. Islamic finance is based on the principles of *Shariah* (Islamic law) which emphasise moral and ethical values in all aspects of life, including financial dealings.

Followers of Islam believe that the promotion of social justice and the distribution of wealth are critical for ensuring the wellbeing of the community. To achieve this goal, the *Qur'an* supports trade and earning of wealth through profit, but explicitly prohibits the use of interest in financial transactions. It is argued that the interest-based system allows individuals to earn a guaranteed return without risk, which encourages wealth to remain in the hands of the few.

Islamic financing options. In order to compete with their conventional counterparts, Islamic financing institutions provide a number of financing options, some of which are based on practices used by Arab traders, even predating the advent of Islam. The popular financing options include the profit and loss sharing agreements (known as *mudarabah* and *musharakah*), mark-up based agreements *(murabaha)*, and leasing arrangements *(ijarah)*.

Under profit and loss sharing agreements, the investors and management of the business pre-determine the rate at which the profits and losses of a venture would be divided among the various parties. The return on the venture is therefore determined by how well the business performs rather than a fixed rate of return (interest).

In mark-up based agreements, the financier takes the risk of purchasing assets on behalf of its clients, later re-selling them to the client at a pre-determined mark-up rate.

The leasing arrangements require the user of equipment to pay rent for the use of the equipment and may include the option of purchasing the asset at the end of the lease agreement.

All these financing options have two common features: the return on investment is linked to some level of risk where the return is not guaranteed; and the share of profits/losses and returns are pre-determined and cannot be changed (rather than the amount of return) which avoids gharar (uncertainty) in the future. The system effectively overcomes problems associated with interest rate fluctuations, where the monthly repayment amount can easily change.

> The financing institution 'earns' its return by taking risks, rather than lending money for a guaranteed rate of return.

Islamic finance is available to any individual or business, regardless of their faith, as long as the venture does not include activities and industries that are prohibited under Islamic law, such as gambling, alcohol production and sale, and investment in interest-based financial activities.

A common misconception is that Islamic finance is only limited to Muslims and run by fully-fledged Islamic banks. In fact, some of the well-known Western banks, such as HSBC, have created separate financial entities that offer Islamic financing agreements and have been the most innovative in the development of new products.

What are the challenges for Islamic finance? While the outlook for Islamic finance is positive, the system does face a number of challenges. The biggest challenge is the limited number of people who are trained in the system. Historically, the lack of specialised training institutions and programs has resulted in a limited pool of qualified advisors and auditors with knowledge of both the requirements and application of Islamic law in financial transactions. This may soon change: Malaysia has established a specialised Islamic financing university, and in many European countries Islamic financing is now taught as part of a typical business degree.

Existing regulatory systems in many non-Muslim countries can also act as a barrier to the growth of the Islamic finance sector. Australia is an example where there are currently no Islamic banks, even though a number of Islamic co-operatives exist. While countries like the United Kingdom have made changes to their regulatory system to tap into the potential of Islamic finance, and to attract investment from the Arab world, Australia has been slower in implementing such change, especially in the elimination of double stamp duty which occurs when the ownership of a property first changes to an Islamic bank and ultimately to the client.

What is the future for Islamic finance? While the Islamic financial system has experienced an annual growth rate of around 15-20%, it is still in its infancy, representing only a small share of the global market. In much of the Muslim world, it equates to anywhere between 5-15% of the total banking assets, operating in parallel with conventional financing options.

> Islamic financing could help the Australian government overcome infrastructure funding shortfalls.

Worldwide, only Iran and Sudan operate economies that claim to be completely interest-free, with Islamic finance the only available option for their population. However, Bahrain and Malaysia are now seen as the hubs of Islamic finance, with Pakistan and Indonesia also making substantial gains in the sector.

In Australia, Islamic finance is becoming more visible and its profile is continually rising with the new Islamic Australian index joining the likes of the ASX 200 and All Ordinaries in February this year. Further, the Australian government has undertaken reviews of the tax system in order to encourage Islamic financial institutions to establish operations in Australia—a move that would attract funding from investors in the Middle East.

Interestingly, some Islamic financial institutions face the unique situation of being too liquid—they cannot lend their money on interest so they need to find appropriate ventures to invest in. Australia can take advantage of this situation by opening up their infrastructure programs for funding through Islamic financing options which would help the Australian government overcome infrastructure funding shortfalls. ■

For more information, visit: unisa.ed.au/research/cafs

Islamic Finance: A new capital market?

WRITER Mohamed Ariff

Australian firms, on average, use more capital than most developed countries. We have heavy capital needs in mining, agriculture, animal husbandry and land transport, all of which are deployed across our vast continent.

Because our national savings is less than 11% of GDP, Australia taps into the world's bond markets for its extra capital needs. The cost of such borrowing has, however, increased by about 60 basis points since the GFC. This current capital market has, as its foundation, a common bond which allows investors to lend to a borrower with the conditions that a (1) pre-agreed fixed coupon is paid regularly without default, and (2) the principal is returned to investors at maturity dates. The return from coupon and capital gains/losses over a recent 20-year period has been estimated, for more matured economies, as follows: about 5% per annum for government bonds; about 6% for agency bonds; and at most, about 7-7.5% for AAA quality corporate bonds. So, traditionally, bond investors get very low returns when compared to investing in stocks.

A potential untapped source of extra capital is the Middle East and Central Asia, where 'profit-shared lending' is growing. This form of lending encourages the lender and borrower to jointly seek to grow their investment to make profits, and then share in the profits on a pre-agreed sharing formula. Necessarily, the profits are declared at the end of each payment period. Unlike bonds, however, profits determine the actual amount of return. The yield of this new security is also systematically higher than the yield of normal bonds, an attractive feature that accounts for its popularity and high growth of around 20-25% per year. Further, because of asset transfer, no borrower can borrow more than 100% of the value of assets at any one time. This caveat provides an automatic safety-guard for organisations, particularly governments, to stop them from over-borrowing.

In Australia, to facilitate access to such capital, two innovations to common bond contracting must take place. First, the borrower contracts to borrow by promising to share part of the profits. Second, rather than pay a fixed interest, the borrower transfers an amount of assets equal to the principal borrowed. These transferred assets will be in a special purpose company, jointly-owned by the lenders. The shared profit will come from profits earned by these assets. These two fundamental differences in the contract structure lead to a new capital market product called the *sukuk* certificate (an asset-backed trust certificate evidencing ownership of an asset or its earnings) which was first issued for public trading in 2000.

Three important features of this new debt instrument appeal to the market players. First, large firms with solid profit track records share part of their profits with long term *sukuk* investors. The investors will not sell off their share because of short-term lower performance. Second, while there is a transfer of assets to lenders, the assets are going to be returned to the borrower once the debt is paid. Third, because these investors want to avoid dealing in usury and interests, they are known to hold on to their security until maturity, much longer than bond investors. Studies show also that over its 12-year history, the yields on this new debt instrument are higher, by a margin of about 10 basis points in low-risk cases, and about 110 basis points in high-risk cases. Profit sharing is only slightly more expensive.

Currently, the Middle East receives more than $4.6 trillion a year from oil and gas trade, for which investors are looking for placements outside the region. They are drawn to investments that enable profit-shared lending, as this form of financing avoids the cultural and religious stigma associated with common bond markets' interest and usury rates. In recent years, very large international firms have increasingly capitalised on this new source of funds, with London, Switzerland, Singapore and, of late, Korea, amending their financial laws to make this new form of lending possible. To date, Australia has not been able to take advantage of this new source of funding because the necessary legal changes have not been made.

> THE MIDDLE EAST RECEIVES MORE THAN $4.6 TRILLION A YEAR FROM OIL AND GAS TRADE, WHICH IT WANTS TO INVEST OUTSIDE THE REGION.

Arguably, Australia needs this form of lending to avoid the debt burdens which are causing havoc in capital markets. Appropriate legal changes are urgently required for Australia to access this much needed capital. And with profit-shared lending now worth approximately $822 billion across 11 financial centres around the world, it seems a valuable market to consider. ■

For more information, visit: unisa.ed.au/IGSB/Research

Dr Mohamed Ariff is a Senior Research Fellow with the UniSA Business School. He specialises in the ethical considerations of financial transactions to ensure sustainable financial systems. He is also a Professor of Finance with Bond University.

CASE STUDY

ISLAMIC FINANCE HELPING AGRICULTURE

WRITER Hussain Rammal

Over recent years Australia's agriculture sector has been devastated by prolonged periods of drought and flooding. Such extreme weather conditions have resulted in severe damage to crops with many farmers enduring heavy losses.

As agriculture financing follows the conventional business practice of lending on the basis of interest, when farmers face losses they are still expected to make interest repayments to the bank. This has forced many farmers to vacate their farms.

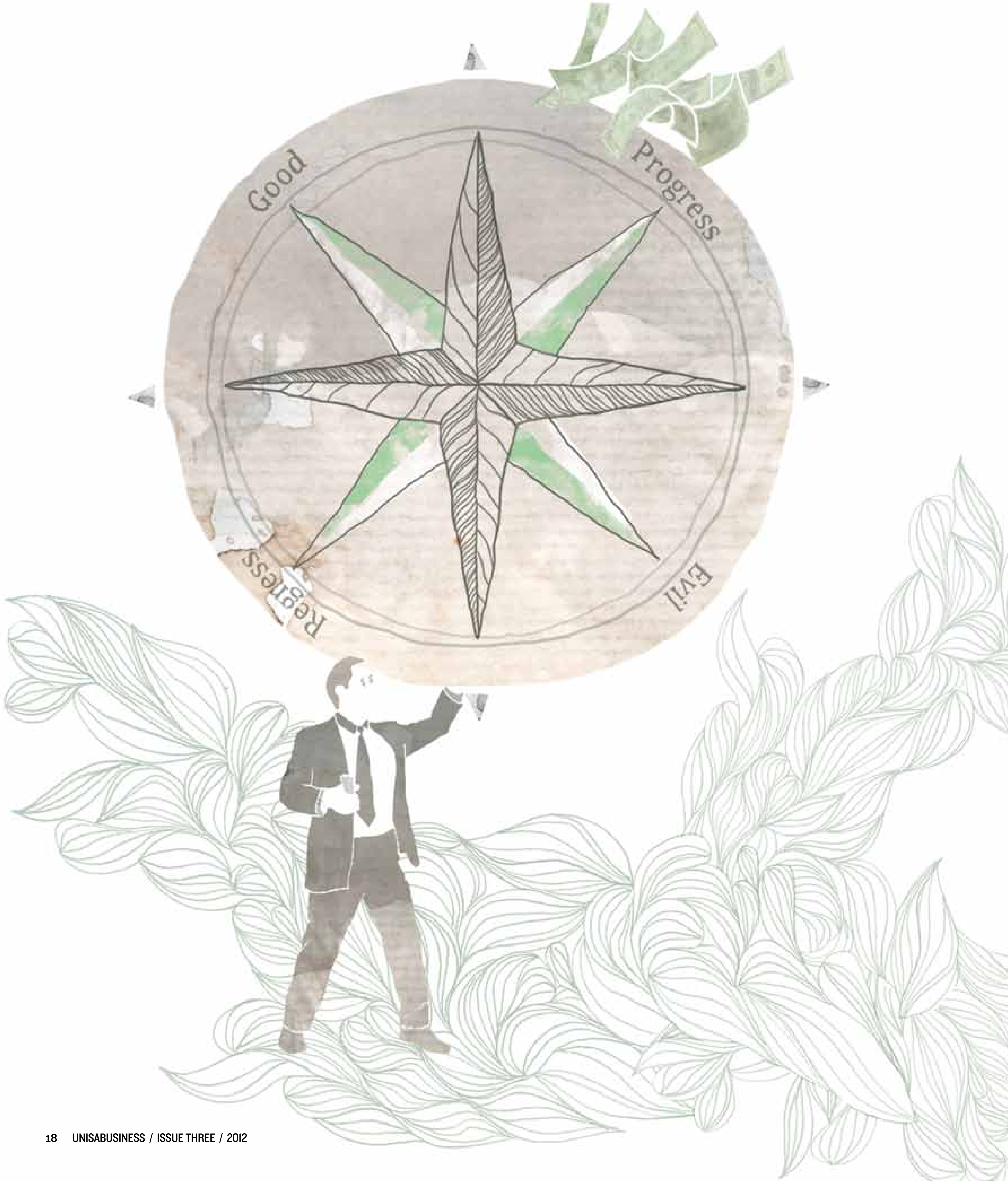
With concern over food security, the role of the farming sector is as important as ever—so how can we protect this industry, especially in the aftermath of unpredictable circumstances?

Islamic financing arrangements may offer a solution, providing financing options that support farmers and provide a realistic safety buffer that will deal with variations in weather conditions. Specifically, the profit-and-loss sharing financing arrangements could be a suitable alternative to the interest-bearing loans in such a scenario.

Let us imagine that a farmer requires funds to purchase fertilizers, seeds and other equipment for planting their crops for the current season. To fund these purchases, the farmer approaches the bank for the required capital. As the finance is for the seasonal crops only, the agreement is for a short-term period. The profit-and-loss sharing agreement is drafted, where the farmer provides the necessary skills and labour, and the bank funds the venture. If at the end of the season the farmer's efforts are rewarded, then the profit earned from the sale of the crops will be distributed between the farmer and the bank, according to the pre-determined rate of profit sharing.

However, if the crops are destroyed due to poor weather conditions, then the bank will not receive any returns. For the farmer this means that the opportunity to make a return from the crops is lost. But unlike the traditional financing arrangement, the farmer would not be forced to make any payments to the bank. Such an arrangement could see the farmer sustain the losses without having to give up farming. While the farmer may not be able to get a reward for their efforts in terms of profits, they would also not be punished for the impact of external forces, which is beyond their control.

This type of activity fits well with the principles of Islamic finance, demonstrating social justice for all.



Mervyn Lewis is a leading international researcher in monetary economics, global finance and Islamic banking. He is a Professor of Banking and Finance in the UniSA Business School and a Fellow of the Academy of the Social Sciences in Australia.

The Moral Compass

WHICH WAY IS UP?

WRITER Mervyn Lewis ILLUSTRATOR Kirby Manning

Ethics consist of general principles which help to determine rules of conduct. Any economic system requires a set of rules, a belief system to guide them, and a conscience in the individual which makes him or her carry them out.

Rules can be based on natural law; they can also derive from religious laws, such as those which shape the business ethics for Jews, Christians and Muslims. What would Judaism, Christianity and Islam say about the financial behaviour exhibited in the lead up to the financial crisis and subsequent policy responses? Might the crisis have been avoided if religious precepts had been followed?

In order to seek answers to these questions, I explored the religious laws of the three major mono-theistic religions: Judaism, Christianity, and Islam. There are, of course, close links between all three religions—Christianity embraces the Old as well as the New Testament. For Muslims, Jesus is accepted as a prophet and messenger of God, while also revering all of the Old Testament prophets. Not surprisingly, given this common heritage, their ethical positions on finance differ little.

The global financial crisis has been described as the first crisis of globalisation. Conventional accounts of the causes of the crisis emphasise poor regulation and system failures, especially in the credit transfer process by which sub-prime and other low quality mortgages were packaged into 'toxic' securities and the risks distributed across the globe, infecting banks in many countries.

ECONOMIC AND FINANCIAL ACTIVITIES CANNOT BE DIVORCED FROM ETHICS AND MORALITY.

From the viewpoint of the Holy religions, a very different perspective emerges, with the crisis described as the first post-World War II recession that has its roots in widespread moral failure. The starting point, according to all three religions, is that economic and financial activities cannot be divorced from ethics and morality. In this respect, the financial crisis can be seen as having its roots in a lack of morality and a failure of conscience or sense of personal responsibility on the part of those involved.

Considered in this light, the crisis can be seen to have had its origins in greed, misleading contracts, excessive speculation, a lack of leadership and governance, usurious behaviour, and what has become known as 'financialisation'. All three religions strongly disapprove of greed, forbid hidden flaws, ill-suited advice and ambiguities in contracts, see speculation as harmful, and require full fiscal disclosure. They also have well known views on usury and debt. Financialisation refers to a situation in which the structure of many advanced countries has shifted towards the provision of financial services, and the value of financial assets greatly exceeds that of tangible assets. Islam and Christianity, in particular, warn against excessive debt so that finance instead serves the real economy and sustains long-term investment and development. For example, Islamic finance has developed sales-based financing methods which mean that financing in the Islamic system expands *pari passu* with real activity.

These failings have been compounded by monetary policy responses to the crisis that arguably do not pass the fairness test. All three religions place great emphasis on justice and fairness in economic affairs, with the interests of users and suppliers of funds balanced. Yet, in the aftermath of the crisis, policy rates have been lowered to near zero in the United States, Japan, UK and the Eurozone. Designed to encourage borrowers, this policy has been 'hell on savers' in or towards retirement, who must cut spending and 'save now rather than starve later'. It has also, so far, been remarkably unsuccessful.

According to the religious precepts of Judaism, Christianity and Islam, in order to prevent a repetition of the global crisis, a new moral compass is needed to guide business and financial behaviour. There would seem, on the face of it, to be some encouraging signs. In 2011, the CEO of a major British bank spoke of the importance of trust and integrity, and said "corporate culture is difficult to define and even more so to mandate, but for me the evidence [of it] is how people behave when no one is watching." Quite right. Unfortunately, however, the CEO concerned was none other than Bob Diamond of Barclays Bank, who the Governor of the Bank of England in July this year demanded to be dismissed for having manipulated the interbank interest rate, LIBOR, to Barclays' advantage, when no-one seemingly was watching. There's a moral here for everyone. ■

For more information, visit: unisa.edu.au/Research/CAFS

MAD MEN

The Marketing scientists turning advertising strategies into gold.

WRITERS Virginia Beal & Annabel Mansfield
PHOTOGRAPHER Jacqui Way
STYLIST Deni Jones
HAIR & MAKE-UP Jen Rossiter

The 1960s was a period of upward social mobility, with the rise of affordable luxuries and the arrival of national, and even global, brands. With material wellbeing firmly in the minds of consumers, and mass markets on the agenda of every business, the stage was perfectly set for a new era of advertising.

Centre stage was New York's advertising elite—the men and women of Madison Avenue—who crafted clever creative material to instigate mass demand for the brands their corporate clients manufactured. Depicted in the US television series, *Mad Men*, these luminaries of the advertising world were key to the conspicuous consumerism of the 1960s. They discerned motivations, generated awareness, and appeared to control the secrets of demand in an unparalleled battle of the brands.

> **"Campaigns that include TV in their media mix consistently outperform those that don't."**
> VIRGINIA BEAL

While the spotlight shone on Madison Avenue, behind the scenes, Andrew Ehrenberg—statistician turned marketing scientist and founding father of UniSA's Ehrenberg-Bass Institute for Marketing Science—studied buyer behaviour. He believed that the methods used in the physical sciences could also be applied to the social sciences. He was right, discovering simple law-like patterns in buyer behaviour that demonstrated that, even in marketing, there are 'scientific laws'.

For advertising, these regularities in buying patterns acted as a guide, or constraint, to explain the way that advertising works. Past theories that didn't fit with the real-world buying patterns had to go. Now, most evidence points to a 'weak' theory of advertising where consumers' buying propensities are nudged by advertising, rather than being persuaded by it. For marketers, understanding how advertising works is critical as it absorbs such a large part of most marketing budgets. In 2011, global advertising spend reached $480 billion (approximately 2% of world GDP and an amount similar to that of worldwide military expenditure). Even small improvements in effectiveness can create large incremental returns for a company when such large budgets are deployed.

Virginia Beal, Senior Research Associate with the Ehrenberg-Bass Institute, notes that, "Since the 1960s, research on patterns in buyer behaviour has shown that brands compete as if they are near look-alikes, of varying popularity, which is determined by the 'mental' and 'physical' availability of the brand." She argues that while 'physical availability' relates to how easy it is to buy and notice a brand in store, it is 'mental availability'—how easily a brand is thought of across all likely buying and consumption scenarios—that advertising can impact most.

> **"Aim for full media coverage with little overlap to create reach without excess frequency."**
> ARRY TANUSONDJAJA

"Mental availability is formed in consumers' minds in three ways: by using the brand; by seeing the brand in their environment (e.g. on a shelf, in the street, others using it, word of mouth); and through exposure to advertising for the brand. It's this third way—using advertising—that marketers can control, and it is this function that a business can leverage to create greater success for their brands. This makes advertising vital to maximising a brand's success."

Beal is one of a team of researchers working with the Ehrenberg-Bass Institute for Marketing Science. For close to two decades the Institute has been making exciting discoveries about how brands grow and how buyers behave, and sharing these insights with marketers around the world. Supported by some of the world's largest companies, from Coca-Cola to Proctor & Gamble, the Ehrenberg-Bass team provides real-world evidence to guide marketing decisions. Here, the advertising team shares the latest strategic insights to help maximise effective advertising.

> **"Choose media combinations that offer diverse visual, auditory and text cues."**
> NICOLE HARTNETT

Work with consumers' transient attention to media. The media multi-tasker is commonplace—we text or use iPads while watching TV and surf the Internet when lounging with friends. This behaviour is very normal and media has long been consumed this way. This transient level of attention to media must be kept in mind when designing advertising. For example, marketers should avoid creative techniques that use cumulative story lines or require full attention across an ad. Advertising created with the most inattentive consumer in mind will increase the odds of a successful campaign.

Aim to consistently reach and appeal to a broad audience. Research shows that advertising's greatest sales effect occurs when an individual moves from no exposure to an ad, to having one exposure. While subsequent close-by exposures can have a positive effect, the impact is much lower. This means that a scheduling strategy that aims to reach as many categories of buyers as possible should be used to gain the most return from the media budget.

A brand's sales have also been shown to come from a profile of consumers that ranges from very-light to very-heavy buyers. Myths such as the 80:20 rule (80% of sales come from 20% of buyers) can create an undue focus on heavy, or loyal, buyers. Ehrenberg-Bass Institute research demonstrates that 40 to 50% of a brand's sales come from its lightest 80% of customers; meaning that light and non-buyers of a brand are where the greatest growth will occur. A media strategy focused on exposing all category buyers to a brand's advertising is the most effective strategy to grow a brand.

> **"Less than 20% of television ads are noticed and correctly branded."**
> BYRON SHARP

Get creative and get noticed. By using advertising's creative elements well, you decrease your chances of being screened out. Once seen, creating even a mild emotional reaction, such as a smile, heightens consumers' mental processing of an ad. This, in turn, strengthens the representation of the brand in the consumer's memory, making it more likely to be recalled in future buying, or consumption situations.

The exact creative characteristics that need to be present for an ad to be successful are still highly subjective. Recent findings show that even advertising executives from the world's biggest agencies are unable to correctly identify the most sales-effective ad when asked to choose between a pair of ads (one known to produce more sales up-lift than the other). And while many marketers turn to pre-testing methods to help choose the most sales-effective ad from a range of concepts, Ehrenberg-Bass research has found that no current pre-testing tool, even new biometric methods, is a reliable predictor of sales success.

Effective branding is essential. Advertising can't work for a brand unless viewers realise which brand is being advertised. With consumers unable to correctly identify the brand being advertised in over 80% of ads, it's not surprising that most ads aren't working effectively for the brands they are trying to promote. Marketers must include clear brand links throughout the ad—and both verbal and visual brand name mentions are critical. Often, we see ads that save a big 'branding bang' for the end of an ad. But this strategy fails to take account of consumers' transient attention to media—many will not see the whole ad and for those seeing the first half or three-quarters of the ad, the exposure is wasted as they will never see which brand is being promoted at the end.

> **"Get your branding and distinctive elements right to ensure people know who you are."**
> RACHEL KENNEDY

A brand's distinctive assets can also be used to indirectly brand the ad (see 'Brands of Distinction' on page 8). Showing the product/pack in use will also help brand recognition and aid identification on-shelf. Finally, being consistent over time helps branding to work. Regular switching, refreshing or rebranding only confuses the market and will be detrimental to your sales.

Convey relevant messages in your advertising. You should aim should be to build and refresh consumers' memories that link the brand to relevant consumption or purchase situations. This will make the brand more likely to come to mind, or be noticed, in future buying or consumption situations. This might sound simple but many ads bear no relation to the situations in which a brand will be bought or consumed. For example, a purple drumming gorilla isn't a very helpful link to a brand when a chocolate craving strikes!

> **"Contrasting sponsorships can make you get noticed, rather than blending in."**
> MARC MAZODIER

Advertise to activate sponsorships and enhance your return. With corporate community investment growing in significance, a suitable option could be sponsorship. While relevance has traditionally been considered important for sponsorship activities, Ehrenberg-Bass research shows that it can still be very effective even when there is not a 'fit' between the brand and the sponsored activity. A contrast can get the sponsor noticed rather than blending in. To maximise a sponsorship, activation through other advertising activities is key—advertise your involvement with the sponsored activity.

For growth, use social media as part of a mix that goes beyond heavy buyers. The 1960s advertising industry thrived by delivering brand messages to vast audiences using television. We now know that when a brand grows, this tends to come more from increases in the number of people who buy the brand, rather than through increases in loyalty of its heavier buyers. This means that reaching light-buyers and non-buyers is vital for marketing communication effectiveness or, conversely, that a dramatic skew to heavy brand buyers should be avoided.

Today, the industry buzz is all about social media platforms, such as Facebook. Ehrenberg-Bass research shows that a brand's Facebook fan-base is made up of a higher proportion of heavy-buyers of the brand than traditional media audiences. Reaching heavy-buyers with brand messages is not a bad thing, but finding ways to reach beyond already-loyal heavy-buyers is the only way advertising can facilitate brand growth. This means marketers can use Facebook as a way to reach heavy users of their brand, or even as a 'virtual focus group', but should be wary of shifting too many marketing dollars out of media that reaches all types of buyers.

> **"Social media marketers should focus less on getting 'loved' and more on getting 'seen'."**
>
> KAREN NELSON-FIELD

Today, advertising researchers at the Ehrenberg-Bass Institute continue to build on the foundation created by their counterparts in the 1960s. By sharing their cutting-edge research in creativity and new media, the team will continue to help marketers understand how to increase the effectiveness of advertising, and in particular, how advertising can maintain sales and drive growth. ■

For more information, visit: unisa.ed.au/ehrenberg-bass

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DISCOVERING THE LAWS OF INTELLIGENT ADVERTISING

In June 2012, the world's thought leaders in advertising converged in the US for the second 'Empirical Generalizations in Advertising Conference.' All the big players were there—Coca-Cola, Microsoft, Google, Yahoo!, Mars Inc., Nielsen, Forbes, Saatchi & Saatchi, ZenithOptimedia, and comScore, to name a few—guaranteeing the event would provide an exceptional opportunity for advertising specialists around the world to learn and discuss the latest findings in empirical research.

> EMPIRICAL GENERALISATIONS ARE JUST A FANCY TERM FOR NATURAL OR SCIENTIFIC LAWS—THINGS THAT OCCUR IN REPEATING PATTERNS.

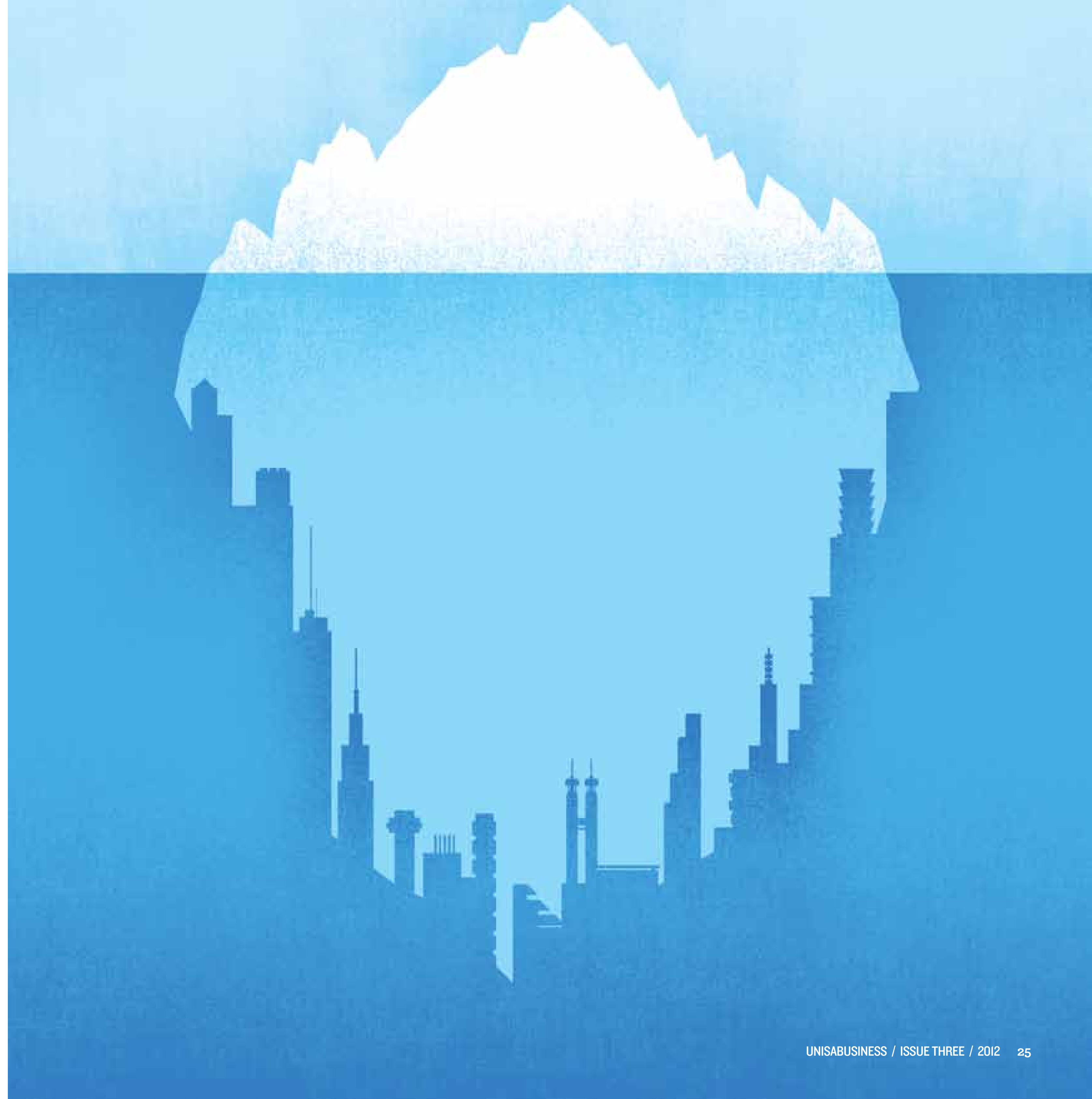
This invitation-only event was hosted by the Wharton School (University of Pennsylvania) in partnership with UniSA's Ehrenberg-Bass Institute and the Advertising Research Foundation (New York). Focussing on a central theme: 'What Works in the New Age of Advertising & Marketing', the group discussed the latest empirical advertising research to reveal law-like patterns and findings that hold true across multiple studies. The first conference, held in 2008, produced 21 laws for intelligent advertising decisions, published in a special edition of the *Journal of Advertising Research*. The release went on to be the best selling edition of the journal—ever! A selection of findings from the Ehrenberg-Bass Institute team, are included below:

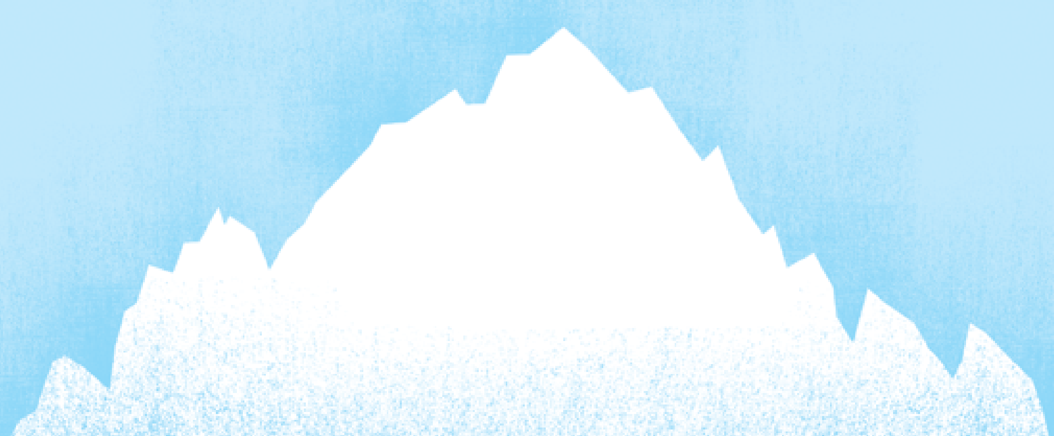
- If advertising is to be sales effective in the long-term, it must show immediate sales effects in single-source data.
- The advertising response curve is convex'—the greatest marginal response is from the first exposure.
- Where TV, radio and magazines claim to attract a specific audience, the target group is typically less than half of the media's total audience, and rival outlets often outperform them in reaching this sub-segment.
- TV still has very high reach. Declining ratings are due to fragmentation not to reduced TV viewing levels that are remarkably resilient to social and technological change and the emergence of new media. Average ratings halve if the number of TV channels doubles.
- The number of times a brand visually appears in a TV commercial increases the degree of correct brand association with that commercial.

For more information, see: *Journal of Advertising Research* 2009, Vol. 49, No. 2. Findings from the 2012 conference will be published in an upcoming edition of the *Journal of Advertising Research*.

KPI AHEAD: WHAT LIES BENEATH?

WRITER Peter Chen ILLUSTRATOR Tang Yau Hoong





Peter Chen is a Professor of Management with the UniSA Business School. He is a member of both the Centre for Human Resource Management and the Australian Centre for Asian Business.

As managers, employees, and shareholders, key performance indicators are part of our daily lives.

KPIs extend across all areas of business, prescribing those targets or goals to which we aspire. Prior to starting a new job, institutional KPIs may have already been conveyed to us by hiring managers to ensure we have a good understanding of the organisation's strategy and its success measures. Most people in a new role will diligently apply themselves to the attainment of institutional KPIs, and in doing so, pursue a fulfilling career. When successfully achieved, these 'wins' are applauded and are often reported in the organisation's annual reports.

Notable KPIs achieved by organisations are often chosen as great case studies. For instance, US store chain, Wal-Mart, introduced an innovative, stackable milk jug design which increased the shelf-life of milk while reducing its delivery cost. This innovation cut costs by 10-20 cents per unit and eliminated more than 10,000 delivery trips, providing the company with massive savings.

Similarly, British Petroleum (BP) explored alternative energies, such as wind power, as a means to broaden their sources of supply and cut costs. These initiatives successfully expanded their market share, and significantly decreased their operating costs.

Ignoring well-being at work is the single most important factor in the creation of risky situations.

Educational institutions also strive to achieve KPIs. Pennsylvania State University (PSU), for example, prides itself on its commitment to 'Success with Honour', and its Athletics Department has formalised its aspirations in a strategic plan which is a cornerstone of its student recruitment collateral. For PSU students, the achievement of 'Success with Honour' is defined not only by how many games they win, but also how they win each game.

While these results are impressive, and these ideals are worthy, the successful attainment of organisational KPIs can sometimes be accompanied by undesirable outcomes, which prove costly to individuals and society more generally. The reason may be, in part, that our KPIs, as employees, and as members of society, have been neglected, ill-articulated, or suppressed, in the process of achieving institutional KPIs. When we look below the surface of those figures and achievements proudly promoted in annual reports and glossy corporate brochures, a less positive picture starts to emerge.

Too often, the goals of the organisation are placed before the welfare of its constituents.

For example, while Wal-Mart was touting its cost-saving innovations, its employees were struggling with fewer medical benefits and less pay than their counterparts at other large retailers. Furthermore, 46% of Wal-Mart employees' children were uninsured or relied on state-funded medical care programs, which were designed to assist low-income people. Should the improvement of such a situation become a KPI for Wal-Mart managers, even though these KPIs are not officially listed in the Wal-Mart annual report?

In 2010, the BP Deepwater Horizon disaster became a global headline. The drilling rig's explosion killed 11 workers and injured 16 others; it also caused the Deepwater Horizon to burn and sink, starting a massive offshore oil spill in the Gulf of Mexico. This environmental disaster is now considered the second largest in US history. According to the National Commission's report to the US President, the damage to eco-systems, economy, and loss of lives, is the reflection of BP's continuous failures in risk management, and its culture of complacency and poor safety. Ironically, BP voiced the importance of safety in its 2009 Sustainability Review by proclaiming "no accidents, no harm to people and no damage to the environment" as the foundation of BP's business activities. Should the reduction of a 'culture of complacency' be adopted as a KPI by BP employees, even though BP itself has not set the good example?

Lately, news broke out about Jerry Sandusky, a football assistant coach at PSU, who has molested ten young boys over a course of 15 years. Based on 430 interviews and analysis of 3.5 million pieces of electronic documents, Judge Louis Freeh concluded this year that the PSU President, the Senior Vice President of Finance and Business, the Athletic Director, and the Football Coach, had all concealed the scandal in order to protect the image of the school and its famous football program. Pursuing institutional KPIs such as maintaining and strengthening the image of the School seem an obvious goal for conscientious and dedicated employees of PSU, yet what should their KPIs be in this case?

Too often, the goals of the organisation are placed before the welfare of its constituents; and we continue to strive to achieve institutional KPIs that are set out before us. But when things go wrong, should the blame rest solely on the organisation, or are we all partly to blame for contributing to a culture of apathy? As employees working towards these KPIs, should the onus also fall to us?

When things go wrong, should the blame rest solely on the organisation, or are we all partly to blame?

In 1972, Lord Robens presented a controversial report about workplace health and safety to the British Parliament. The report championed the idea of self-regulation by employers, in an attempt to get them to take greater ownership of the human capital they employed every working day. He recognised that organisations reacted vigorously and seriously when major disasters occurred. Yet disasters tend to create a short-lived urgency that calls for more meetings, more presentations, more policies, and more memos. In contrast, self-regulated organisations have a true sense of urgency that motivates them to constantly seek out opportunities to change and identify hazards to prevent. He concluded that ignoring well-being at work was the single most important factor in the creation of risky situations. And that this culture of apathy was essentially the driving force that halts changes and innovations.

It is understandable why we become less sensitive about these matters because 'disasters' are triggered by the accumulation of oversights and complacency. When our daily practices are primarily driven by conventional KPIs such as productivity, revenues and innovations, it can be easy to forget the people who drive institutional KPIs.

A culture of apathy is often the driving force that halts changes and innovations.

Make no mistake. The importance of achieving institutional KPIs should not be understated. Achieving institutional KPIs is the way in which we contribute to our organisations, and excel in our career. Yet, it is equally important, if not more important, to articulate and pursue our personal KPIs every day. When did we last ask about our KPIs? ■

For more information, visit: unisa.edu.au/chrm

INVEST IN PERSONAL KPIs

1. Spend time generating a list of 3, 5, 10, or 20 personal KPIs that you want to achieve. Then, remove them, one by one, until you have a list you could not live without.
2. Ask yourself what it would take for you to achieve these KPIs, and what would stop you from achieving them.
3. Accept that personal KPIs are not trophies. It is the journey of pursuing these KPIs that brings us happiness, control, and self-determination.

ARTS IN CHINA: THE EGG HAS HATCHED

China has seen an explosion of investment in the arts as its economy goes from strength to strength. Beijing's National Centre of Performing Arts is a prime example of this investment.

Here, we speak with Luqiang Qiao, Deputy Director of the Centre's Executive Coordination Office, who discusses opportunities for cultural exchange.

WRITER Clarissa Sebag-Montefiore PORTRAIT Jasper James

Luqiang Qiao sits down and proudly points to his shirt. It looks like an ordinary piece of clothing. But this is the very same shirt that Luqiang, one of China's leading arts figures, sported during his studies in Australia over a decade ago. "These clothes make a link between the past and present. Fortunately, they still fit me!", he jokes.

Luqiang may be dressed in the same attire as when he was a student, but since he became the first Chinese citizen to complete an MBA and a Graduate Diploma of Arts Management in Australia his career has been transformed. Today, the UniSA graduate is the Deputy Director of the Executive Coordination Office, for Beijing's National Centre of Performing Arts (NCPA).

China has seen an explosion in investment in the arts over the last half decade. In its 12th five-year-plan (2011-2015) the Communist Party made a strategic point to promote the country's soft power to meet its growing economic and political clout. At least 20 large scale opera houses and multi-purpose arts centres have been built around the country. Of these, the NCPA—dubbed 'The Egg' because of its dome-shaped titanium and glass structure—is the biggest and most expensive, costing ¥3.2 billion (A$485 million) and spanning 22,000 square metres. Designed by French architect Paul Andreu, it stands west of Tiananmen Square and can seat nearly 6000 people.

For Luqiang it is partly a case of being in the right place at the right time. In 1997, after 11 years facilitating cultural exchange programs for the Shandong government, he received a scholarship from the Australia-China Council for his Graduate Diploma. At the time there were no similar arts training courses in China. Subsequently, he completed his MBA, specialising in Arts and Cultural Management. In 2007, as a result of this unique education and his experiences abroad, he was asked to join the newly opened NCPA.

"Arts centres and theatres just appeared like mushrooms in China," exclaims Luqiang, stirring an iced coffee in the NCPA's airy café . Vast, curved floor-to-ceiling windows, overlooking a man-made lake, flood the room with light. "People feel that China has paid attention to arts development. But on the other side it could be considered a kind of political competition among the provinces. Another problem is you have many arts centres but you don't have enough projects to fill them."

Luqiang is determined encourage both home-grown arts and cultural exchanges. In 2008, Australian Aboriginal artist Geoffrey Gurrumul Yunupingu performed at the NCPA. The following year, Luqiang helped arrange the Australian tour of Raise the Red Lantern, performed by the National Ballet of China and directed by Zhang Yimou.

Despite success stories, challenges remain. Luqiang admits that the NCPA tends to focus primarily on cultural exchanges of the classical arts (including opera, ballet and symphony music) with Europe and America. "They think Australia is not the birth place of Western classical arts, so it is never their priority choice," he says. "But I have pushed them to do a lot of Australian programs. I have told them Australian contemporary art is strong—ballet, dance, drama, theatre and music."

Business opportunities will continue to grow between Australia and China. In July, South Australia and China signed a trade and economic co-operation agreement. Last year, China overtook Japan to become the world's second largest economy and today it is the largest export destination for South Australia. Crucially, 2011-2012 saw the Year of Chinese Culture celebrated in Australia. It followed 2010-2011's Year of Australian Culture in China, organised by the Australian Embassy to showcase performing and visual arts. So the partnerships are there. And they are getting stronger.

The question remains: what kind of Chinese productions do Australians want to see? "They want to see real arts, universal things. Not only songs to the Motherland," says Luqiang firmly. As China opens up economically, Luqiang believes the arts will follow. In return, he hopes Australia will strengthen its efforts, and funding, to "expose Australian arts to Chinese people." Returnees such as himself are playing an important role.

"People feel that China has paid attention to arts development."

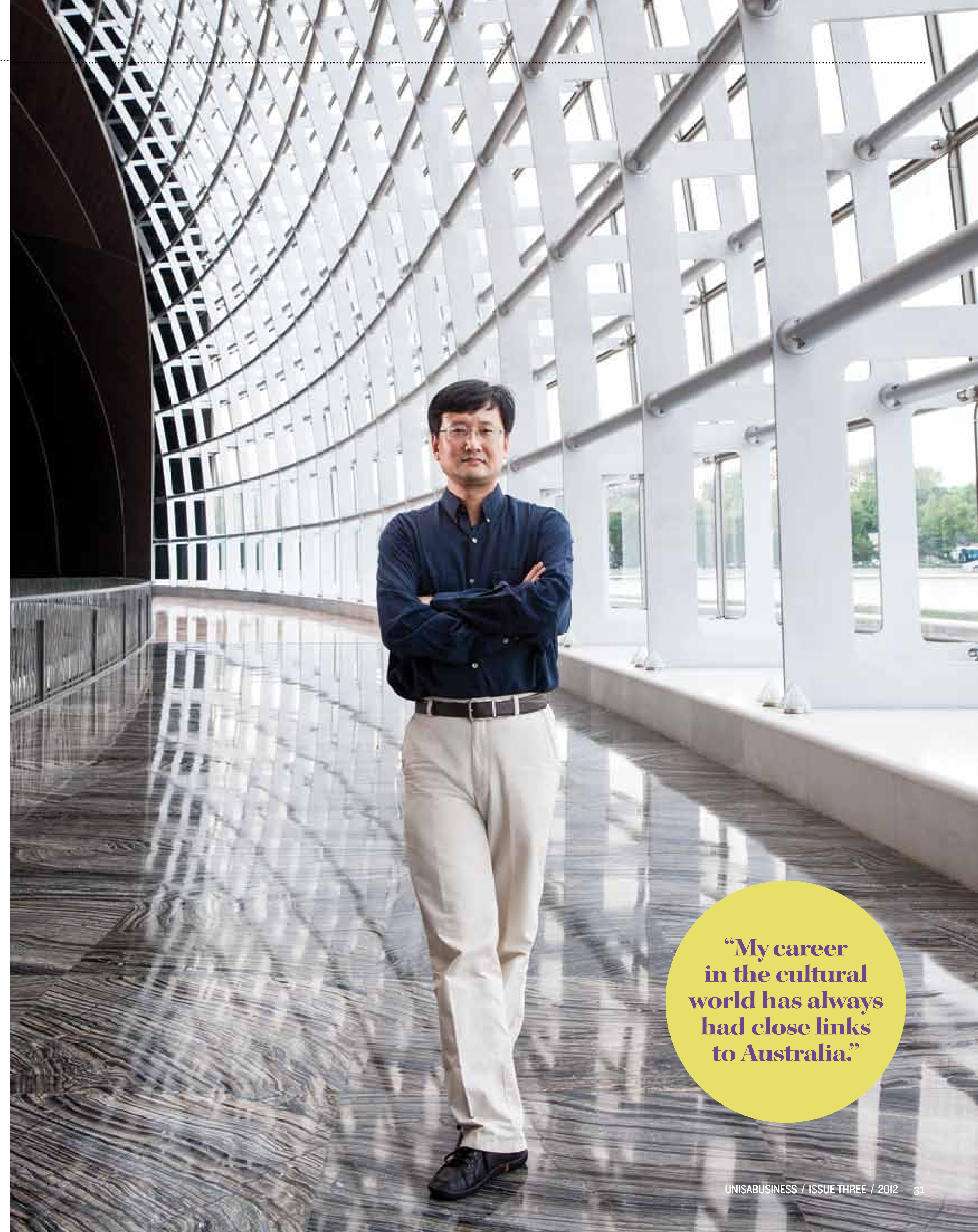
"My career in the cultural world has always had close links to Australia," says Luqiang enthusiastically. "It was very exciting for me to study arts management, because in China education is so different. Students just listen, but seldom ask any questions. But in Australia I find it so open. You can have your own ideas, own comments."

As such, the NCPA prioritises education and outreach programs. Tickets usually cost between ¥200-300 (A$30-45). But the centre also offers near-free performances within public areas, seminars, and a Weekend Concert series, designed to expose Chinese audiences to classical music, with around 2000 seats available for just ¥40 per ticket (under A$7).

So, is Luqiang happy that he returned to China? "I thought I should do something for Chinese cultural development," he says with a smile. "It seems that NCPA is doing well. We have government support and it's unique in China. Many people like it because of its location, because of its architecture, and because of the productions it has produced. I think we have a good future even though we still have to face so many challenges in cultural reforms, cultural policies and arts management." ■

For information about the National Centre of Performing Arts, visit: chncpa.org/ens/

Luqiang Qiao is the Deputy Director of the Executive Coordination Office for Beijing's National Centre of Performing Arts. He is also a graduate of UniSA's MBA and Graduate Diploma of Arts Management.



"My career in the cultural world has always had close links to Australia."

Mervyn Lewis is a leading international researcher in monetary economics, global finance and Islamic banking. He is a Professor of Banking and Finance in the UniSA Business School and a Fellow of the Academy of the Social Sciences in Australia.

THE CHINA MIRACLE

IS IT COMING TO AN END?

WRITER Mervyn Lewis ILLUSTRATOR Beci Orpin

Notwithstanding anxieties about the debt crisis in Europe and the 'now-you-see-it, now-you-don't' US recovery, few things matter as much for 2013 as what China does—and not just for Australia. China's growth over the last decade, in combination with that of other emerging economies, has helped underpin the international economy post-crisis and prop up the ailing developed world.

In fact, what China has done can only be described as astonishing. Starting from a low base three decades ago, China is now the world's second largest economy, a manufacturing powerhouse and a vast source of global savings. It generates extraordinary economic statistics, consuming 67% of the world's corn, 63% of iron ore, buys more mobile phones than the rest of the world combined, and is the largest exporter of solar panels. It has passed the US in steel production, exports, fixed investment, manufacturing output, car sales, patents granted, total energy consumption (crude oil, natural gas, nuclear power and renewables), and even spending on groceries.

Former Australian Prime Minister (2007-2010) Kevin Rudd recently noted that, "The pace of change [in China] outstrips our analytical frameworks for comprehending it." How true! China has transformed itself from a rural to a predominantly urban nation.

China has achieved in 30 years what took 200 years in Britain, 100 in the US and 50 in Japan.

Not surprisingly, the ten fastest growing cities in the world are all in China. Yet, despite these remarkable accomplishments, there is considerable unease about China's growth prospects. In January this year, the Chinese National Bureau of Statistics warned that 2012 will be a year of complexity and challenges. And so it has turned out to be, with a major political crisis (the Bo Xilai affair) clouding the year of the leadership transition, and the lowering of the official growth rate target in March to 7.5%. These events have set off a chorus of doomsayers who now say that China's export-oriented, high investment growth model was unsustainable all along.

The China critics have been wrong before and, for Australia's sake at least, it must be hoped that they are wrong again. To this end, a number of points can be made.

First, as the Chinese population ages and the ranks of those of working-age fall in a relative sense, China no longer needs to grow quite so quickly as the 8% target previously seen as necessary to maintain social cohesion.

Second, there is an element of statistical illusion as a result of the higher-than-expected growth rates of 10.4% and 9.2% in 2010 and 2011. Subsequent GDP numbers are being compared with a higher base, as the Chinese economy is 30% larger than it was in 2008.

Third, the Chinese economy does not grow steadily year after year. It experiences economic cycles. The difference is that the cycle operates around a strong upward trend; it is more like a sine wave around a 45 degree line, rather than a near horizontal line as observed for OECD countries. Uplift remains, even during the downswing phase.

Fourth, the power of compound growth remains. Suppose that China slows its growth from 10% to 7% per annum. Its economy would double in size every 10 years instead of every eight. The US would take almost 30 years to do the same if it grows at 2.5% per annum.

Fifth, using 2010 data, Richard Iley and I forecast that the Chinese economy was likely to overtake the US economy to become the world's largest economy in US dollar terms by the end-2018 (the articles were published in *Accounting Forum and Taylor's Business Review* in 2011). Now, recalculating these forecasts on the current trajectories of the two economies, the result is unchanged—the Chinese economy grew faster than we (and others) expected in 2011. China may still be on track to become the biggest economy in 2019. Even with growth scaled back, China is fast closing the gap on the US.

Such straight-line extrapolations are obviously fraught. After all, in 1979 Japan was predicted to take the Number One economy mantle from America. Will China also falter? Japan's population then was one-half of the US, and it needed to be twice as productive. China's population is four times America's, and only needs to be one-quarter as productive to exceed US output. This would seem not just possible, but virtually inevitable. ■

For more information about financial theory and practice, visit: unisa.edu.au/research/CAFS

FROM LITTLE THINGS BIG THINGS GROW

The power of personal networking

WRITER Troy Flower PHOTOGRAPHER Randy Larcombe

THIS PHOTOGRAPH WAS TAKEN ON THE EVE OF 'DAFFODIL DAY', A CANCER COUNCIL INITIATIVE TO SUPPORT A CANCER FREE FUTURE.

Troy Flower is General Manager, Business Development at Cancer Council SA and an industry partner with UniSA's Global Experience program.

In our rapidly expanding personal communication networks—such as Facebook, LinkedIn, and Twitter—we can be lured into thinking we're better networked than ever before. Problem is, when it comes to networking, size doesn't equal value.

At Cancer Council SA, we understand the power of effective networking. It's integral to what we do. This year we need to raise $11.7m to fund our mission to beat cancer. We can't rattle tins to get that sort of money, so we do a lot of talking and enlist the networks of thousands of passionate people who have been affected by cancer.

To quantify the value of networks, consider that a direct mail appeal brings in about $50 per person. Contrast that with the passionate cyclists taking part in our 'Ride for a reason' campaign, as part of the Santos Tour Down Under, who appeal to their own networks to raise funds for critical cancer research. In 2012, these champions each received, on average, $980 from 16 donations. That's a 22.5% increase in individual donation value and a 1960% increase in the personal value of their contribution. Now that's networking at its best.

> "The key to great networking is simple: take the initiative to add value to others first."

Networking is personal. It's why our networked fundraising works. It's the value of the relationships that are built between individuals who want to help. Organisations don't network, they negotiate with legal contracts to reach an agreement. Networking is built on honesty and integrity. It relies on an underlying principle—a notion of a non-contractual, binding drive to help someone who helps you—and it's person to person.

Networking is measured by value not numbers. It never measures the number of LinkedIn connections you have or the number of business cards you pass out, but the value you create within the relationships you have. I'm not interested in how many business cards I've given out in the past year. I am much more interested in what Cancer Council SA has achieved in partnership with our networks.

We have great relationships with leading organisations like ETSA Employees Foundation, Santos, Skoda, UniSA, Foodland, Guardian Insurance Brokers, PwC, Coles, and very soon we're about to launch an exciting new campaign with the brilliant team at People's Choice Credit Union. These relationships developed and grew because we shared our story and listened to how and where we can add value. These relationships are with people and they rely heavily on trust. All the time we're looking to add value beyond expectations. Yet our partners keep giving. They keep giving because networking is reciprocal. It's about how my experience, skills and resources can help you, and how your experience, skills and resources can help me. It's a partnership.

The key to great networking is simple: take the initiative to add value to others first. Too many people approach networking with a 'what's in it for me' attitude rather than first asking how they can add value to others. Adding value to others first, almost always leads to greater rewards—even when those rewards aren't visible up front. If you add value to people and you keep in touch with them, they are more likely to repay that value at some point.

I recently had the opportunity to speak to the highly engaged students of UniSA's Global Experience program and it's encouraging to see how much energy and passion rests in tomorrow's leaders—they are clearly out to make a difference. There's no doubt they see their ability to contribute to society as broader than profit alone.

Right now, raising $11.7m will be tough, but not nearly as tough as being told you have cancer. At Cancer Council SA you get real perspective on life, on what is important. We get to spend time with amazing people. And every day we get to do great things to help those amazing people. ■

For more about Cancer Council SA, visit: cancersa.org.au
For information about UniSA's Global Experience program, visit: unisa.edu.au/Student-Life/Global-opportunities/Global-Experience

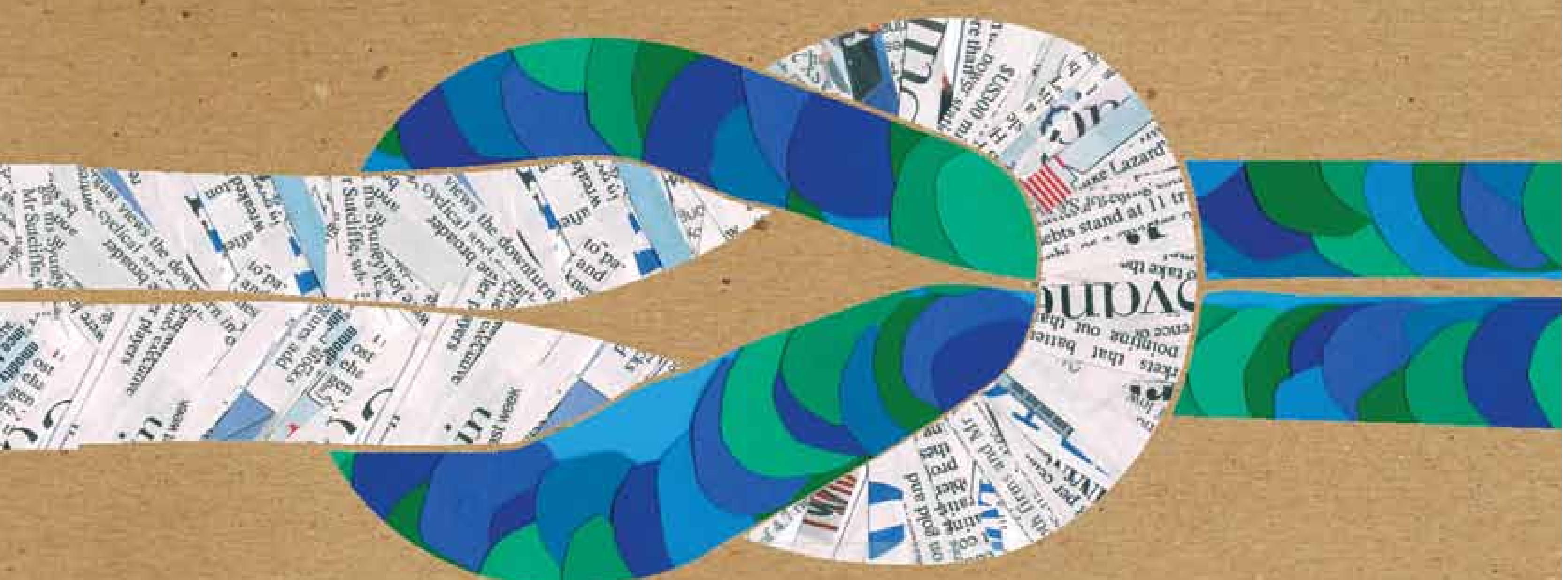
GREAT NETWORKERS FIND WAYS TO BE MEMORABLE

At the end of your encounter, find three ways to be remembered. Give a business card, connect via LinkedIn, send an email to acknowledge a good meeting, set time for another meeting, or call them just to say thanks for catching up. Do three things and do them within three days.

1. Be courteous
2. Be respectful
3. Don't talk about yourself the whole time
4. Don't be late
5. Don't be rude

MENTORSHIP: THE LINK

WRITER Zena Mammone ILLUSTRATOR Serrin Ainslie



Touching down after an early flight and another hectic start to the week, Rob McKay, CEO of Australian Retail Franchise Group (the parent company of Wendy's) makes his way to a coffee shop in the heart of Adelaide—a pleasant change from the usual boardroom meeting spot.

Awaiting him is 25-year-old marketing dynamo-in-the-making and aspiring brand manager, Brian Sheedy. The pair has been handpicked and expertly matched as part of the intensive and highly sought after UniSA Business Career Mentoring Program.

McKay is one of over 140 of the best and brightest business leaders, entrepreneurs and CEOs from around the state and beyond, mentoring second and third-year UniSA students, like Brian, over the next six months. He explains why he is taking time out from his busy schedule to contribute to the Program.

"For me, mentoring creates a vital link between the needs of industry and the graduates being produced. We help students expand their professional networks, develop job hunting techniques and assist with workforce transitioning strategies."

As the pair sit down to what will become a regular monthly breakfast meeting, they are surprised to discover they share several common threads. Both are patriotic South Australians who love cricket, have worked overseas, have high career aspirations and thoroughly enjoy the ups, downs and challenges of working in business and marketing fields. Both have also studied at the UniSA Business School.

According to McKay, who has recently returned to his hometown of Adelaide to raise his family after spending 17 years overseas and interstate, managing a company of over 200 staff and maintaining a busy schedule has its challenges—but it's also what he thrives on.

"Organisation and time management are key to getting the most out of a mentoring partnership. While I'm often on the go, the rewards of being a mentor are well worth the investment."

> **"For me, mentoring creates a vital link between the needs of industry and the graduates being produced."**

McKay believes that, for business leaders, mentoring often provides opportunities to improve leadership skills, share business knowledge and gain a sense of achievement. At the same time, it can also lead to early access to the UniSA graduate pool.

"I was lucky enough to have had some wonderful mentors during my earlier career, which I found highly beneficial to my development. Now, I have a great desire to 'give back' and share advice and experiences which I hope will help my mentee fast-track his career."

Since McKay graduated nearly 25 years ago, he admits a lot has changed—the curriculum, the type of learning and the graduates being produced. He says that the UniSA Business School's Mentoring Program is a great way to stay in touch with the University and keep abreast of current initiatives.

For high-achieving Bachelor of Management (Marketing) student Sheedy, who was awarded the 2009 Young Business Leader of the Year and selected for the highly competitive Unilever graduate employment program, gaining a better understanding of multinational companies and developing a career path beyond his graduate placement are his goals of being a mentee.

"I knew I had some gaps in my learning, especially in a global environment. There's only so much you can learn in the classroom, especially in the areas of professional etiquette and workplace transitioning."

He says that the greatest surprise so far is that mentors sometimes have similar professional issues to battle with; it's just that they're on a different scale. "It's the way CEOs conduct themselves that provides such a great learning opportunity."

Sheedy has also developed a deep admiration for business leaders who give their time so generously. "No matter how busy anyone thinks they are, a CEO is always busier! I make sure our time is productive and take every opportunity to learn from someone who is so time-poor and information-rich."

And the best part about the Program? "It's so inspiring to have regular contact with a CEO the calibre of Rob who has worked all over the world."

Already, the 2012 Career Mentoring Program is delivering results—in the first six weeks of operation, 11 students were offered internships, practicums or work placements through their mentors—a fantastic sign of positive things to come. ■

For more information visit: unisa.edu.au/business/Division/Alumni/Leadership/Mentoring

Mentoring: What's in it for you?

1. Leadership and professional development opportunities
2. A tick for your corporate social responsibility goals
3. First access to the graduate pool
4. Collaborative partnerships with UniSA
5. A better understanding of tomorrow's future leaders
6. Personal fulfilment. It's a unique way of 'giving back'

Jason Hincks is Chief Operating Officer for Movember. He holds an MBA from the UniSA Business School and is a mentor for our 2012 Business Career Mentoring Program.

There's No Business like Mo Business

WRITER Annabel Mansfield PHOTOGRAPHER Sven Kovac

It's moustache season. And like thousands of people around the world, Jason Hincks is ready. Come November 1, he will join the ranks of 800,000-plus 'Mo Bros', who for the duration of the month, will groom, trim and wax their way into the halls of fine moustachery.

This seasonal sprouting of moustaches is in aid of Movember, a not-for-profit men's health organisation that raises much needed awareness and funds for men's health issues, in particular, for prostate cancer and depression.

Participants (known as 'Mo Bros') register at the start of November with a clean-shaven face, and effectively become walking, talking billboards for the next 30 days. Through their actions and words, they raise awareness and funds by prompting private and public conversations around the often-ignored issue of men's health.

> "Movember aims to have an everlasting impact on the face of men's health."

Head Mo Bro and Chief Operating Officer, Hincks, is front and centre. As ringmaster for Movember's global operations and director of its Australasian campaigns, Hincks was recruited to help manage the organisation's rapid expansion. And expand it does. Starting with only 30 participants in 2003, Movember last year saw a worldwide movement of 854,288 people, each supporting the cause and raising an extraordinary amount of money for men's health issues around the world.

"Rapid growth is always a challenge for any organisation and with Movember's annual fundraising growing from less than $10M to nearly $125M in just five years, pressure on both Movember and its health partners is intense," says Hincks, "But it's a nice problem to have."

In 2011, Movember became the largest non-government funder of prostate cancer research and support programs in the world. Movember's 'Global Action Plan' (GAP), has been a particular success, bringing together the world's best clinicians and researchers in what is a new and unprecedented level of global research collaboration. GAP encourages the sharing of best practice, and helps to avoid duplication of material and research, to accelerate breakthroughs that will ultimately benefit men with prostate cancer.

"Our vision is to have an everlasting impact on the face of men's health," says Hincks. "Movember provides a rare opportunity for passionate people to change the world for the better. And being a part of this incredible movement is truly inspiring." ■

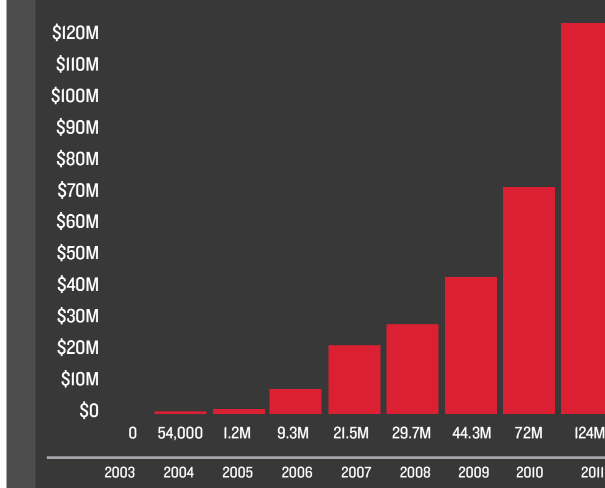
To register for Movember, visit: movember.com

CHANGING THE FACE OF MEN'S HEALTH

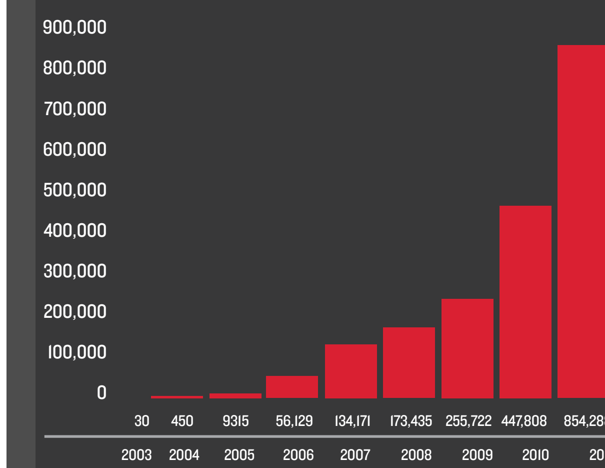
While growing a 'Mo' may seem like a novelty, it is serious business. Last year alone, Movember registered over 854,000 'Mo Bros' (male participants) and 'Mo Sistas (female supporters) who together raised over $124 million globally, $27 million of which was generated in Australia.

Movember has been built from the ground up in Australia, on a swell of enthusiasm. Starting in Melbourne in 2003, it now operates in 21 countries and has generated over $302 million for men's health since its inception. Its fun, irreverent brand and unique fundraising approach has encouraged participation and supporters around the world.

GLOBAL FUNDS RAISED $302 MILLION... SO FAR



GLOBAL REGISTRANTS 1.9 MILLION MO BROS & MO SISTAS... SO FAR



Directory

UNIVERSITY OF SOUTH AUSTRALIA BUSINESS SCHOOL

The University of South Australia Business School is one of the premier business schools in Australia. We are a forward-thinking, flexible and innovative business school with a strong commitment to excellence. As the largest business school in South Australia, we offer a comprehensive range of programs in the business, management and law disciplines. We have earned a reputation as one of Australia's leading educators of entrepreneurs and business professionals. We are the only South Australian business school with a five-star MBA ranking, as determined by the Graduate Management Association of Australia and published in the *Good Universities Guide*, and one of only three Australian universities to hold this distinction for five consecutive years.

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

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

RESEARCH INSTITUTE AND CENTRES

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

The Centre for Accounting, Governance and Sustainability provides leading-edge research expertise on accounting and its impacts. Its major aim is to promote, conduct and encourage research with an emphasis on contemporary research issues in accounting and reporting, sustainability accounting, integrated reporting, social and environmental accounting, accounting education and governance.
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The Centre for Applied Financial Studies merges financial theory and practice to facilitate international research collaborations. Our expertise includes behavioural finance, banking systems in emerging economies, capital markets, carbon finance, corporate governance, financial planning, forecasting and reporting, Islamic banking and investment, market microstructure, mathematical finance, public-private partnerships, wealth management, and venture capital.
■ unisa.edu.au/cafs

The Australian Centre for Asian Business is a community of leading academics in business, commerce, marketing, management and law, dedicated to producing high-quality research about Asian business, and broadening the Australian understanding of Asian business practices. It facilitates networking and educational events to encourage the development of collaborative partnerships between Australian and Asian scholars, businesses and institutions.
■ unisa.edu.au/asianbusiness

The Centre for Comparative Water Policies and Laws undertakes major sociolegal research on sustainable development law and policy for corporations, as well as national and international organisations. It evaluates organisational structures, policy transitions and makes law reform suggestions on freshwater sources such as ground, surface, storm and recycled water and conjunctive use arrangements between these sources in Australia.
■ unisa.edu.au/waterpolicylaw

The Centre for Human Resource Management conducts research that improves organisational effectiveness through better human resource management practice, creating positive employee outcomes and enhancing organisational performance. It currently has six research streams: international human resource management, employment relations, diversity management, psychological contracts in the employer-employee relationship, strategic HRM and change management, and talent recruitment, retention and development.
■ unisa.edu.au/chrm

The Centre for Regulation and Market Analysis researches regulatory and other applied microeconomic and macroeconomic topics in Australia, New Zealand, Asia, Europe and Canada. It conducts policy-oriented research about competition and market regulation, water markets, consumer protection, health economics, business history, and the legislation that shapes and influences market outcomes.
■ unisa.edu.au/crma

The Centre for Tourism and Leisure Management conducts research in tourism, hospitality, events, sport and leisure management. It examines contemporary issues which include the development of tourism and hospitality in China, managerial capabilities in the business event sector, customer satisfaction with sports and leisure facilities, impacts of festivals, and global trends in wellness tourism.
■ unisa.edu.au/tourismleisure

The University of South Australia's $95 million Learning Centre on our City West campus, will be a state-of-the-art, seven-storey building, providing next-generation learning spaces. For more information, visit: unisa.edu.au/facilities/learning-centre.asp

IMAGE COURTESY OF JOHN WARDLE ARCHITECTS AND PHILLIPS PILKINGTON ARCHITECTS IN ASSOCIATION.

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