

ISSUE THIRTEEN | NOVEMBER 2018

unisa**business**

A review of current thinking for today's business leaders



THE GLOBAL ISSUE

Thinking beyond
borders.



University of
South Australia

**GOING GLOBAL: SIX STEPS
TO PUT YOU ON THE PATH
TO SUCCESS.**

**RETHINKING PERCEPTIONS
OF REFUGEES: DIVERSITY
CAN ADD VALUE.**

**MODERN SLAVERY:
WHAT WILL BUSINESS
NEED TO DISCLOSE?**



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COVER TANG YAU HOONG

CONTENTS



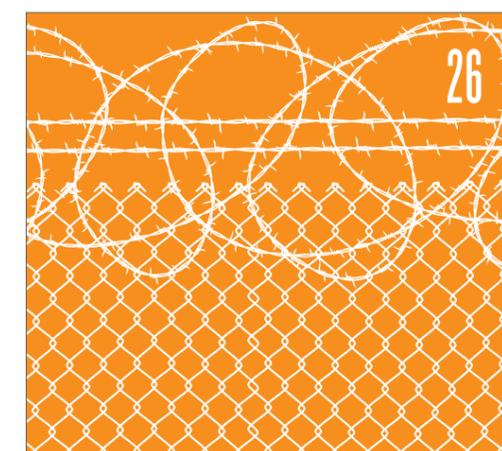
COVER STORIES

- 10 GOING GLOBAL**
If you're thinking of expanding overseas, you can't go past these six steps.
- 18 MODERN SLAVERY**
With a modern slavery act on the horizon, what will your business need to comply?
- 26 RETHINKING PERCEPTIONS OF REFUGEES** It's time to think differently about the skills and knowledge of refugees.



FEATURES

- 4 SEVEN COSTLY SINS OF BRAND IDENTITY**
Steer clear of these pitfalls if you are to successfully build a strong and distinctive brand identity.
- 14 FUTURE OF THE PAST**
A meeting of technology and innovation to showcase the oldest living culture on the planet.



CONNECTIONS

- 8** The Export Expat
- 24** Trump, Trade Wars and Tariffs

REGULARS

- 2** From the Pro Vice Chancellor
- 32** Highlights
- 36** Connect

A SPIRAL OF CONNECTIONS

Writer Marie Wilson Photographer Tom Roschi

*"Now the sun, and you and me,
and all the stars that we can see,
are moving at a million miles a day,
in the outer spiral arm, at 40,000 miles an
hour, of a galaxy we call the Milky Way."*

GALAXY SONG, MONTY PYTHON, 1983

 **Professor Marie Wilson**
is the Pro Vice Chancellor,
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As the late great Stephen Hawking reminded us in Monty Python's *Galaxy Song*, we are never still, we are on: "a planet that's evolving and revolving at 900 miles an hour." While the songwriters have used some artistic license, there's no doubt we're all operating near 'light speed' these days.

For the month of October, I've felt this intensely, visiting three continents and seven countries to engage with our industry and university partners, connect with future students, congratulate new graduates in Hong Kong, and re-connect with some of our 200,000 plus global alumni. And, I can assure you that the UniSA Business School is not just evolving and revolving, we're in a virtuous spiral of new connections, new opportunities and the development of new partnerships around the globe.

While digital communication may overcome many of the barriers to expanding both employment and business across borders, the development of partnerships and relationships, as well as understanding the requirements of business, still require travel and immersion in the professional and business contexts of other countries. That is both the glamour and the challenge of internationalising business and maintaining relationships across cultural, political and regulatory differences.

While the world may be shrinking from the perspective of faster and more accessible travel options, and exponentially increasing digital speed, distance is not yet dead.

This edition of *unisabusiness* highlights a range of emerging global issues about: trade and export, the international branding pitfalls to avoid, and new innovations that are delivering access to the world.

In *Going Global*, you'll find six key steps that will put you on the right path for overseas expansion. Follow this advice and you'll position yourself well.

Our article, *Modern Slavery*, examines the importance of understanding an organisation's global supply chain, and the inherent challenges that it presents. With pending legislation, find out what you need to prepare.

In *Rethinking Perceptions of Refugees*, we ask you to consider the growing tide of displaced persons who represent challenges that can only be resolved through new collaborations and new ways of engaging with migration.

Finally, while we may think of arts and cultural tourism as requiring global travel, new innovations are allowing digital discovery of remote peoples and their stories and art. In *Future of the Past*, find out about the digital challenge that's bringing South Australia's outstanding Aboriginal artifacts to the world.

As a Business School, we focus on developing our students for global professional careers while supporting growing businesses which are international in their operations and aspirations. We see these as complementary ambitions – to develop professional leaders who can grow and expand in a vibrant and sustainable global business environment. We welcome you to join us in this international conversation. ●

We all know the modern market is cluttered and competitive, and there's always someone who wants the same corner as you do. In this kind of environment, very few businesses have a product that is genuinely unique, but that doesn't mean you can't build a brand that is unique.

7 COSTLY SINS: BRAND IDENTITY

Writer Dan Lander | Illustrator Andrea Innocent/The Jacky Winter Group

With more brands going global, competition is increasingly intense. But whatever you're selling, and wherever your market, building brand identity is all about recognition.

For every brand, the elements that make you stand out are known as distinctive assets. These are not the product; rather, think of Nike's swoosh, Cadbury's royal purple, the curlicue of Coca-Cola's calligraphy or those Golden Arches, whatever splash of colour, image or association that sets a brand apart and brings it instantly to mind.



If you nurture and protect well-developed distinctive assets, you'll stand out, no matter how crowded your market is. On the other hand, if you misuse or neglect those same assets, then you can very quickly undo all your careful identity building.

Professor Jenni Romaniuk's new book, *Building Distinctive Brand Assets*, helps brand managers navigate the strategy and tactics involved in building a strong brand identity. In her first chapter she outlines some unfortunate situations and scenarios to look out for, as they can derail managing your brand's distinctive assets - meet the seven costly sins of brand identity...



ENVY

DON'T STEAL BRAND ASSETS (OR LET OTHERS STEAL YOURS!).

Thou shalt not covet thy competitor's assets (or turn to them to create your own brand's distinctive identity). Imitation is the sincerest form of flattery, but knowing how to zag when your competition zigs is instrumental for building a strong distinctive asset. Equally important is that the same holds in reverse: learn how to manage the envy of others, such as when a competitor tries to imitate your brand. Your unique identity is precious, and another company stealing your style can compromise that identity as much as playing copycat yourself.

 **Jenni Romaniuk** is a Research Professor and Associate Director at the Ehrenberg-Bass Institute for Marketing Science. An international expert in branding, she has been named in the top one per cent of influential advertising academics in the world.

THE IDEA

THE CONCEPT

Distinctive assets are those key elements of your brand that make it stand out. If you nurture and protect well-developed distinctive assets, you'll stand out, no matter how crowded your market is. But, if you misuse or neglect those same assets, then you can very quickly undo all your careful identity building.

THE COSTLY SINS

Building a strong brand identity requires careful management of your brand's distinctive assets, yet time and time again, brand managers are trapped by one - or more - of these common pitfalls. Tread carefully, as these seven costly sins of brand identity can make or break your brand.

**GLUTTONY****TOO MUCH OF A GOOD THING
AND YOUR BRAND WILL BREAK.**

Gluttony is overindulgence, to the point of waste. Contradictory to the saying, you can have too much of a good thing, and gorging yourself on the thrill of playing around with your brand's distinctive assets is just that. Constantly tweaking, testing and tinkering with these assets can be more harmful than ignoring them completely. A thousand cuts to your brand identity will lead to a slow death. And while a strong, stable asset may need careful tending from time to time, constantly changing it makes it harder for people to identify and connect with the brand.

PRIDE**HOME IN ON ONE ASSET AND
YOU CAN DAMAGE YOUR BRAND.**

A little pride is a good thing, especially if your brand is doing all it should do. But don't let pride lead you to hang everything on a single distinctive asset – there is more to success than a celebrity endorsement or fancy tagline, and more to failure than an old-fashioned identity. Distinctive assets can help set you apart, but attributing growth or decline to them alone creates two problems. Firstly, it can blind you to the real cause, which means you aren't solving the right problem or learning from a particular success in order to be able to replicate it. Secondly, attributing everything to the distinctive assets means you may be tempted into unnecessary change, which is likely to damage the brand's long-term identity.

**SLOTH****NEGLECT YOUR BRAND
AND IT'LL WASTE AWAY.**

In branding, sloth manifests as the neglect of distinctive assets. Assets need to be put to work to remain fresh in people's memories. So, get them out there, doing what they do best: reminding people about your brand. Neglecting an asset not only reduces its effectiveness as a marketing device in the present and future, it also undermines all the investment that has gone into it in the past. Don't let a good thing go to waste.

**WRATH****ALL CONSUMING EMOTION COMES
AT YOUR BRAND'S EXPENSE.**

Wrath manifests when you get caught up in the emotion and forget the major purpose of your asset. The goal of an asset is to trigger recognition of the brand in people's minds. While generating emotion or having an additional rich meaning might seem appealing, it can be more of distraction than a benefit. Obsessing with deep meanings and emotions can cause you to neglect other meaning-neutral assets that offer more promise as branding devices.

LUST**CONSTANTLY CRAVING THE NEXT
BIG THING CAN COST YOUR BRAND.**

Lust is a constant craving for the next big thing – whether that be the latest celebrity, technology or even this season's hot new colour. Chasing the latest and greatest, however, becomes a sin when it leads you to neglect what you already have by ignoring well-established assets. Siphoning off resources to new assets starves existing assets, leaving them vulnerable to decay and competitor attack. Don't lust after something just because it is new – value all your assets according to their ability to add something meaningful to your brand's asset portfolio.

**GREED****WANTING IT ALL CAN
LEAD TO CONFUSION.**

Greed manifests when you want too many distinctive assets. Developing a truly distinctive asset is a long-term project and trying to focus on too many at once means they will never become distinctive. Narrowing the possible assets to a few priorities is one of the most important strategic decisions you will make. The ideal number depends on the diversity of your media and use of distribution channels, as well as your above-the-line marketing expenditure. But, as with so many areas of business, less can really be more. ●

To purchase Jenni's new book, visit: marketingscience.info/building-distinctive-brand-assets



Esther Roberts is the Trade and Investment Director at the London Office of the Agent General, Government of South Australia. She is also holds a UniSA MBA.

THE EXPORT EXPAT

Esther Roberts reflects on her role as Trade and Investment Director with the London Office of the Agent General, and how she can help Australian businesses achieve success in the UK.

Writer Esther Roberts

Ever since I travelled to London for my first trade mission in 2009, there has always been a special place in my heart for this city. Today, over 100,000 Aussies have chosen London as a home and it's rare not to bump into a fellow expat at one of the many networking events on offer.

Though Australian exporters, for practical reasons, have turned toward Asia for trade opportunities in recent years, they should not discount the UK. Remember, for trade in goods and services, the UK remains Australia's fifth largest two-way trading partner, our fifth largest export market and our sixth largest source of imports. The UK is also our leading trade partner in Europe, with both Australia and the UK each having a large commercial presence in the other's country.

From a foreign direct investment (FDI) perspective, 22 per cent of the UK's FDI offshore goes to Australia, and over the last three years, the UK was the second largest growing investor in Australia, while also remaining our second largest investor.

Notwithstanding the challenges the UK faces with the current Brexit negotiations, now is the ideal time to renew our bilateral trade and investment relationship.

For Australian business, this presents an opportunity to consider when planning export strategies. And, if you are thinking of exporting to the UK, these five tips will help you step forward with confidence.

1 Know your market. Research the business practices in your market and tailor your marketing materials to suit. Small things, like including foreign currencies in your collateral will show customers that you're serious about exporting. It also makes it easier to negotiate prices faster. If you need support, export marketing funding is available from Australian and state government agencies.

2 Take advantage of free advice. The TradeStart Network is an extension of Austrade and is an invaluable resource to help navigate your expansion plans. In the UK, people like me can also connect you with many different opportunities. Be sure to check out the possible in-market support via the Austrade and state government websites.

3 Visit the market, but do your homework. All too often, companies spend up big on trade shows, with the expectation that customers will come to them. This is not the case. Those businesses that have been successful, have planned their trip well in advance, leveraging our office to generate introductions and B2B meetings.

4 Put yourself in the customer's shoes. In any business situation, the first question customers ask is 'what's in it for me?'. Demonstrate your ability to solve the customer's problem across all your communications and you will create a greater chance for conversation.

5 Get your paperwork in order. Creating accurate documentation and paying attention to export procedures are just as critical when exporting to the UK as anywhere else. While you don't need an import license to import the majority of goods into the UK or the EU, some goods need specific licenses issued by the Import Licensing Branch. The UK Government website is a good starting point; be sure to check the details. ●

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

GOING GLOBAL:

SIX STEPS TO SUCCESS

Writer Dr Jana Matthews | Illustrator Tang Yau Hoong



As companies begin to think about growth, 'going global' needs to be on the agenda. But the decision about whether, where and when to go needs to be a strategic one, and an extension of the company's defined growth strategy.

At our recent *Alumni Growth Summit*, we asked a panel of CEOs to describe their rationale for 'going global'. Tasked with describing the markets they'd chosen, the profiles of their customers, and what challenges they faced for staffing, regulations, and keeping focus, it became clear that a successful 'going global' strategy should include these six considerations.

1

WHY DO WE THINK 'GOING GLOBAL' WILL HELP ACHIEVE OUR VISION FOR THE COMPANY?

Going global needs to be integral to the company's strategy, not a reflex response to an enquiry from someone in another country who wants to sell your product. The purpose or rationale for going global must be explicit and the business case for this should be fully developed. Remember: all customers, countries and markets are not equally attractive or profitable; you need to choose a playing field where you can win.

 **Dr Jana Matthews** is an international expert on entrepreneurial leadership and business growth. She is the ANZ Chair in Business Growth and Founding Director of UniSA's Australian Centre for Business Growth.

THE IDEA

THE SCENARIO
When a business wants to expand, the idea of 'going global' is often raised. But deciding where to expand, which market and when to go, is critical, and wholly dependent on the company's strategic growth strategy.

THE APPROACH
A tried and true 'going global' strategy must be aligned to the company's vision, thoroughly researched, well-timed, well-resourced, and, absolutely, staffed by the right people.

2

HOW DO WE STAFF THIS?

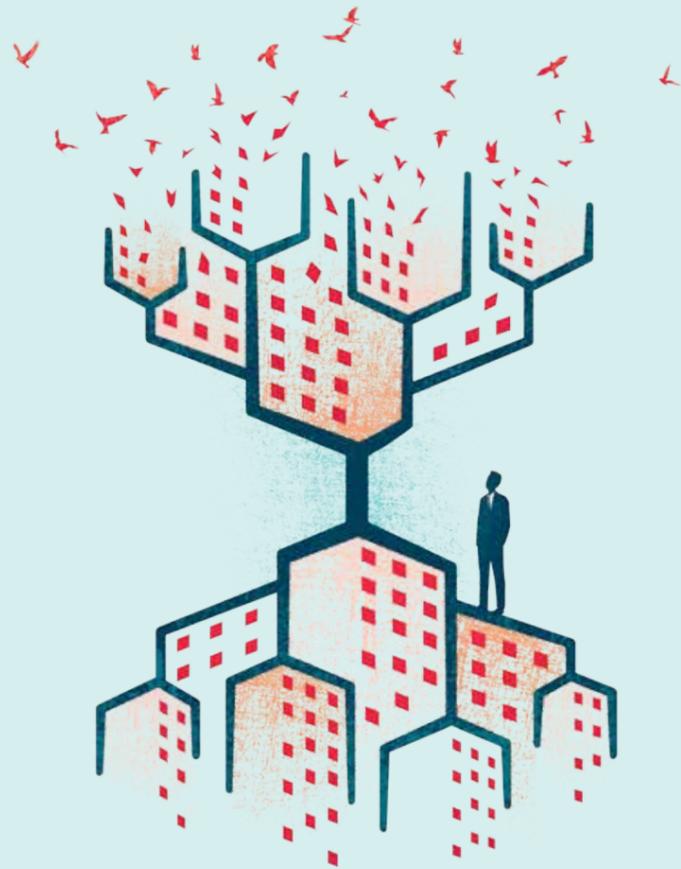
Whether you seek a representative to sell your product overseas, hire someone in-country, or relocate one of your own staff to that country, staffing is a key decision. There are pros and cons to each option, but whichever way you go it's critically important to have someone who fits with your values and culture, understands your company's mission and vision, is a good communicator, and can perform at a high level with minimal supervision. Take the time to develop a legal document outlining the mutual responsibilities, interdependencies, KPIs and expected outcomes from each party. If you have a shared bank account, make sure you are both signatories. And of course, take the time to manage the relationship.



3

WHAT DO WE NEED TO DO TO BE SUCCESSFUL?

Identifying what systems and policies need to be in place to facilitate success is a good starting point. Clearly, you'll need to transport products to your chosen export market, but make sure you consider all the options - one of our companies found it easier to get their products manufactured in their export country than it was to ship them from Australia. Remember that the quality standards and timelines that worked for past customers may not meet the needs or expectations of customers in another country, so your staff may be required to increase their performance by a level or two. Plus, customers in different time zones will still expect good customer service, even if your Australian offices are technically closed, so you will need to make provisions for serving customers 24/7/365.



4

WHERE DO WE GO?

Where to export is also important for success. Some companies rush to the US, thinking that because it's a big market, people speak English and the customs are nearly the same, they'll be successful exporting there. Others think China is the place to go. It all depends on what you're exporting and the market fit. In many instances, bigger is not always better; many companies have proven to be more successful by selling into the UK and Europe, rather than the larger US or Chinese markets.



6

WHO WILL BE RESPONSIBLE FOR GOING GLOBAL?

Someone needs to be responsible for the 'going global' strategy. But, not the product team (although changes to the product may be required); not the marketing team (although appropriate branding and positioning in the new country are important). It can't be the finance team (although financing export, developing banking relationships, and managing foreign exchanges will be critical); and definitely not the sales team (who must be careful not to sell something the company cannot deliver). And while the CEO must be involved, she or he cannot be the 'lead'. To be most effective, a specific person should be tasked with implementing the strategy, managing the project, tracking progress, and working with all the departments to achieve the synergies required to grow by 'going global'. ●

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

5

WHEN DO WE BEGIN AND WHAT'S THE TIMELINE FOR THE ROLL-OUT?

The timing for 'going global' depends on your stage of growth, the strength of your team and your financials, as well as your organisational readiness for global expansion. Going global works best when the company has reached 'continuous growth' - the business has a team in place, has reserves, and has enough contracts to guarantee recurring revenue, even if 'going global' fails. Experience suggests that it may take a few tries to get it right, so you need to be prepared to make an investment and not expect returns before year two, and most likely year three.



FUTURE OF THE PAST

Writer Dan Lander

EMBRACING CUTTING-EDGE TECHNOLOGY TO SHOWCASE THE OLDEST LIVING CULTURE ON THE PLANET.

The South Australian Museum's collection of more than 30,000 Aboriginal artefacts is the largest in the world, a fact that means only around five per cent of it can be displayed at any one time. While this is a problem common to museums worldwide, the deep cultural significance of many of these objects has recently inspired an innovative new venture that will deliver far greater public access to the collection.

With logistical issues limiting the extent to which the current physical display can be expanded in a traditional fashion, the museum has partnered with UniSA and the State Government to develop a new project called *Preserve*, a novel initiative that uses the latest high-speed networking technology to expand the current exhibition by integrating a virtual, interactive experience into the museum's existing displays.

"We have such a strong, vibrant and engaged Aboriginal artistic, intellectual and political community here in Australia," explains SA Museum's Head of Humanities, Professor John Carty. "Museums can't get away with being lazy, or with trotting out the same old stuff. So, there's been a push – from outside and from our own staff – for us to be doing more progressive, more thoughtful and more challenging work."

SOMETHING OLD, SOMETHING NEW

The *Preserve* initiative represents the first major public project for Ignite SA, a technology partnership launched by the State Government, UniSA's Innovation & Collaboration Centre (ICC) and the Information Strategy and Technology Services unit. Ignite SA formed in 2017 when Adelaide became the first international city to join the US-based Ignite Smart Gigabit Communities program, a network of more than 25 communities kickstarting local economies by providing business with ultra-high-speed data connections.

In conjunction with global US Ignite members, Ignite SA is responsible for promoting and using the highly affordable gigabit-per-second networks now accessible in South Australia. This presents opportunities for a range of technology industries unrivalled anywhere in this country. Earlier this year, Ignite SA launched a series of public engagements called the *Gigabit Challenges*, designed to inspire community-oriented applications for the Gigabit network, and after lengthy community consultation, it was decided that *Preserve* would be its first instalment.

While the *Gigabit Challenges* are ostensibly technology contests, they aim to be much more than a showcase for innovation. According to Karl Sellmann, Ignite SA's Technology Leader and the UniSA's Deputy Director of ICT Infrastructure and Cyber Security, the Ignite project prioritises broad community benefits, and it was a combination of deep cultural significance and intriguing technological possibilities that brought the *Preserve* concept to life.

"Often there's airplay for more technically aligned challenges, and we see attention around smart cities and the Internet of Things," Sellmann says. "But when we saw the impact that *Preserve* could make for the community, and the benefit it could offer a wide-ranging stakeholder base, not just in South Australia but internationally, it emerged as something very compelling."

On the surface, the *Preserve* challenge appears conceptually simple – develop a digital gateway to provide access to the museum's entire collection of Indigenous artefacts. Dig a little deeper however, and the profound sense of responsibility that accompanies such an enterprise becomes apparent, as Prof Carty, explains.

THE IDEA

THE CHALLENGE

The South Australian Museum is custodian to the largest and most important collection of Aboriginal artefacts in the world, yet space limitations mean only five per cent of the collection can be displayed at any one time. How do we increase public access?

THE COMPETITION

The *Preserve* initiative was created to challenge entrepreneurs to give the SA Museum's *Australian Aboriginal Culture Collection* higher visibility, using the latest high-speed networking technology.

THE OUTCOME

The winning startup, Sandpit, was awarded \$20K to develop a virtual, interactive experience into the museum's existing displays, forever changing the way we engage with museums.

“THIS IS ABOUT CARING FOR WHAT IS ESSENTIALLY THE LONGEST CONTINUOUS TRADITION OF ART AND TECHNOLOGY AND ENGINEERING AND CULTURE ON THE PLANET.”

“To most people’s eyes this is a technical challenge, but for us at the museum, it is also about caring for what is essentially the longest continuous tradition of art and technology and engineering and culture on the planet. It’s a really significant cultural challenge for the museum in making sure the Aboriginal heritage is not only cared for, but also shared in a responsible and respectful way.”

Supported by the Department for State Development, UniSA’s ICC, and in conjunction with the museum, Ignite SA conducted a reverse-tender process, inviting a wide range of tech startups to develop a digital solution to unlock the museum’s full Indigenous collection. After culling proposals to a short list of three, the judges – who included Prof. Carty along with SA’s Director of Aboriginal Affairs and Reconciliation, Kirstie Parker, former Engineering Director of Google ANZ, Alan Noble and CEO of LeapSheep, Kirk Drage – awarded the \$20,000-opportunity to Adelaide-based firm, Sandpit.

“We see it as an exciting opportunity to have digital technology augment what it means to come into a museum,” Sandpit Creative Director, Sam Haren, says. “Previously, we’ve been working with a number of museums and galleries, and what we’re really engaged with is how digital technology can allow visitors to experience things that are more personalised and meaningful to them.”



collection of artefacts beyond those which can be physically displayed.

“Museums and galleries are full of incredible objects or artworks, and the last thing you want is to detract from that,” he says. “We want to use people’s smartphones as a sort of interactive cursor – you hold your phone and it connects wirelessly to a screen or display. Your phone becomes a bit like a laser pointer, allowing you to interact with the physical objects while discovering related items through the digital interface.”

With plans for a first incarnation of the system to be in place by early 2019, the short-term outcome of *Preserve* is already eagerly anticipated, with a prototype expected later this year.

The longer-term implications, however, are equally exciting. The international relationships South Australia has forged offer immense potential, and, as Haren says: “The Ignite project brings connections to some very big and famous



cultural organisations in the US, such as the Smithsonian Museum. These are amazing opportunities.”

Ignite SA’s Community Leader and Manager of the ICC, Jasmine Vreugdenburg, says the ICC works with local startups providing support and a place to test and validate ideas before connecting them to the US market using US Ignite’s network.

“Ignite SA provides a unique opportunity to showcase our emerging technologies and local innovations to a growing number of US cities involved in the program, creating a pathway for our startups to enter the US market.”

Beyond *Preserve*, the ongoing commitment to the Ignite process from a diverse range of stakeholders marks an exciting new phase for South Australian business.

“The types of people that have thrown their hands up and said, ‘this is for the right reasons, I can see the significant benefit that it can bring to the community,’ I think that speaks for itself,” says Sellmann.

“We’ve got great assets; we’ve got great capabilities; and we’ve got a fantastic ecosystem. I don’t think it’s unrealistic to think we can bring this all together and make Adelaide the startup capital of Australia and a focus point in the Asia Pacific.” ●

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



PHOTOGRAPHY COURTESY OF THE SOUTH AUSTRALIAN MUSEUM



CELEBRATING A LIVING CULTURE

For Aboriginal and Torres Strait Islander people, *Preserve* unlocks more than just a collection of artefacts.

One of the great virtues of all museums rests in their capacity for allowing individuals to experience cultures that may otherwise be foreign to them, and while the *Preserve* project represents a new way of approaching that role, it remains a core concern.

Yet there’s also another dimension to the opening up of the South Australian Museum’s Aboriginal collection, as Director of Aboriginal Affairs & Reconciliation in the Department of Premier and Cabinet, Kirstie Parker, explains.

“It has been said that Aboriginal and Torres Strait Islander people are making an extraordinarily generous gesture with this, saying ‘Let’s go on this journey together’, but it’s actually about survival, about preservation, about preserving ourselves. And that comes from people learning more about us, whether that’s in the form of an object or an artefact or a story that comes from us.”

From Parker’s perspective, *Preserve* not only represents an opportunity for the world to connect with and understand the rich culture and diversity of the Aboriginal and Torres Strait Islander people, but also offers a unique opportunity for Indigenous Australians to reconnect with their own traditional identities.

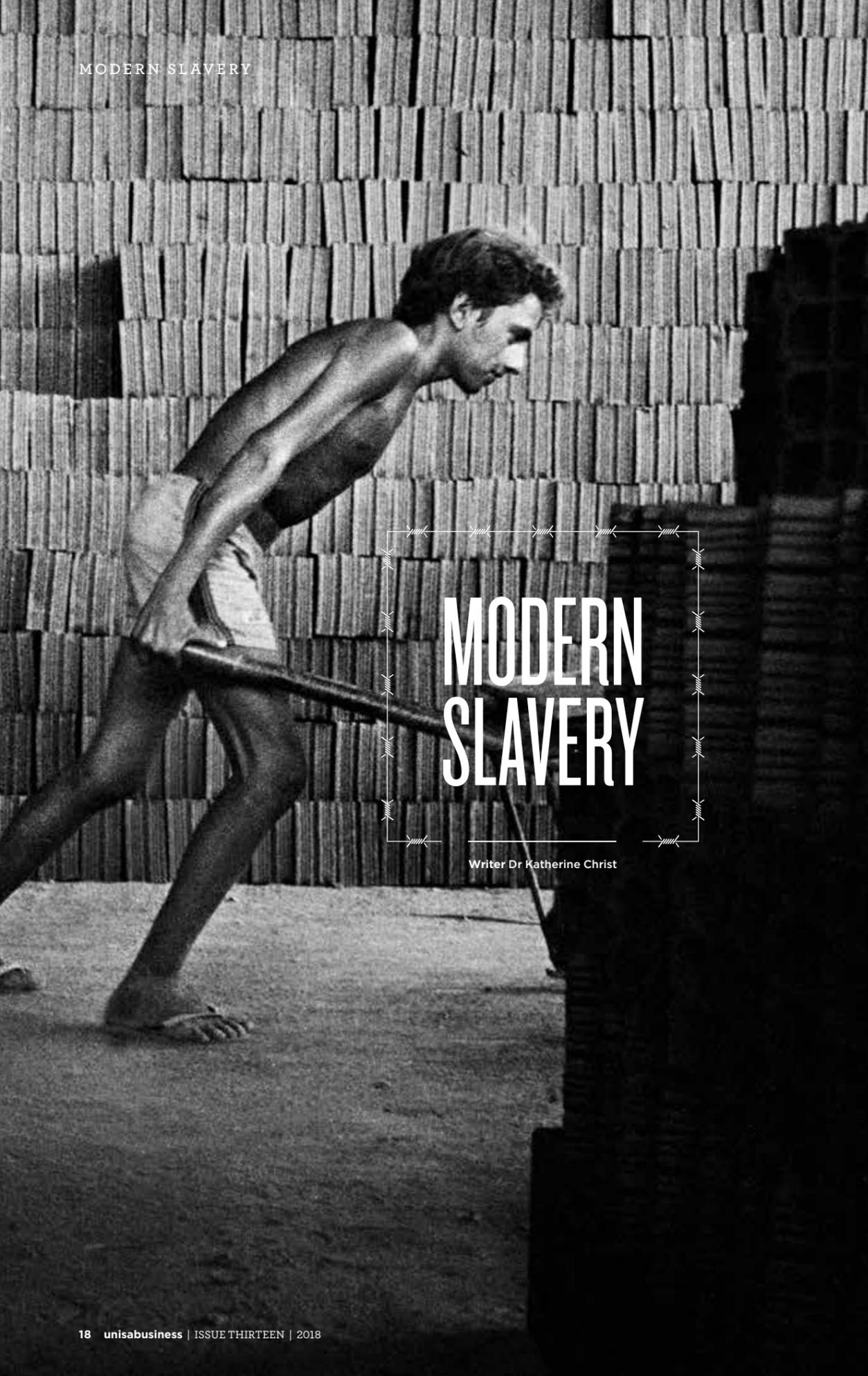
“There’s no one audience, yet a very important audience has to be Aboriginal and Torres Strait Islander communities,” Parker says.

“I don’t want anyone assuming that Aboriginal and Torres Strait Islander young people, especially, know everything that they need to know about their own stories, their own people, their own communities, and their own place in the world. For me, this is the most important audience. And from this, Aboriginal and Torres Strait Islander people get to realise that, out of something that has been lost for a time, it can actually come back to them.”

While providing such cultural reconnection for the traditional custodians of this land remains central to all involved with *Preserve*, Parker is also very optimistic that the more traditional cross-cultural museum experience will also benefit greatly from the respect and sensitivity with which the collection will be represented.

“What I want to see, as an Aboriginal person, is something that situates non-Aboriginal people in the world of Aboriginal people, and it is about story.

“The stakes are so high for Aboriginal and Torres Strait Islander people in telling our story, if people can at least begin to know Aboriginal and Torres Strait Islander people – not through acquiring and owning objects necessarily but understanding and appreciating how such things may be situated in our cultures, traditions, history and memory – they’re more likely to value and respect us.” ●



MODERN SLAVERY

Writer Dr Katherine Christ

IF AUSTRALIA ADOPTS A MODERN SLAVERY ACT, BUSINESSES THAT MAKE \$100M+ MUST DISCLOSE THEIR STRATEGY FOR ADDRESSING SLAVERY IN THEIR SUPPLY CHAINS. IT'S THE RIGHT STEP TO OBLITERATE INTOLERABLE HUMAN WORKING CONDITIONS, SO HOW SHOULD BUSINESS COMPLY?



In 2014, the Thai fishing industry was infamously exposed for the blatant abuse of boat workers. Bought and sold like chattels, these people were held against their will, tortured and forced to labour under appalling conditions, all to catch 'trash fish' to fuel Thailand's multi-billion dollar farmed prawn industry. This is the coalface of modern slavery.

Companies implicated by the scandal via supply chain connections included Tesco, Woolworths, Walmart, and IGA. And although it can be argued these companies did not directly engage in slavery themselves, the discovery in Thailand did raise an important question: Given the power associated with business in the global economy, is it time to start holding large companies downstream in international supply chains accountable for the actions of the individuals and organisations they buy from?

Illegal in every country around the world, modern slavery disturbingly prevails. According to the 2018 Global Slavery Index (GSI) there are 40.3 million people enslaved worldwide, with 24.9 million in forced labour, and US\$354 billion in 'at risk' goods imported into G20 countries every year. Such shocking statistics beg the questions: what exactly is modern slavery, where is it happening, and why does it still exist?

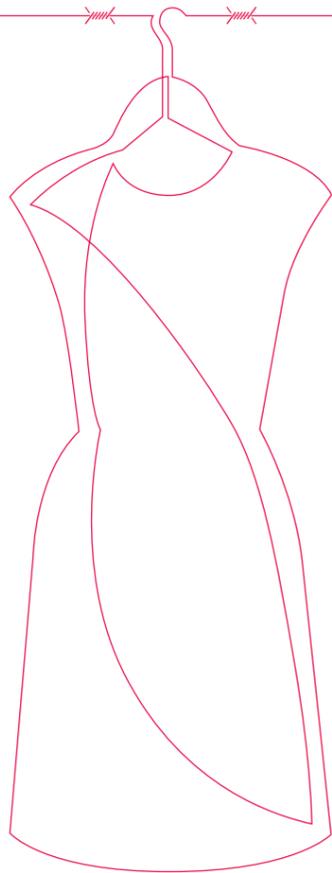
WHAT IS MODERN SLAVERY?

Although an exact and consistent definition is yet to be agreed upon by international regulatory bodies and governments, modern slavery is in general held to incorporate a set of practices which include: human trafficking, traditional slavery including forced servitude, forced labour, forced marriage, organ trafficking, sex slavery, the worst forms of child labour, and debt bondage. From a business perspective the most prominent concerns relate to forced labour, debt bonded labour, child labour and human trafficking which is often required to transport victims to the places where they are ultimately exploited.

Unfortunately, cases like the Thai fishing exposé are not isolated incidents, with people commonly exploited in industries such as agriculture, fisheries, mining, garment manufacturing and textiles, and electronics.

With most multinational enterprises implicated in modern slavery to some extent (whether directly or indirectly), governments and non-government organisations worldwide have begun to question the best way to engage the corporate sector in activities aimed at eradicating this scourge on society.

COTTON IS IN 40% OF ALL TEXTILES, AND IS KNOWN TO HAVE PEOPLE ENSLAVED AT EVERY STAGE OF THE INDUSTRY.



WHAT'S BEING DONE?

In 2015, modern slavery was added as a last-minute addition to the United Nations Sustainable Development Goals. Spurred by 164,603 advocates who sent messages directly to the United Nations Secretary-General Ban Ki-moon, and supported by public contributions, modern slavery was finally recognised as a high priority in the United Nation Sustainable Development Goals.

Goal 8, Target 7, explicitly encourages all parties to: *“Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.”*

This led to development of Alliance 8.7, a partnership of eight countries, including Australia, and 143 organisational partners, that aims to eradicate forced labour, modern slavery, human trafficking and child labour around the world.

Increasing interest has led to enactment of legislation in several jurisdictions, in particular the state of California in the United States and the United Kingdom, with Australia also becoming the latest country to consider the adoption of a modern slavery act.

In June 2018, New South Wales (NSW) enacted its own state-based legislation to address modern slavery, and a Federal Modern Slavery Bill is now before Federal Parliament.

The NSW laws go beyond the federal proposals by providing penalties for non-compliance and establishing an Anti-Slavery Commissioner. Yet both include a reporting requirement with the aim of eradicating modern slavery in the operations and supply chains of business.



SLAVERY IS LINKED TO THE SUPPLY CHAINS OF MANY PRODUCTS INCLUDING COFFEE.

WHAT DOES A MODERN SLAVERY ACT MEAN FOR BUSINESS?

In relation to business, modern slavery legislation in different jurisdictions has tended towards a common approach which concerns promoting awareness and action via improved transparency and disclosure. For example, the California Transparency in Supply Chains Act 2010, UK Modern Slavery Act 2015, and proposed Modern Slavery Bill 2018 in Australia all incorporate a requirement for organisations over a certain size to prepare and publish an annual statement which outlines the activities and actions taken to identify and eradicate modern slavery in both their own operations and in their supply chains.

In Australia it's proposed that organisations with an annual turnover of more than \$100 million must publish an annual statement which discloses their strategy on modern slavery in their supply chains. In NSW, this threshold is lower at \$50 million dollars, while smaller entities are also being encouraged to consider their position, especially if they trade with larger entities downstream.

The modern slavery statement will need to be signed by a representative from the board of directors (or equivalent principal governing body) and will need to include information about the entity's structure, including its operations and supply chain; the risk of modern slavery within its operations and supply chain, and the operations and supply chains of any entity the organisation owns; any actions taken by the entity, and any entities it owns, to assess and mitigate the risk of modern slavery (which may include due diligence and remediation procedures); how these actions are assessed in terms of their effectiveness; and any other information the entity deems relevant.

Research by the UniSA Business School suggests that many large Australian businesses are not prepared for the responsibilities that will be thrust upon them shortly. And with federal reports potentially due for reporting periods starting on or after 1 January 2019, and the first NSW reports possible due by the end of this financial year (2018-19), now is a good time for business to take stock.

WHAT DOES BUSINESS NEED TO DO NOW?

As managers prepare for the inevitability of having to prepare a modern slavery statement, they need to consider the information that is needed and where it can be located, including who within the organisation is responsible for its collection and collation.

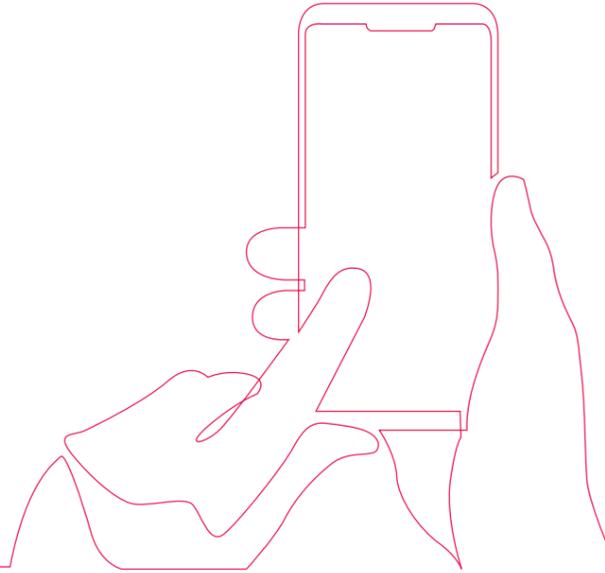
At the very least, a list of suppliers and supply chain participants – beyond the first tier – will be required. This may involve liaising with suppliers to obtain details of their suppliers. Entities then need to consider where supply chain risks exist in relation to their operations.

Supply chain risks are usually related to the countries in which suppliers are located and the specific industry in which they engage. If organisations do not have a dedicated human rights policy or commitment to supplier related due diligence, now is the time for business to consider what this means and what it should entail. Updated supplier codes of conduct could be a good place to start.

Finally, it's expected that many organisations will engage in a process of internal and external audit aiming to identify areas for potential improvement. Access to education and professional development programs will also be useful as staff prepare to move into the new area of accounting for modern slavery.

Dr Katherine Christ is a Lecturer in Accounting in the School of Commerce. Her research interests include sustainable accounting and managing modern slavery risk in corporate supply chains.

AS MANY AS 1 IN 3 FOREIGN WORKERS IN MALAYSIA'S ELECTRONICS SECTOR MAY BE WORKING UNDER CONDITIONS OF FORCED LABOUR.



THE IDEA

THE ISSUE
While illegal in every country, modern slavery infects the supply chains of companies the world over, with 40.3 million people currently enslaved and US\$354 billion-plus 'at risk' goods imported into G20 countries each year.

THE RESPONSE
In Australia, a Modern Slavery Bill is before Federal Parliament. Expected outcomes for businesses generating \$100M+ are to publish an annual statement disclosing their strategy on modern slavery in their supply chains.

THE OUTCOME
In NSW, legislation already exists, with penalties of up to \$1.1M for non-compliance. Business should prepare for the inevitable: diligently tracking and auditing beyond first-tier supply chains in order to reduce risks of modern slavery.

WHAT IF BUSINESS DOESN'T COMPLY?

At present, the Federal Government has not committed to penalties for non-compliance with the proposed legislation. Indeed, some have argued that reputational advantages and disadvantages will be enough to encourage corporate competition to see Australia positioned as a leader in the fight against contemporary forms of slavery.

However, despite evidence from other jurisdictions which shows noncompliance is an ongoing problem, Australian businesses must not be complacent. The NSW Act has already flagged penalties of up to 10,000 penalty units, equivalent to \$1.1 million, for noncompliance and it can be expected that, after an initial period of adjustment, the Federal Government might follow suit. Additionally, Chartered Accountants ANZ strongly recommends the annual publication of a list of non-compliers, which should ensure any reputational costs and benefits associated with compliance are internalised by reporting entities.

WHAT'S NEXT?

Despite the commitment and claims of organisations around the world, modern slavery is a scourge embedded in myriad products used by people in the developed world every day. Business is inextricably part of the problem.

The time has come for organisations to stop turning a blind eye to this horrific problem and start being part of the solution.

Modern slavery management and reporting is just one step forward; it's not a quick fix and it will take time. But with commitment, significant learning and continuous improvement, we can make a difference and move towards a world in which slavery is finally relegated to the pages of history. ●

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

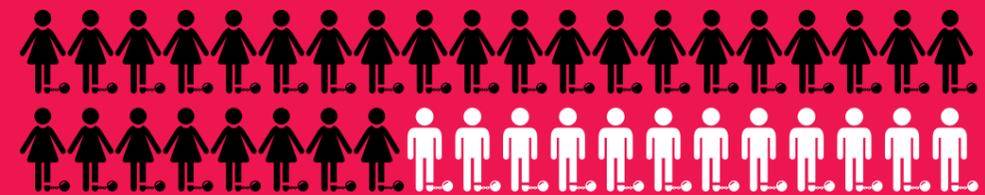
TOP 5 PRODUCTS

- AT RISK OF MODERN SLAVERY & IMPORTED INTO G20 COUNTRIES -



40.3 MILLION

- PEOPLE IN MODERN SLAVERY GLOBALLY -



79% FEMALE / 21% MALE

G20 COUNTRIES

- CONSUMPTION OF AT RISK PRODUCTS -



SOURCE: WWW.GLOBALSLAVERYINDEX.ORG

In the past six years I think I've visited about 60 countries, traversing the globe and racking up the frequent flyer points (thanks One World!) in the course of filming *The Airport Economist* and writing the book series of the same name.

Yet whether I'm in Colombia or Kazakhstan, when I'm asked about international trade the questions have often been the same: What do you think about China? How will the shift in the world economy be managed? What happens if China has a slump? It seemed that all roads lead to (and many were actually financed by) Beijing.

Today, things have taken a distinct turn, directly focusing on the US. Now the question always is: What do you think about Trump? Well, it's no surprise given the shock waves that President Trump sent through the US electoral system in 2016, with his audacious win in the primaries and the national election, over seemingly more fancied and experienced (although flawed) opponents.

The response to Trump has partly been about his style as much as his substance: his reality TV star background, the brash talk, the manic use of twitter and his full shirt-front of the media with accusations of bias and 'fake news'. Trump has made the world nervous, particularly given the United States' place as the globe's pre-eminent economic super power, and the institutional importance of the Office of the President to the United States and to the world.

But it's now about substance as well as style, particularly in terms of trade. After all, Trump did come to power on an economic populist platform criticising the US's past free trade deals including Trans Pacific Partnership (TPP) and the North American Free Trade Agreement (NAFTA).

He did this to appeal to blue collar voters in Ohio, Michigan, Pennsylvania and Wisconsin - the states he won from Democrat Hillary Clinton. In fact, he was not alone, as left wing candidate Bernie Sanders also ran an anti-free trade message, forcing Clinton to reverse her decision on the TPP.

At first, many pundits thought Trump was bluff with his 'trade policy by twitter' but he said what he meant and meant what he said. He withdrew the US from the TPP. He took on the G7, especially the European Union. He lifted tariffs on steel and aluminium. And now he is punishing Canada as he re-negotiates NAFTA, seemingly between just Mexico and the US. And that's even before the implications of the trade war he's picked with China.

China is a massive market, but break it down by city, region and industry, and it's manageable with the right advice and help.

TOP TIPS FOR DOING BUSINESS IN CHINA:

1

Don't assume 1.3 billion consumers will do it for you. China is a competitive place and niche is the new black.

2

Try the 2nd tier cities like Qingdao, Jian, and Chengdu - it's not all about Shanghai and Beijing.

3

Get good legal and accounting advice about joint ventures and WOFES - wholly-owned foreign enterprises.

4

Use the Government badge and the chambers of commerce - embassy connections are respected in China and the chambers also play an important role.

Is Trump a traditional protectionist? He says he's not. He just thinks past administrations made 'bad deals' and as an experienced business man (and author of *The Art of the Deal*) he could do a better job with the US's trade deals, just as he can make allies 'pay their share' of NATO's costs and other institutions of the international economy where he feels America has been given short shrift.

But the rise of Trump is more than just trade policy. Globally, we've seen a rise in both right- and left-wing populism as a response to the inequalities that have occurred because of globalisation.

The tensions have been caused by a range of factors including trade, technology, immigration, the erosion of safety nets and labour market institutions, but also capital mobility and the behaviour of banks and financial services companies during the GFC and its aftermath.

In the US, free trade has caused issues, in the UK - with Brexit - it was immigration and open borders, while in Asia and Latin America it's been about corruption and governance. In Australia, a country that has done well from open trade and ties with Asia, tension has arisen as trade economists failed to appreciate the importance of labour markets and social safety nets. Hence the political prominence of labour market issues in Australia with slow wages growth and a lack of job security in the context of an expensive housing market and cost of living pressures.

So, what next for Trump? While it's going to be a nervous time for the world trading system, China could take advantage of the chaos in the White House and grow its influence in the global economy. Similarly, countries like Australia could show support for the world trading system, forming strong partnerships in Asia, Latin America, Europe and emerging markets, to position themselves as a reliable and stable trading partners in Asia, not one hell bent on tariffs and trade wars.

But for Australia, support for an open economy is necessary but not sufficient, as support for an open trading system also requires support for labour market protection - not trade protection - and social insurance and safety nets, as our global ties strengthen. That is the very essence of the Australian model of open trade, and of strong labour market institutions as an alternative to the trade policies of Trump. ●

For more information, visit: unisabusinessschool.edu.au/magazine or theairporeconomist.com

 Tim Harcourt was the keynote speaker for UniSA's most recent View From The Top seminar series. He is also the J.W.Neville Fellow in Economics at UNSW Business School, and host of the TV series *The Airport Economist*.

TRUMP, TRADE WARS & TARIFFS

Writer Tim Harcourt Photographer Matt Turner/Newspix

RETHINKING PERCEPTIONS OF REFUGEES

Out of desperation, thousands of refugees are forced from their homes each year. But safe from persecution does not mean secure, and when a job is so hard to come by, the struggle continues. It's time to rethink the value and knowledge that refugees can bring to business.

Writer Michelle Baddeley

Every day, 44,400 people around the world flee their homes due to conflict and persecution. Forcibly displaced, many are lucky to escape with their lives. Yet in seeking safety, they face many new challenges and hardships – with employment nearing the top of the list. In building incomes, self-worth and belonging, employment is essential for refugees, yet securing a suitable job is riddled with problems. From language barriers to unrecognised qualifications, refugees generally struggle to secure work. They clearly need support, but the challenge is not just about finding a job, but also about overcoming the range of perceptions that employers might have of refugees.

PERCEPTIONS OF THE REFUGEE

The issue of how much Australia does or doesn't do to support refugees is political dynamite. From riots on Manus Island, to children imprisoned on Nauru, even the most benign commentators frame the arrival of refugees as a problem to be solved.

Of course, Australia's experience is not isolated. Governments around the world seem to struggle in supporting refugees' search for employment, new homes, communities and livelihoods.

The challenge is, however, that much of what the everyday person knows of refugees is limited to that which is presented in the media: a simple 'refugee' search on Google returns articles about refused medical treatments, forcibly split families, and unresolved asylum policies.

For better or worse, the plight of the refugee is inextricably tainted by politics and media, fuelling fears about jobs, livelihoods, house prices, crime rates and social cohesion. Unfortunately, this subjugates the significant positive contributions made by refugees, which are often lost in heated debates.

But what if we turned this on its head? What if we developed new narratives to counterbalance these biases?

 **Michelle Baddeley** is research Professor and Director of UniSA's Institute for Choice. An expert in macro and behavioural economics, she has a keen interest in labour relations, refugees, energy & cybersecurity.



THE IDEA

THE ISSUE

Refugees escape unspeakable terrors to find a better life. Yet once 'safe', they face new hardships, with employment at the top of the list. Language barriers and cultural differences make it hard to secure suitable work. Should business play a different role to support refugees?

THE APPROACH

We need to look at the significant value that refugees add to society, business and the economy. A multi-faceted approach is needed to address policy issues, remove workplace barriers, reframe how refugees are represented in the media, and understand how diversity adds, rather than takes value.

Estimates from the UN Refugee Agency suggest there are 25.4 million refugees worldwide, with more than half being under the age of 18.



TIPS TO REMOVE THE BARRIERS FOR REFUGEES (AND MIGRANTS)

1

FOCUS ON POTENTIAL.

Someone new to Australia may be shy in an interview because of language and other barriers, but these will disappear with time. Think what the person might contribute once they have had time to adapt to their new situation.

2

PROVIDE SUPPORT IN YOUR WORKPLACE.

By helping refugees manage their specific stresses and constraints, you can help them realise their potential. If you support refugees, you'll gain their trust, and they'll reward you with loyalty, dedication and hard work.

3

RECOGNISE UNIQUE CHARACTERISTICS AND CAPABILITIES.

A refugee's journey to Australia is testament to their resilience, determination, and strength in the face of adversity, as well as their capacity for well-judged risk-taking and a desire for wanting a better life.

4

VALUE DIVERSITY WITHIN YOUR WORKPLACE.

Diverse teams bring a wealth of experience and knowledge. They deliver better decision-making, greater innovation and higher financial returns, commonly outperforming homogenous teams.

5

BUILD OPENNESS AND TOLERANCE.

Encourage all employees to recognise the value of diversity. Give all employees the tools to enable them to understand, support and value colleagues who are refugees (and/or who are from other underrepresented groups).

REFRAMING THE NARRATIVE

Already, organisations around the world are working to reframe how refugees are represented in media. In Europe, the *Changing the Narrative* study found biases in news articles, including an underrepresentation of women, limited refugee experiences, and overly emotive language. The authors compiled a series of recommendations to resolve these biases.

Without doubt, people need to know about how important and valuable the contributions of refugees really are. Already, many analyses from around the world show that refugees and migrants – particularly skilled migrants – make significant positive contributions to society: by boosting productivity, building diversity, and in hard dollar terms via their net tax contributions. So, we're on the way, but how do we build on the progress so far?

Sharing positive and successful stories about refugees is a good starting point. For instance, many overlook the fact that Albert Einstein could not return to Germany under Nazi rule. Or that actor Jackie Chan fled Hong Kong after being threatened with

death by the Triads. Similarly, writer Isabel Allende fled to Venezuela after discovering her name was on a military blacklist in Chile; Freddie Mercury left what is now Tanzania, during the Zanzibar Revolution; and diplomat Madeleine Albright, the first female United States Secretary of State in US history, was forced into exile from Czechoslovakia in 1938.

Closer to home, there are plenty of heartening stories about refugees in Australia. For example, Vietnamese refugee and now successful investor, Huy Truong, arrived in Australia as a child and went on to build the internet company wishlist.com.au – which he subsequently sold to Qantas in 2011. Or Najeeba Wazefadost, who was smuggled out of Afghanistan to avoid massacres by warlords, and is now an Amnesty International ambassador and head of the Hazara Women's Association.

But it's not just about changing how refugees are depicted, it's also about showing their worth.

REFUGEES AND BUSINESS

In re-balancing refugee debates, business can also play a significant role in demonstrating how and why refugees make valuable contributions to our economy and society.

But how? Perhaps the better questions are: how can refugees help business? What are the unique benefits, skills and perspectives that refugees bring? So, it's about how business can leverage the capabilities and talents of refugees, to boost the potential of their business as well as supporting refugee communities. In doing so, business can ensure that refugees' potential is leveraged for the good of the economy and society more widely, to support the integration of refugees into local communities and workplaces.

CULTURAL CHANGE

The first step will be to remove some of the barriers refugees face in their search for employment, reflecting what are termed 'acculturative stresses' – stresses associated with arriving in an unfamiliar society and culture.

Refugees arriving in Australia have frequently encountered traumatic events and experiences from which they may still be recovering – traumas not only faced in their home countries, but also in their journeys and time spent in refugee camps or detention centres. Most refugees will have had little time to adjust to these traumas and so they arrive into new communities with depleted human capital, and limited opportunities to improve their wellbeing.

Add to this, complex visa and other administrative challenges, possible social and workplace discrimination, as well as growing skill mismatches, and the acculturative stress is magnified.

WORKPLACE BARRIERS

It's not surprising that refugee employment rates are relatively low, especially for those who have recently arrived. The likelihood of employment does increase significantly for refugees who have been in Australia for longer periods of time, but new arrivals need additional support.

A key barrier to employment is 'occupational skidding', where refugees struggle to find jobs that match their skills and aspirations. Instead, they are forced to take unsatisfying jobs that do not leverage all that they have invested in their own human capital, particularly in terms of their education and training. A stereotypical example would be the refugee lawyer who is forced to work as a taxi driver, an outcome that is not uncommon. Just think of Harry Triguboff, who escaped northern China during Lenin's ascent, and worked as both a taxi driver and a milkman before he made it in real estate. Now, known as 'High-Rise Harry' he has become Australia's most successful residential property developer and is worth more than US\$8.9 billion.

Unravelling the reasons for these kinds of job mismatches is complex. Qualification standards differ around the world;

language barriers may impede a refugee's search for satisfying work, especially if potential employers mistakenly interpret limited fluency as a sign of limited capacity. Byzantine bureaucratic hurdles alongside the legacy of past traumas experienced during refugees' journeys to Australia may also lead to greater discouragement in the search for suitable work. But perhaps the most dispiriting of barriers is the discrimination that refugees face in their search for employment.

Numerous studies have shown that when full names and photos are included in job applications, the likelihood of invitation to interview is much lower for refugees. More generally, a wide range of experiments from social psychology have shown that we are all inclined to favour our 'in-groups' - usually groups of people with similar backgrounds and appearance to ourselves, to detriment of our 'out-groups' - those regarded as somehow 'other' than ourselves.

Refugees struggle with these barriers in the workplace, and unless we can find ways to promote more positive discourse about the contributions that refugees can make, these barriers will remain intractable.

RETHINKING POLICY

In leveraging refugees' business potential - whether as employees or entrepreneurs - policy makers play an important role. But rather than reducing refugees' acculturative stresses, policy makers are currently magnifying them through flawed government policies. For example, visa changes are making it much harder for skilled migrants to enter the workforce, even while key sectors - such as agriculture - are heavily dependent on skilled migrants.

In enabling business to work with refugees, significant changes in government policy are needed. Already, the government is channeling resources towards refugees and migrants more generally, for example the Department of Social Services' *Try, Test, and Learn Fund* which is designed to explore routes into employment for refugees and migrants with the aim of finding them a path towards stable, sustainable independence.

Initiatives around developing skills, enabling better matching of refugees to jobs, as well as increasing English fluency will help.

Enabling refugees to build productive and satisfying social networks is a more complicated challenge but, if resolved, will support refugees not only in building their social lives, but also in their search for satisfying work or entrepreneurial opportunities.

Internationally, more could be done to develop transferable skills across nations. Policies could be designed either to reduce the power of local occupational groups to limit accreditation of skills acquired in other countries, or to ensure that refugees and other migrants can more easily meet accreditation standards through further training, including government-subsidised training when necessary.

Of course, such initiatives might impose an immediate fiscal burden on governments, but if they enable refugees to flourish and contribute productively to Australia's future, then these initiatives will more than pay for themselves - not only in monetary and financial terms, but also in terms of building a flourishing, diverse and resilient Australia. ●

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

REFUGEE SUCCESS...

AROUND THE GLOBE



ISABEL ALLENDE



Fled: Chile

Why: her name appeared on a military blacklist

Refuge: Venezuela

Multiple award-winning author Isabel Allende fled Chile in 1973 when she discovered her name was on a military blacklist. She escaped to Venezuela and went on to become an internationally recognised author, selling more than 67 million books in 35 languages. In 2014 she received the US Presidential Medal of Freedom.



ALBERT EINSTEIN



Exiled: Germany

Why: he was listed as an enemy of Nazi Germany

Immigrated: USA

Albert Einstein radically changed how people think about the physical world with his theory of relativity. A German Jew, he triggered negative attention from the Nazis which led to his exile from Berlin. Without a permanent home, Einstein sought refuge in Belgium and London before immigrating to the US.



MADELEINE ALBRIGHT



Fled: Czechoslovakia

Why: to escape ethnic cleansing and persecution

Immigrated: USA

The highest-ranking woman in the history of US government, Madeleine Albright, was forced into exile twice: once in 1938 to escape the Nazis, and again in 1948 to avoid a Communist takeover. Her political nous led to the White House where she became a US Ambassador to the UN in 1997 and the first female Secretary of State.



JAN KOUM



Fled: Ukraine

Why: to escape anti-Semitic movements

Immigrated: USA

Following disturbing political and anti-Semitic outbreaks in the Ukraine, Jan Koum immigrated to the US in 1992. With an interest in programming, he realised the potential of computer apps, co-creating the global messaging phenomenon WhatsApp, purchased by Facebook in 2014 for US\$19 billion.



MILA KUNIS



Fled: Soviet Ukraine

Why: to avoid religious persecution

Immigrated: USA

Hollywood star Mila Kunis left Soviet Ukraine when she was seven, to escape religious persecution. Starting acting classes in the US to overcome social and language barriers, she landed a starring role in *That '70s Show*. Now, critically acclaimed, Kunis is worth an estimated US\$45 million.

IMAGES PAAL LEVERAAS; ORREN JACK TURNER; UNITED STATES DEPARTMENT OF STATE; DAN TAYLOR; GAGE SKIDMORE

IMAGES BY BAHUHARA; JOHN APPELBYARD/NEWSPIX; KATRINA TEPPER/NEWSPIX; TANTLE; EVA RINALDI

REFUGEE SUCCESS...

DOWN UNDER



HIEU VAN LE



Fled: Vietnam

Why: to avoid the communist regime

Immigrated: Australia

Hieu Van Le AC, the 35th and current Governor of South Australia, fled war-torn Vietnam in a small wooden fishing boat in 1977. Actively engaged in business and community, Le is the first Vietnamese-born person who has ever been appointed to a Vice-Regal position in the world.



SHUKUFA TAHIRI



Fled: Afghanistan

Why: to escape the Taliban

Immigrated: Australia

Named one of Australia's most influential women by the *AFR* for her refugee human rights advocacy, Shukufa Tahiri fled the Taliban and came to Australia at the age of 13 in 2006. Now, a soon-to-be law graduate, she helps refugees and those seeking asylum with policy advice and support to improve their lives in Australia.



ANH DO



Fled: Vietnam

Why: his family fought against the Viet Cong

Immigrated: Australia

Well-known comedian, author and artist Anh Do, arrived with his family in Australia when he was just a toddler. Surviving the journey from Vietnam in a leaky nine-metre fishing boat crammed with 40-plus passengers, they spent months in a Malaysian refugee camp before finding sanctuary in Australia.



TAN LE



Fled: Vietnam

Why: to escape the war in Vietnam

Immigrated: Australia

Scientist, entrepreneur, and activist, Tan Le escaped war-torn Vietnam as a 'boat person' in 1982, arriving in Australia as a four-year-old. In 1998 she was named Young Australian of the Year, and in 2011, she founded Emotiv, a neuroinformatics company advancing the understanding of the human brain.



FRANK LOWY



Fled: Czechoslovakia

Why: to avoid Nazi arrest in Czechoslovakia

Immigrated: Australia

A Czech-born Israeli businessman and founder of the Westfield shopping group, Frank Lowy fled his home country to escape the Holocaust. Immigrating to Australia in 1952, he later co-created Westfield Corporation. A regular on the *AFR Rich List*, he is worth an estimated US\$5.8 billion.

HIGHLIGHTS



CUSTOMER SERVICE EXCELLENCE AWARDS

ORGANISATION OF THE YEAR

The UniSA Business School took out top honours at the 2018 Australian Service Excellence Awards (ASEA), winning the *Organisation of the Year* award for outstanding customer service in the not-for-profit and government category.

Hosted by the Customer Service Institute of Australia, the ASEAs are Australia's premier customer service awards, recognising best practice and innovation in customer service.

The UniSA Business School is the first university to ever be named a finalist in the ASEAs.

The awards are based on international standards that are designed to help organisations develop, measure and improve an effective customer service management system.

Professor Marie Wilson says the award is wonderful recognition for the Business School's dedication to service.

"This award showcases the Business School's distinctive approach to customer service," Prof Wilson says. "We were among an impressive group of 60 entrants, so winning this high calibre award is testament to our commitment to customer service in all that we do."

Not only did the Business School win the overall category, but a member of their team - Milan Mili, Concierge for the UniSA Business School, won the individual Extraordinary Customer Service award, an honour created just for him after the judging panel's exceptional experience when visiting the Business School.

"These awards recognise the hard work and commitment of our team, and it's this unique and high level of performance that makes a difference to the success of our students," Prof Wilson says. ●



WORLD UNIVERSITY RANKINGS

Delivering excellence in business education and research, The UniSA Business School has excelled in the 2019 *Times Higher Education (THE) World University Rankings*.

#1 LAW

Law ranked No. 1 in South Australia, the top 10 in Australia and in the world top 100.

#1 BUSINESS & ECONOMICS

Ranked No. 1 in South Australia, the top 10 in Australia and in the world top 150.

GLOBAL SUBJECT RANKING

TOURISM IN TOP 25 IN THE WORLD

UniSA's Hospitality and Tourism Management subjects have ranked in the top 25 in the world, as published by the ShanghaiRanking Consultancy.

The 2018 ShanghaiRanking's Global Ranking of Academic Subjects is determined by a series of indicators including: the number of papers authored by an institution in an academic subject; Category Normalised Citation Impact (CNCI); international collaboration on papers; and the number of staff winning awards in an academic subject.

Among a field of more than 4000 universities, UniSA's Hospitality and Tourism Management subjects ranked No. 22 in the world, with our Business Administration subjects placing in the top 100 (ranking band 76-100).

● shanghairanking.com

NEARLY \$2M PRO BONO LEGAL ADVICE

UniSA's Legal Advice Clinic has provided nearly \$2M worth of pro bono legal advice to clients since its opened in 2011.

Going from strength-to-strength, the Clinic has delivered a much needed service to the community, highlighting the legal profession's service ideal and promoting a pro bono culture to UniSA law students.

With a reputation for innovation, the UniSA Legal Advice Clinic has become a highly respected clinical legal education program both locally and nationally.

● unisa.edu.au/Legal-Advice-Clinic

INTERNATIONAL RANKINGS

UNISA IN THE WORLD'S TOP YOUNG UNIVERSITIES



UniSA continues to grow its reputation as one of the world's top 250 young universities, moving up six places in the *Times Higher Education Young University Rankings 2018 to 26*.

UniSA has also risen a further 15 places in the Quacquarelli Symonds (QS) World University Rankings 2019 to be ranked at number 264 in the world.

UniSA Vice Chancellor Professor David Lloyd says the achievement is in no small part because of a determined effort to improve its research, its international outlook, its engagement with industry and its teaching and learning.

"As Australia's University of Enterprise, we have set our sights on institution-wide improvement - in the teaching and research we conduct locally and internationally, how we innovate and create, and how we engage with industry," Prof Lloyd says.

"The rankings reflect not only that we are meeting our improvement targets, but also that we are meeting our own promise to our students when we ask them to study with us, because they are evidence that we are one of the best young universities in the world."

"Looking forward, our goals are to continue to provide the best experience of university for our students, the best and most relevant degree programs and the best employment outcomes for our graduates," Prof Lloyd says.

"We want to deliver that for our students by building even stronger relationships with business, industry and the professions, so that when they compete their degrees, our graduates are known for their edge, for being ready to adapt, innovate, lead change and succeed."

Since 2014, UniSA has moved up 77 places in the QS rankings.

Prof Lloyd says the big jump in the QS World University Rankings, coupled with the rise in UniSA's standing in the *Times Higher Education's Young University Rankings* to 26, is a confident sign that UniSA is realising its ambitions as one of Australia's leading universities.

"These rankings independently highlight our upwards trajectory and through what they measure, reflect our attributes as an institution - enterprising, committed to excellence and engagement and one of Australia's most exciting and successful universities." ●

NEW CHANCELLOR

PAULINE CARR NAMED CHANCELLOR OF UNISA

Business leader Pauline Carr has been appointed the new Chancellor of UniSA.



As UniSA's first female Chancellor, Carr says she is delighted to take on the leadership position.

"We are an institution that is playing an important role in delivering innovation and excellence to the State and I am pleased we have been able to approve our new strategic plan, Enterprise 25, which sets us up to confirm our place as Australia's University of Enterprise," Carr says.

"I have been on University Council for several years and always feel extremely proud of UniSA and the work it does to empower people and help them achieve their ambitions.

"UniSA is deeply engaged with industry to support growth and innovation. I feel privileged to take on this role and look forward to working with a great team on Council and with the executive team at UniSA."

With more than 30 years of management and commercial experience in the resources

industry with both Australian and international listed companies, Carr brings a wealth of business, management and governance experience to the position at UniSA.

Originally an accountant, Carr worked for Exxon Mobil and held senior positions in Newmont Asia Pacific and Normandy Mining Limited.

She is chairman of National Pharmacies, a non-executive director of ASX-listed Highfield Resources Limited, a board member of the SA Government's Minerals and Energy Advisory Council and the deputy chair of the South Australian Minerals and Petroleum Expert Group. ●

MARKETING STUDENTS TAKE FIRST PRIZE IN INTERNATIONAL BUSINESS CHALLENGE

The calibre of UniSA's marketing students shone at the recent Australian & New Zealand Marketing Academy (ANZMAC) Business Strategy Challenge, with UniSA students awarded first prize in the international competition.

Higher degree research (HDR) students from the School of Marketing, Sahar Faghidno, Pei Jei Tan and Chris Miari received \$1,500 in

research funds for their superior management of a hypothetical athletic footwear company.

Over a six-week period, the team managed the production, operations, staffing, shipping and inventory, pricing, finance, promotional activity, corporate image, and social responsibility.

First prize was a \$1,500 research fund. The award will be presented during the Adelaide ANZMAC conference in December. ●

LANDMARK LEGISLATION

WENDY'S LAW: SAFEGUARDING OLDER AUSTRALIANS



RELATIVES OF FAMILIES AFFECTED BY THE OAKDEN SCANDAL WITH COUNCIL OF THE AGEING SA CEO JANE MUSSARED, HEALTH AND WELLBEING MINISTER STEPHEN WADE AND UNISA'S WENDY LACEY.

Dean and Head of UniSA's School of Law, Professor Wendy Lacey, has helped deliver Australia's first adult safeguarding legislation, which will help and support all vulnerable adults, including vulnerable older people.

In a landmark development on 20 June 2018, the Office for the Ageing (Adult Safeguarding) Amendment Bill 2018 was tabled with the South Australian Legislative Council, and when enacted will establish Australia's first agency dedicated to protecting vulnerable and older Australians.

The bill draws from the recommendations made in the 2011 *Closing The Gaps Report*, a collaborative project between the South Australian Office of the Public Advocate and UniSA, for which Prof Lacey was a principal author.

Prof Lacey says this is a significant milestone covering all of South Australia's most vulnerable adults.

"The Act will cover all forms of elder abuse - physical, sexual, financial, psychological, neglect - but will also extend to the unreasonable denial of a person's basic rights and freedoms," Prof Lacey says.

"The definition of a vulnerable adult has also been carefully worded to ensure that it is inclusive, and not based on ageist or paternalistic assumptions about a person's advanced age, disability or frailty."

The South Australian Adult Safeguarding Unit will be located within the Department of Health, with powers and responsibilities to investigate and respond to reports of actual or suspected abuse. It will reflect a rights based approach to adult safeguarding, to ensure the wishes of a vulnerable adult are directly taken into account.

"Until now, many cases of abuse are either unreported, not effectively investigated or not responded to in a timely fashion," Prof Lacey says.

"When enacted this bill will fill the gaps in the existing legislation and ensure that vulnerable Australians receive the respect, support and care they need."

The Bill also requires the minister to develop a new Charter of the Rights and Freedoms of Vulnerable Adults to direct decision-making. A code of practice will be developed to sit alongside the Act, breaking down its day-to-day operation and implementation, into easy to follow procedures and practices.

Prof Lacey had a lead role in the development of the new bill and when the minister gave his second speech in parliament, he said the legislation could be known as 'Wendy's Law', recognising the significant contribution that Prof Lacey's research and advocacy has made in the field.

● <https://bit.ly/2CWLM7J>

UNISA HELPS SPACE STARTUPS SHOOT FOR THE STARS



VIKRANTH MINHAS AND RAVITEJA DUGGINENI FROM RESEARCHSAT

Five startup companies in the space sector have been selected to participate in the State's first space incubator program - Venture Catalyst Space - delivered by UniSA's Innovation & Collaboration Centre.

Ping Services - seeking to monitor damaged blades on wind turbines using sound waves; ResearchSat - working on medical research in space; Wright Technologies - creating a universal standard for drones; Safety from Space - developing a safety system for remote locations without wireless coverage; and Tekuma - creating the next generation of joysticks. Each will work closely with the ICC's Entrepreneur in Residence, Kirk Drage, and a network of expert advisers, over six months to test their ideas and develop their business. ●

100 WOMEN OF INFLUENCE



Professor Jana Matthews, Director of UniSA's Australian Centre for Business Growth, and ANZ Chair in Business Growth, has been named in the 2018 *The Australian Financial Review's* 100 Women of Influence.

Selected from a record 850 entries, Prof Matthews says she was honoured to be included.

"My personal mission is to help CEOs understand how to lead companies that will enable employees to perform at their best, deliver products and services that customers value, grow and create jobs, generate wealth, and contribute to healthy communities," she says.

"In four years, we've worked with more than 600 Australian CEOs of small and medium companies (5 - 200 employees) and helped a very high percentage of them achieve sustainable growth. Since there are more than 250,000 companies in our target market, but there is still a lot of work to do."

● afrwomenofinfluence.com.au

NEW EXECUTIVE COURSE

THE BUSINESS OF PREMIUM FOOD



LOCAL PRODUCE ICON, MAGGIE BEER

Tips and tricks from local food and wine experts are revolutionising our executive education courses in food and wine marketing.

Bring together fresh local produce icon, Maggie Beer, the owner of Woodside Cheese, Kris Lloyd, respected wine and food journalist, Tony Love, and Con Sciacca, CEO of the local supermarket group Foodland, and what do you get? Rich conversation about the business of premium food and wine.

Part of a new suite of executive education courses in food and wine marketing hosted by UniSA's internationally renowned Ehrenberg-Bass Institute of Marketing Science, the roundtable was a highlight in the five-day program. The four discussed "The culture and meaning of premium food and wine: from farm to fork", bringing real insights into the challenges in creating and marketing premium products.

A powerhouse of insights born from highs and lows in the industry, the four revealed new trends about where premium products are sold and consumed and how changes in consumer behaviour are driving the development of local food and beverages.

Open to postgraduate business students and industry professionals, the course is hoped to be repeated in 2019.

● marketingscience.info/premium-food-and-wine-marketing.

ENTREPRENEUR IN RESIDENCE



UniSA's Innovation & Collaboration Centre (ICC) has appointed Kirk Drage as its inaugural Entrepreneur in Residence.

Drage is the Chief Executive and Co-Founder of LeapSheep, a subscription advisory and startup building support platform that aims to revolutionise the rate of startup success.

After 12 years at Microsoft, Drage spent time in Silicon Valley developing artificial intelligence products and services before returning home to Adelaide in 2015.

Through the ICC, Drage will help support entrepreneurs with disruptive business ideas to create the next generation of hypergrowth startups.

● icc.unisa.edu.au/newsroom/icc-announces-entrepreneur-in-residence

TECH ENTREPRENEURS

PITCH@PALACE



UniSA will welcome HRH Prince Andrew, The Duke of York, KG for *Pitch@Palace On Tour Adelaide* this November.

Pitch@Palace On Tour Adelaide is hosted by UniSA in collaboration with the Innovation & Collaboration Centre (ICC), a unique co-working space that supports innovative ideas from generation through to growth and expansion, all year round.

Founded by HRH in 2014 as a platform to amplify and accelerate the work of entrepreneurs, the program guides, helps and connects entrepreneurs and early-stage businesses with a global network of potential supporters including CEOs, influencers, angel investors, mentors and business partners to better develop their business startups and ideas.

Pitch@Palace Australia Steering Committee member, UniSA Deputy Vice Chancellor, Professor Tanya Monro says this is an invaluable opportunity for Australia's thousands of talented, creative and innovative entrepreneurs to take part in a unique and exciting event.

"As Australia's University of Enterprise, we are all about connecting people with opportunities," Prof Monro says.

"In everything we do - providing opportunities for students to realise their educational ambition, forging valuable research partnerships with industry to grow knowledge and capacity, and in supporting local innovation through the ICC - we embrace the 'can do' spirit.

"*Pitch@Palace* is a rare opportunity for budding entrepreneurs to learn from the experience of others, refine their concepts and bring an idea to fruition, and this promises to be a truly exciting event which we are proud to be hosting."

Entrants will be assessed on the commercial potential of their concept, their pitch and the potential social impact of their business or innovation.

The winners of *Pitch@Palace Australia 2.0* will be invited to *Pitch@Palace Global 3.0* at St. James' Palace in London in December, and will have the opportunity to network with potential investors and members of the international business community.

● pitchatpalaceaustralia.com

CONNECT

The University of South Australia Business School is ranked in the top one per cent worldwide for excellence in business, research and education*. Our thought-leaders create new knowledge and deliver responsive and enterprising outcomes with some of the world's largest organisations and brands, small to medium enterprises and entrepreneurs, to drive economic growth and address issues of local and global importance. ● UnisaBusinessSchool.edu.au/connect



BOOST YOUR CAPABILITIES

Executive Education.

From leadership development to lean management, advanced negotiation skills and unlocking value through the theory of constraints, our practical, evidence-based workshops enable you to immediately apply your learnings to boost your organisational capabilities. Our high impact, market-driven short courses and degree programs can be delivered on-site or online, and will address your specific and strategic learning needs.

● unisa.edu.au/executive-education



GROW YOUR BUSINESS

Australian Centre for Business Growth.

Unlock your company's growth potential with our world-class business growth programs. Our Growth Experts have first-hand experience in growing a company, and will share vital knowledge about innovation, strategy and business growth. Our premier programs will provide you with the knowledge, skills and resources to improve performance, accelerate company growth and compete in a global marketplace.

● unisa.edu.au/cbg



START ME UP

Innovation & Collaboration Centre.

Take your ideas from concept to growth and expansion by accessing a wide range of expertise in business growth, creative thinking, commercialisation and technology. The Innovation and Collaboration Centre is a strategic partnership between UniSA, the South Australian Government and DXC Technology supporting industry, businesses and students through technology-based innovation, incubation and business growth.

● icc.unisa.edu.au



GROW YOUR BRAND

Ehrenberg-Bass Institute for Marketing Science.

Our team of marketing scientists is advancing knowledge into how marketing really works to help global brands such as Mars, Procter & Gamble, and Coca-Cola to understand and develop an evidence-based approach to marketing for competitive advantage. Our Corporate Sponsorship Program offers exclusive access to a multi-million dollar research R&D program in exchange for an annual financial contribution.

● marketingscience.info



TAP TOP TALENT

Access to our latest, greatest talents.

Your people are your greatest asset. Win the talent war by hosting a business or law student for a short-term internship (15-45 days) or a 12-month placement scholarship, and gain fresh perspectives and project support. Our Business Career Mentor Program and Executive Partner Program also present opportunities to identify future employees while sharing your expertise and inspiring a student to reach their career potential.

● unisa.edu.au/students/business/careers



CHALLENGE YOUR THINKING

Enterprising Research.

Leverage the expertise of our world-class researchers and discover solutions to your organisational or sector challenges. Recognised and respected by our industry partners for research that delivers new insights and practical solutions, we can tailor research for your immediate strategic and operational planning needs, or partner with you to enhance the longer-term capacity to innovate and create value for your organisation.

● unisabusinessschool.edu.au/connect

ADVANCE YOUR CAREER AS A FINANCIAL PLANNER

APPLY NOW TO STUDY A FASEA APPROVED PROGRAM

The financial planning industry has introduced new education standards, making it more important than ever to hold a recognised qualification.

UniSA is the first university in South Australia – and one of the first nation-wide – to offer financial planning programs approved by the Financial Adviser Standards and Ethics Authority (FASEA).

Our new suite of degrees are designed to meet industry requirements and cater to all levels of experience, with the flexibility to study full-time, part-time, on campus, online or in mixed mode.

Whether you're currently practising, or interested in financial planning, we have a degree to advance your career.

Qualifications include:

- > Master of Finance (Financial Planning)
- > Graduate Certificate in Financial Planning
- > Bachelor of Business (Financial Planning)

Apply now to study in 2019.

unisa.edu.au/study/finance



PHOTOS MICHAEL MULLAN, SAM NOONAN; FOTOLIA; SHUTTERSTOCK.COM; ISTOCKPHOTO.COM *UNISA BUSINESS SCHOOL IS ONE OF 176 BUSINESS SCHOOLS GLOBALLY TO BE ACCREDITED BY EQUIS, FROM A TOTAL POOL OF 16,521. AACSB, MAY 2017.



When illuminated at night, Pridham Hall's iridescent Chandelier is a striking feature at UniSA's City West campus. Crafted from glass-like resin, each blade can be etched with your name and three words to live by, forming a beautiful chandelier of memories, sentiments and inspiration. To find out how you can embed yourself into the DNA of Pridham Hall, visit: unisa.edu.au/pridhamhall

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