

ISSUE EIGHT | JULY 2016

# unisabusiness

A review of current thinking for today's business leaders



## THE INNOVATION ISSUE

Disruptive ideas for  
innovation-driven  
growth



University of  
South Australia

THE PERFECT AD:  
IS NEUROSCIENCE THE  
KEY TO SUCCESS?

IS YOUR BUSINESS CYBER  
SAFE? OR ARE YOU AT  
RISK OF BEING HACKED?

LEADERS LEADING  
CHANGE: ARE YOU A  
CHANGE CHAMPION?



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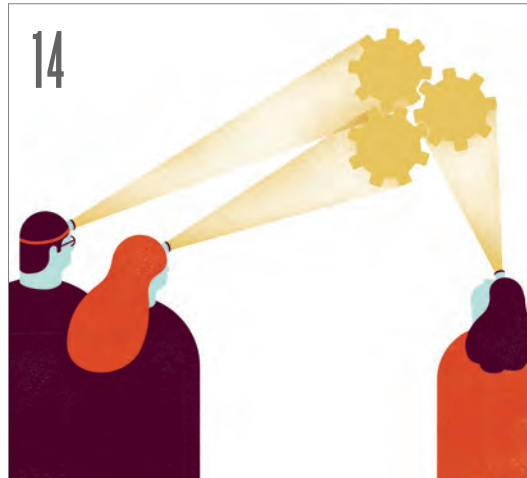
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**PRINTED BY FINSBURY GREEN**

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# INNOVATION: THE ECONOMIC GAME CHANGER

They are leaders in their field. Some would call them trailblazers, women who have broken through the glass ceiling to move ahead unencumbered. Enthusiastic about exploring possibilities and imagining what could be, Professors Marie Wilson and Tanya Monro are innovators, passionate about change that can make a difference.

Writer Annabel Mansfield Photographer David Solm


Both leaders agree, that for business, the ability to foster and execute new ideas, build prosperity, and generate growth, lies in Australia's capacity to foster a culture of *innovation*.

Brought to the forefront of political and media agendas by the Australian government's *National Innovation and Science Agenda*, innovation has been in the minds of business and community alike.

"Australia's socioeconomic ambitions for prosperity and fairness, rest on a healthy, multi-faceted economy and a skilled and innovative workforce," says UniSA Pro Vice Chancellor: Business and Law, Professor Marie Wilson. "Innovation has always been important for economic development, but is now more that ever, as the traditional pillars of Australia's economy—mining, agriculture, and infrastructure development—are displaced by high value manufacturing and knowledge intensive services."

PHOTO FRAME LIMPIDO/SHUTTERSTOCK.COM



 **Professor Tanya Monro** is Deputy Vice Chancellor: Research and Innovation, University of South Australia.

UniSA's Deputy Vice Chancellor: Research and Innovation, Professor Tanya Monro, agrees. "Australia's future standard of living depends on our ability to innovate 'first-in-world' solutions to emerging problems, solutions that can be exported to world markets," she says. "Delivering more of the same, even with improvements, will not deliver the jobs and growth needed to counteract the contraction of current industries."

Both assert that innovation requires a flair for networking and communication.

"You know an innovative business because it has many diverse links to other businesses and research organisations," says Professor Monro. "This kind of networking allows a business to keep abreast of emerging opportunities and threats. Innovative businesses will also have a real appetite for growth—because comfort with the status quo is the enemy of innovation."

"An innovative business will have new

clients, new markets, and new and improved products and services on the go," adds Professor Wilson. "If a business can't look back at the previous year and see what has changed in the way they are doing business, then they are probably missing the opportunities that innovation can produce."

Drawing from her experience, Professor Monro notes that those who are looking to lead should be: curious, creative, persistent, patient, resilient, open to change, and also willing to learn from mistakes.

Another attribute for innovation is proactivity.

"People with proactive personalities have a disposition that is more inclined to take intentional actions to influence their situation," says Professor Wilson. "They are the fixers. They tend to be biased towards action, like to discover and resolve problems, take responsibility, and seek feedback on how to improve."

As leaders at South Australia's largest university and one committed to innovation and enterprise, both Professors believe that universities are a critical link in the innovation chain.

"Universities create new knowledge," says Professor Monro. "At UniSA, we take pride in partnering with research end-users, industry and communities, to shape the direction of our research. This also helps translate the knowledge generated by research into tangible outcomes."

Professor Wilson believes universities are an important part of the economic engine room. "They're the source of skilled graduates who work in and through business to support growth and development. They're also home to research teams that evaluate, discover and test new ideas and practices."

From encouraging entrepreneurship, to building partnerships, or tackling change, Professor Wilson puts it simply, "Innovation is what we do." ●

 **Jana Matthews** is an international expert on entrepreneurial leadership and business growth. A Professor with UniSA Business School, she is the ANZ Chair in Business Growth, and Founding Director of our Centre for Business Growth.



 **THE IDEA**

**THE CHALLENGE**

Innovation is at the heart of every healthy organisation, from commercial businesses to not-for-profits. For the most successful businesses, innovation is ingrained in their DNA and flows through their veins. So how does a leader foster innovation and experimentation?

**THE APPROACH**

The secret to deploying successful innovation strategies is to create a culture of innovation. A key part of this is to listen: to your market, to your employees, and to your environment. Ask questions and take the time to hear the answers. Empower, encourage and reward employees that think creatively, and give them time to do so.

Writer Jana Matthews

Steve Jobs knew that innovation distinguishes leaders from followers. He understood that in order for Apple to succeed, it had to innovate, and he had to foster innovation. The ability to innovate is critical to the future health of every organisation—from commercial businesses to not-for-profits—which means every leader should understand how to cultivate innovation.

## TO HELP KICK START YOUR INNOVATION MOJO, CONSIDER THESE FIVE STRATEGIES:

### 1 BUILD INNOVATION INTO YOUR DNA

Michael Dell noted that the best learning comes from experimenting and failing. Leaders need to build organisations that encourage their employees to try new things, experiment, and learn from failure.

‘Failure’ is the inability to achieve the expected outcomes. Innovative organisations take time to think about the actual outcomes that were achieved. Take for example 3M—better known as the inventor of Post-it notes. Originally, the company aimed to develop a super-strong adhesive, but instead, accidentally, created the unique low-tack adhesive so famously used in Post-it notes today. Post-it notes is an example of how a ‘failed project’ became a runaway, billion-dollar success. The trick is to step back from a perceived failure and ask, “What outcome did we get?”, “What have we learned?”, and “What would we do differently next time?”

## SO HOW DOES A LEADER FOSTER INNOVATION AND EXPERIMENTATION?

One way is to stop thinking that you or your executive team need to be at the front of all new ideas.

Listen to your customers; they will give you plenty of new ideas. And, rather than using consultants to create an innovation plan for your organisation, appoint teams of employees from different departments and ask them to come up with five possible solutions to specific issues that are inhibiting innovation. Demonstrating to your employees that their input and ideas are valued, encourages them to think more creatively and innovate. Effective leaders create a culture that embeds innovation into the DNA of their organisation.

### 2 GET CLOSER TO CUSTOMERS

Great leaders never assume they know what their customers want. Avoid this trap by getting feedback from customers early in the product development process. Involving real customers in the design process puts them at the heart of innovation.

But don’t always take what your customers say at face value. Ask questions to discover their underlying needs. They may say they need transportation, but what they really want is a car that signals *status*. They may say they need a red jacket when they really want a jacket that makes them feel upbeat and doesn’t wrinkle when traveling. Customers are not always able to describe their real needs, so ask questions, and take a ‘test first, assume later’ attitude.

### 3 REWARD EVERYBODY FOR BEING INNOVATIVE

Sometimes leaders emphasise the achievements of a solo performer or company star—the top sales person, the creative director or the C-suite executive—and forget to acknowledge the contributions of all the people who enabled that star to shine.

Don't focus solely on individual achievements. Be sure to reward teams that work well together. Develop a compensation structure that rewards individuals AND teams that innovate.

Some companies do public acknowledgements of innovations and innovators. Others give awards, provide extra leave, or cash bonuses. The bottom line is to develop a system that promotes and acknowledges innovation and compensates those who are innovative.



DON'T FOCUS SOLELY ON INDIVIDUAL ACHIEVEMENTS. BE SURE TO REWARD TEAMS THAT INNOVATE TOGETHER.

### 4 GIVE PEOPLE TIME TO CREATE

Google has created a culture and a structure that nurtures innovation. The internet giant encourages its staff to spend 20 percent of their time on side projects. Some of the products developed as a result of this 20 percent rule are household names like Google News, Gmail and AdSense.

By setting aside time and encouraging employees to fool around with new ways of doing things, magic can happen. Some of the best ideas come when people are 'playing'.



ILLUSTRATIONS BY: N.L. BLOOMUA / SHUTTERSTOCK.COM

## 5 UNDERSTAND THE ROLE OF THE LEADER IN INNOVATION

Leaders need to monitor changes and disruptions in the external environment. Even successful leaders can get caught unawares. It took a while for Bill Gates and his employees to recognise that Netscape was a huge disruptor. IBM had the same rude awakening vis a vis Apple.

Leaders need to look outside the company, recognise emerging opportunities, and counter impending threats from new technologies and competitors anywhere in the world. Sometimes leaders need to lead from the front and buy innovation through a licensing deal or merger and acquisition. But, in the long run, it will be less expensive to create a culture and incentives which encourage employees to innovate.

Companies and organisations that don't innovate will die. Sometimes it's a quick death; often it's a slow decline. Discovering your innovation mojo can open amazing opportunities for your company, and new possibilities for you as the leader of an innovative company.

SOME OF THE  
BEST IDEAS COME  
WHEN PEOPLE  
ARE 'PLAYING'.



**DOUG ADAMSON**  
is a Growth Expert with UniSA's  
Centre for Business Growth.

## SPARKING INNOVATION

Give a 5-year-old a paper clip, and in no time you'll have a multitude of things that can be imagined or created: a mini-screwdriver, a butterfly, a light sabre... the possibilities are endless.

Fast forward 15 years, and by the time they graduate university, it's just a paper clip. So how do you create (or recreate) that spark in your business?

Over the years, I've worked with hundreds of companies who are bringing innovations to the world, and believe that success in innovation can be distilled into four factors: people, market, product and systems—all on success metric of 100 percent.

● **People:** Always the most important, people are 50-60 percent of the innovation success factor. Leadership is critical for setting the overall culture of an innovative organisation. Leadership support, permission to fail, and access to resources across the *whole* company are key elements for success. Organisations that build innovation into their values are far more successful than those that do not. And if your people don't have this mindset, or aren't willing to embrace change, then you're unlikely to succeed.



PEOPLE =  
**50-60%**  
OF THE  
INNOVATION  
SUCCESS  
FACTOR



MARKET =  
**20%**  
OF THE  
INNOVATION  
SUCCESS  
FACTOR



PRODUCT =  
**20%**  
OF THE  
INNOVATION  
SUCCESS  
FACTOR

● **Market:** About 20 percent of the success factor comes down to the market and what the customer wants. Too often, people think the market will be excited by their innovation, yet they haven't consulted any customers. People using this 'push' approach typically fail, but if they persist, they tend to take four times as long and twice the money (or vice versa) to succeed. I call this the *4x2 Rule*.

● **Product:** The actual product or service innovation equates to about 20-25 percent of the success factor. It's essential that the customer is always in mind when this work takes place.

● **Systems:** The last 5-10 percent is all about the organisation's system that enables the innovation to flourish. Too much bureaucracy and structure does not encourage creativity.

So maybe the first step to sparking innovation in your organisation is to ask the right questions, with the first one being: "What can I do with a paperclip today?" ●

For more information about the Centre for Business Growth, visit: [UniSABusinessSchool.edu.au/magazine](http://UniSABusinessSchool.edu.au/magazine) or [unisa.edu.au/cbg](http://unisa.edu.au/cbg)

 **Rob Chapman** is Chair of South Australia's inaugural Investment Attraction Agency, Chair of the Adelaide Football Club, and Deputy Chair of the South Australian Economic Development Board. In 2015 he was named our business alumnus of the year.

# START-UPS

An incubator for innovation

Writer Rob Chapman Photographer Brooke Whatnall/Newspix

# START-UP BUSINESSES ARE CRITICAL TO SOUTH AUSTRALIA'S NEXT GENERATION OF ECONOMIC SUCCESS STORIES.

Start-ups are the employers and industry leaders of tomorrow, but, if we are to realise their full potential, we must continue to nurture our strong culture of innovation and entrepreneurship.

I get genuinely excited and inspired when I talk to innovators and start-ups—and South Australia has a lot of them, many of which are just a one- or two-person operation.

I chair a membership-based organisation called the Engine Room which is a network of more than 840 companies based in South Australia, all business owners and all under 40 years—no accountants, no lawyers, no bankers.

These innovators must be supported by the wider business community. We need to identify them, and back them with capital and open markets.

If we can get one to two percent up and running to their full potential, they will create significant, high-value jobs in growth sectors of South Australia's transforming economy. Universities will play a key role in this regard.

Industry collaborating with universities, and vice versa, can give both a competitive edge in moving forward with the development and commercialisation of new technologies.

For researchers, collaborating with industry ensures their research is more relevant to today's needs, while companies are able to gain expert advice and access to the latest knowledge, technology and equipment.

A great example of this is the recently launched Innovation and Collaboration Centre—a strategic partnership between UniSA, Hewlett Packard Enterprise and the Government of South Australia.

By working together innovatively, industry and educators are building more sustainable, profitable and export-focused industries, adding to our economic prosperity and the creation of jobs for our community.

As a state we have to play to our strengths and look to capture opportunities for immediate growth across sectors like defence, minerals and energy, technology, food and agribusiness, and high-value manufacturing. Attracting Foreign Direct Investment (FDI) is fundamental to this.

Examples from around the globe show that FDI brings significant economic benefits and additional jobs to the local economy, but it also brings with it new technologies, services, skills and processes that will enable us to excel.

I am thrilled to have been appointed as Chairman of Investment Attraction South Australia—a new agency focused on enticing national and international companies to South Australia. Our investment attraction efforts involve a

## THE ENGINE ROOM INSPIRES SA'S GROWTH AND DIRECTION.

A recent survey of Engine Room companies, found that:

76%

expect to employ more people in the next 12 months

94%

are feeling optimistic about the future of their business

84%

are investing to expand their business at the moment

72%

are feeling optimistic about the future of South Australia

91%

are happy that their company is based in South Australia

customer-focused approach, where we open the door to decision-makers and help investors navigate the process to setting up a business here.

In announcing the formation of this new agency, Premier Jay Weatherill also announced a \$15 million Economic Investment Fund, which may be available to support eligible projects that bring new jobs—particularly sustainable, high-value jobs—to South Australia.

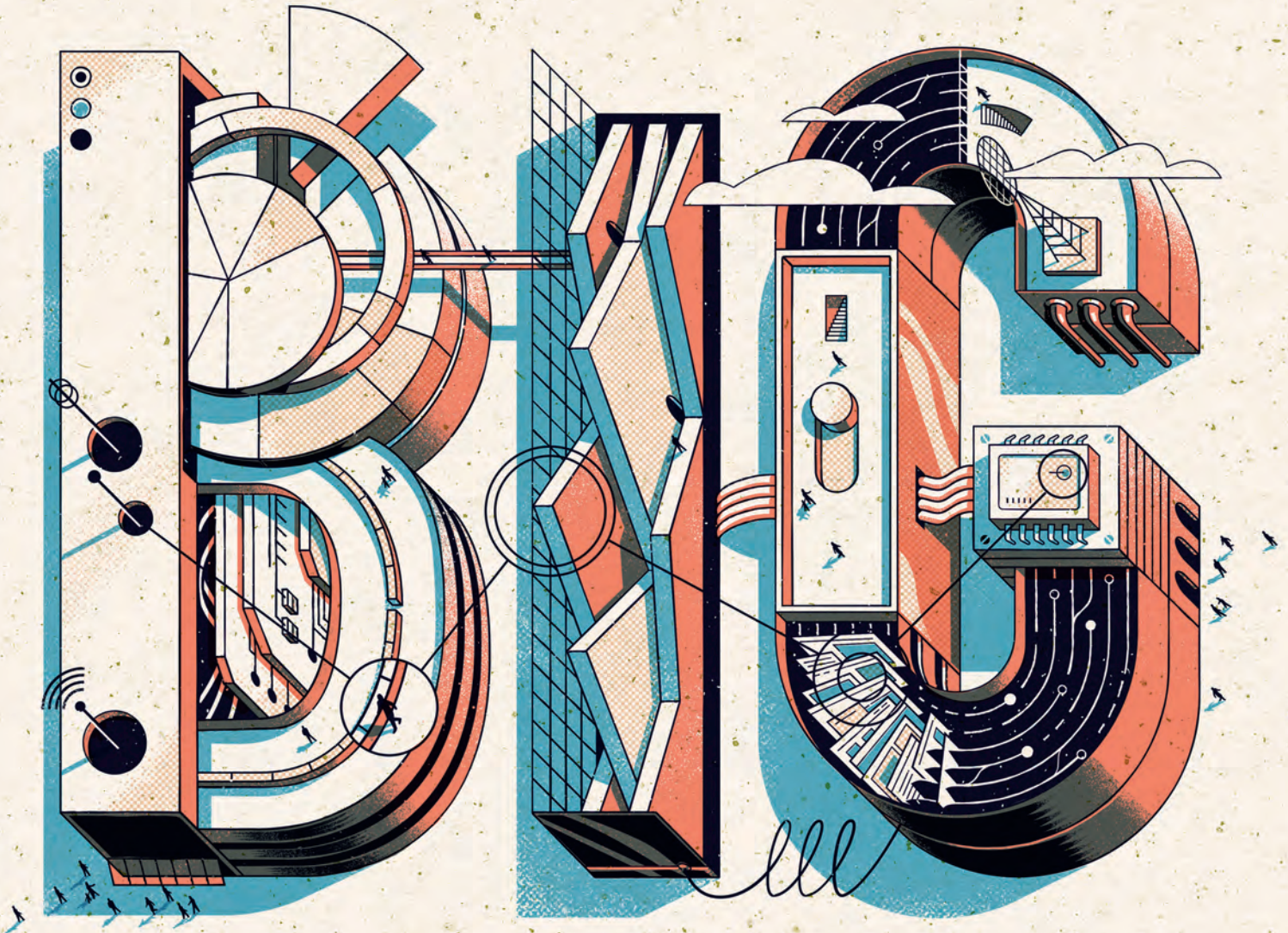
Our state is open for business and is fully supportive of innovators, investors and start-ups who will be key contributors to the industries of the future. ●

### HOW CAN BUSINESS HELP?

- Identify and nurture innovation and entrepreneurship.
- Get behind innovators; back them financially.
- Collaborate with universities to access the latest knowledge.

For more information about South Australia's Investment Attraction Agency visit: [invest.sa.gov.au](http://invest.sa.gov.au) or [UniSABusinessSchool.edu.au/magazine](http://UniSABusinessSchool.edu.au/magazine)


# SMALL DATA\_



# IMPACT\_

TEN YEARS AGO, THE AVERAGE STORAGE COST PER GIGABYTE OF DATA WAS \$1.24. NOW, IT'S JUST UNDER \$0.03. DATA HAS NEVER BEEN EASIER OR CHEAPER TO COLLECT AND STORE... BUT DOES THAT MEAN BUSINESSES ARE MAKING BETTER DECISIONS BECAUSE OF IT?

Writer Maria Lambides | Illustrator Jason Solo/The Jacky Winter Group

 **Maria Lambides** is the Director: Commercial of the Institute for Choice within the UniSA Business School.



The idea of big data is certainly compelling—it can uncover hidden patterns, predict future consumer trends, and help you tailor your strategy accordingly. And, when it comes to historical trend analysis and predictive modelling, big data can be extremely valuable. For established companies with the resources to maintain and analyse big data, the resulting knowledge and increases in efficiency can be well worth the cost.

### DATA-DRIVEN EVERYTHING

A large part of the big data trend is the move towards data-driven decisions, especially in marketing. In fact, studies show that 65% of senior executives say that their management decisions are increasingly based on analytics, and that 48% of C-level executives say that customer insights and targeting take priority for applying big data.

But it's not always as easy as it sounds. For newer or smaller companies especially, the deluge of data can be overwhelming. More importantly, it is not necessarily the best source of information for all business decisions.

### NOT ALL DATA IS EQUAL

When you have thousands of data points for each individual customer, it's easy to think that you have the data you need to answer any question, and that it's just a

matter of cutting it the right way. Today, there is an abundance of data, capturing every consumer interaction in almost every company.

However, although analysing clickstream data might help you make adjustments to a landing page, it might not have anything useful to say about how a subset of your customers will respond to a particular product.

In today's data-heavy world, we face the risk of making the data fit the decision, when it should be the other way around. Truly effective data-driven decision-making starts by establishing what data you need to make an informed decision, instead of working backwards from what you already have.

In a study by *The Economist*, 76% of CEOs viewed big data favourably, but only 48% considered it a useful tool. There are many circumstances where big data is the most appropriate tool, but it's important to remember that it is not the only source of data available.

## — THE TERM 'BIG DATA'

is used to refer to many things—usually massive data sets of sales and customer characteristics. Such data can help predict customer sales patterns, clarify customer segmentation, link customer characteristics to purchasing patterns, and, for more sophisticated users, identify the relationship between marketing activity and revenue over time.

### THE IDEA

#### THE CHALLENGE

In today's data-heavy world, we face the risk of making the data fit the decision, when, in fact, it should be the other way around. Truly effective data-driven decision-making starts by establishing what data you need to make an informed decision, instead of working backwards from what you already have.

#### THE CONSIDERATION

There is a place for both big and small data. Big data is great at providing insights into a plethora of inputs and outputs, but doesn't easily reveal insights on customer behaviour and choice. Small data can address this. Small data is more agile, less expensive, and can be quickly collected and transformed. The most strategic option is a balance of the two.

# THE LIMITATIONS OF BIG DATA

In the midst of the big data hype, a lot of businesses are opting to collect every data point they can, but analysing and learning from these colossal data sets can be a difficult exercise. More data does not automatically equal more information. Informed decisions require context, and that is where small data comes in.

Big data provides insights into a plethora of inputs and outputs, potentially connected with one another. It excels at providing guidance for spending and pricing decisions. For example, data and models can help us to understand that we can drive more sales with price promotions in the last week of the month, than in the first, or that certain media are more efficient than others for generating revenue.

What it isn't so good at, is revealing what impacts customer behaviors and choice.

Understanding customer behavior is a mysterious 'black box' for brand owners, who try to gain glimpses of what's inside, by pulling together multiple data sets that may hint at the underlying drivers of customer choice. However, consumption data and even customer satisfaction or loyalty data only show a piece of the puzzle.

Worse still, executing tactics on big data insights runs the risk of alienating customers who, for example, tire of bulk e-mails that speak to the sender's promotional interests rather than to their own needs.

And finally, there is the challenge of getting the right data. Brand owners find themselves drowning in data but dying of thirst when it comes to insights that help them improve their outcomes.

In fact, an *eConsultancy* survey found that 52% of marketers reported that data wasn't always available to them, which results in blind spots. Further, 39% complained that data was difficult to obtain, and 24% reported their data was stale. In other words, while they have more data at their fingertips than ever before, it's not the right data to improve their decision-making. It turns out that knowing how customers make choices is essential for improving almost every business decision and big data tends to provide little guidance on the topic.



## INTRODUCING SMALL DATA

TO FILL THE GAP, WE NEED  
A NEW TYPE OF INSIGHT  
WHICH FALLS INTO THE  
CAMP OF SMALL DATA.

## — SMALL DATA

is what we get from the study of how particular customers choose between competing offerings in certain contexts. What is most important to their choice, and how do each of the offerings in the market compare to one another? This small data connects the dots, opens up that 'black box' of customer purchasing behavior, and drives data-driven decisions that are aligned with customer needs.

### COST VS BENEFIT OF INSIGHTS

Big data is expensive, and it can be time consuming to extract the metrics you're after, or even know where to start in some cases. On the other hand, small data (such as customer choice data) is relatively inexpensive and does not require deep modeling expertise for analysis.

This is an important consideration, given that *Forbes Insights* found that nearly two thirds of executives are dissatisfied with their staff's quantitative analytical skills, which might partly explain why *The Economist* found 65%

of CEOs agreed that their companies are only able to interpret a small proportion of accessible data.

Another key point is the comparative agility of small data. It can be collected and turned into useful insights within a short time frame, enabling organisations to adapt their strategy in the moment. Even the most detailed data analysis may not give you the same clarity as actually talking to your customers.

Big data is changing the way companies do business, but in order to make the decisions that deliver the most value to consumers, small data must play a bigger role. Businesses don't necessarily need more data, they need the right data. Data that will help them quickly make the decision they need to make.

In fact, in the end the best strategy is to identify the best balance of integrating big and small data. That is a powerful combination. ●

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For more information, visit:

[UniSABusinessSchool.edu.au/magazine](http://UniSABusinessSchool.edu.au/magazine)

### CASE STUDY

Consider Chris, a working mother who handles most of the consumption decisions in her household. A consumer packaged goods firm making aspirin can know a great deal about Chris, or people like her, via big data.

There are demographic breakdowns of purchase frequency and brand-switching behaviour, Google analytics data to identify web search trends by demographics, and clickstream data to identify online advertising responses.

But for all of this data, there is no way to understand why Chris, mother of four and operating on extreme time and end-of-the-month budget constraints, chooses to buy the 100-count bottle of the national brand of aspirin for \$5.96, and not the 500-count store brand for \$3.64. This, in spite of the fact that Chris believes—based on a Google search of research evidence and US Food and Drug Administration reports—that the store brand is just as effective.

While an economist would question Chris' rationality, a deeper study of the factors driving her choice behavior would reveal a very simple set of explanations.

She is buying the aspirin for her husband, just advised by his doctor after a check-up to take one aspirin a day for circulation.

When a family member's health issue is top-of-mind, stakes go up.

Further, the national brand was always in the medicine cabinet at her home when she was a little girl. Chris has a deep and abiding trust in the brand, as her mother was always a loyal purchaser. Finally, although her husband has never had a stomach problem from using aspirin, she notes that the national brand has a coating, which she believes will make it safer for everyday consumption.


Big data could not reveal the opportunity for coated aspirin. Neither can big data track with any precision the often rapidly changing perceptions of consumers as they choose among brands in categories where brand variety changes frequently. There are many significant actionable insights that emerge from the study of choice behavior, all having implications for marketing.

# LEADERS **LEADING** CHANGE

One of the only constants for organisations is change. From the development of new products or services, to the overhaul of an organisation's structure, change has become the new norm.

Writer Cheri Ostroff Illustrators The Project Twins





**Cheri Ostroff** is Director of the Centre for Workplace Excellence at the UniSA Business School. She is an internationally recognised researcher in organisational culture and climate, HRM systems, and the fit between people and the organisation.

**T**he intensity with which organisations face change has heightened over the past decade, with savvy organisations realising the need to extend beyond ‘traditional’ change management strategies to incorporate continual improvement throughout the organisation, as well as innovations in how to inspire, motivate, and engage employees. Yet, nearly 70% of change initiatives fail over time.

## ORGANISATIONS ARE WILLING TO TACKLE CHANGE FROM 360 DEGREES, AND THEY’RE OPEN TO INNOVATION, SO WHY DOESN’T THIS REGULARLY TRANSLATE INTO SUCCESS?

Change requires far more than a simple blueprint. Effective change requires that organisational leaders develop a clear vision for their organisational culture and climate, a coherent set of human resource management practices that encourages and merits the best contributions that employees can give on an everyday basis, and continually adapting plans based on resistance and feedback—a top to bottom and bottom to top approach.

### THE IDEA

#### THE CHALLENGE

Organisational change is today’s new norm, yet nearly 70% of change initiatives fail over time. If business is open to innovation and willing to change, why doesn’t this translate into success?

#### THE REALITY

Gaps between leaders’ and employees’ understanding of the new practices in place are common. This mismatch can result in a failed change initiative.

#### THE SOLUTION

Effective change management needs commitment from people at all levels. Leverage HR practices to reflect goals and consistently signal the behaviours that are expected and valued. Get people on the same page and you are likely to start seeing positive results.

## MATCH HR PRACTICES WITH ORGANISATIONAL GOALS

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Too often, top leaders assume that if they develop and communicate a new set of core values—for example, teamwork, continual improvement, or respect for others—then those values automatically translate into the ‘right’ behaviours and actions by employees.

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That is not the case. What is typically neglected is the power of human resources (HR) practices, which should be the starting point for implementing the organisation’s vision for change.

How people are managed, rewarded and developed (HR practices) send signals to employees about the behaviours and responses that are expected and valued within an organisation.

Cultural change in organisations should be signalled by changes to HR practices which, in turn, trigger a redefinition of what the organisation is like. The new set of HR practices—such as performance management, rewards, participation, work design, selection, and employment development—need to be considered together as a coherent system that reflects the core values of the organisation. For example, if *service* is considered important, everything from selection standards to staff development and rewards should reflect *service*—clearly and for all to see.



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**Just as important, is the way that the new set of HR practices is delivered. This should occur in a way that is highly visible, salient, and understandable to everyone in the organisation.**

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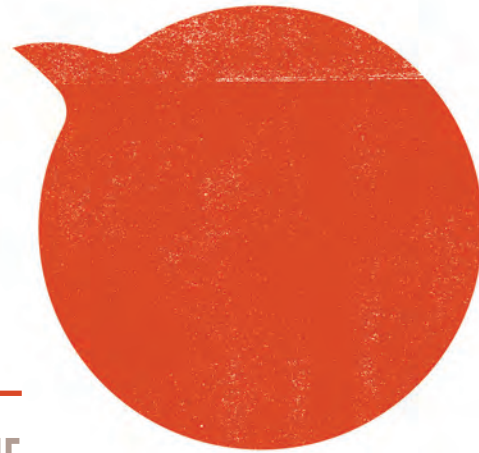
Yet there are often large gaps between the messages communicated by organisational leaders (in speeches, emails and announcements) and the actions and behaviours that are experienced in the everyday work lives of employees. Statements about organisational values need to be translated into a coherent set of HR practices, with leaders at all levels ‘walking the talk’ in order to facilitate change and maximise effectiveness.



## LEADERS LEAD CHANGE

One of the most consistently touted tactics for implementing change is finding a coalition of powerful change champions—a relatively small group of 5-10 people with high-level titles, expertise, and reputations that serve as a guiding light for the initiative. While this group may increase over time, successful change transformation requires a strong commitment from coalition members, a willingness to openly and honestly discuss and assess the organisation's problems and opportunities, a high level of trust, and a mover-and-shaker attitude to promote change throughout the organisation.

That is all well and good. But it misses something critical: front-line managers and supervisors are the culture and climate engineers for their unit. They are the ones who act in ways that consistently signal the organisation's values and expected employee behaviours. Yet, new research shows that CEOs, HR directors, senior managers, and front-line managers each have very different views of the operating HR practices within their organisations. Worse, front-line managers' reports of the HR practices in place in their own units, differs from their subordinates' reports of those same practices. This mismatch happens even in organisations that are not undergoing large change. No change effort, no matter how carefully designed, will be effective unless front-line managers have a clear understanding of the vision, new practices, and need for change. A strongly delivered HR process, coupled with support from a powerful coalition—as well as message repetition—are key tools to get people on the same page.

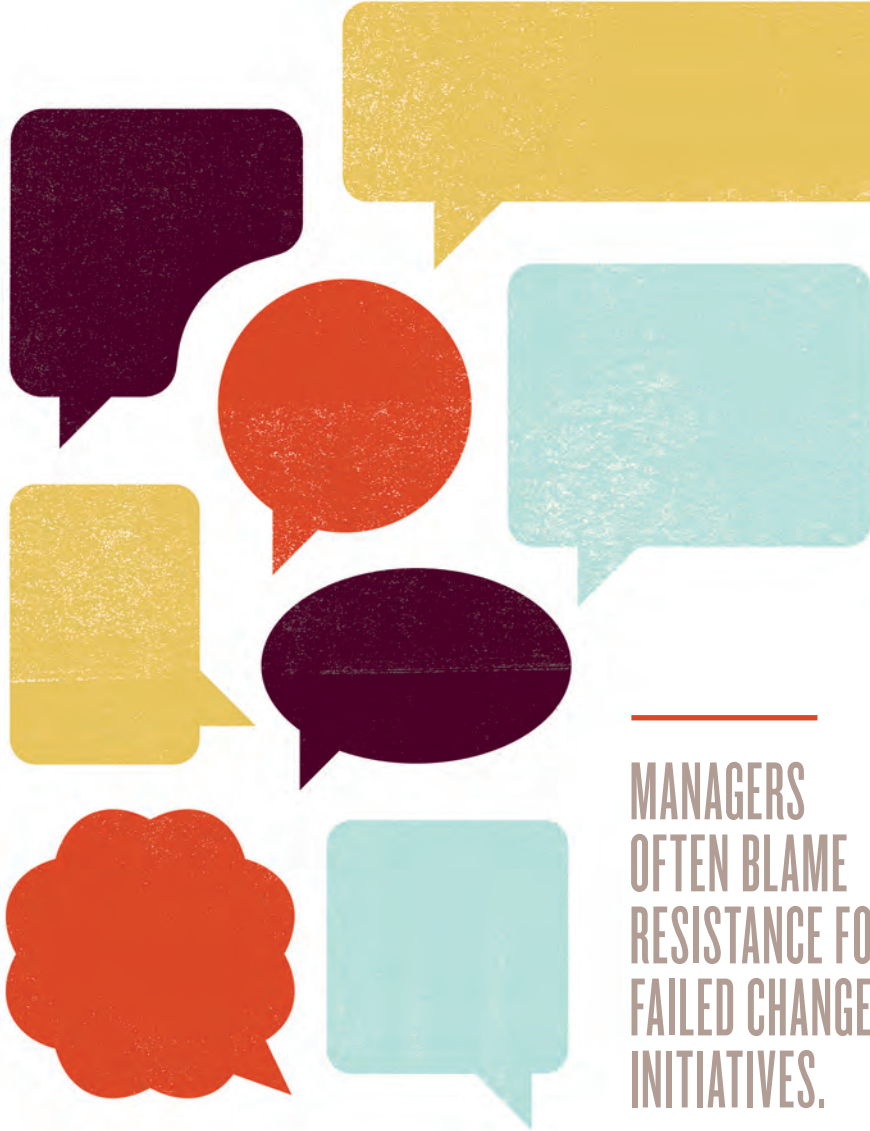


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## FRONT-LINE MANAGERS AND SUPERVISORS ARE THE CULTURE AND CLIMATE ENGINEERS FOR THEIR UNIT.

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## READY, SET, CHANGE

Talk to employees about a major organisational change and you're likely to hear a loud groan. Employees' readiness for change is recognised as one of the most important factors for successful change initiatives. Employees need to believe the change is needed, feasible, desirable, and will lead to positive outcomes for themselves and for the organisation—or they won't engage.

Creating a sense of urgency is an important first step. Top leaders need to communicate the reasons for change—whether they be industrial or technological trends, market position, competition, financial performance, improved client service, or sustainability—and communicate these broadly and dramatically. Those leaders who downplay the message for fear of 'looking bad' will find employees are not sufficiently motivated to change.

Just as importantly, employees will feel more ready for change when leaders can convince them that the organisation has the resources and operational capacity to support the change efforts across the organisation and at the employee level. Likewise, keeping a finger on the pulse of change to determine when employees are experiencing change fatigue and need a break, helps employees stay motivated and ready for the next phases of change. Organisations who fail to assess and create readiness for change often find their change initiatives are met with strong resistance and typically fail.

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MANAGERS  
OFTEN BLAME  
RESISTANCE FOR  
FAILED CHANGE  
INITIATIVES.

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## REPEAT, REPEAT, REPEAT

Marketers have long known that message repetition and variation are key to embedding a brand in people's memories. Yet, the power of sending the same message repeatedly through a variety of sources is often overlooked in change initiatives. A single announcement of a new practice, whether it be through leaders or company communication mechanisms, isn't enough to break down old habits and ways of thinking. Capitalising on message repetition through the signals sent by the HR practices, the change coalition, and front-line managers, in conjunction with regular communications, will enable change to be remembered and become embedded in people's minds more quickly. It's as if you are composing a new tempo for the organisation; it takes time and consistent practise to create a new harmony.



## DON'T BLAME RESISTANCE. USE IT.

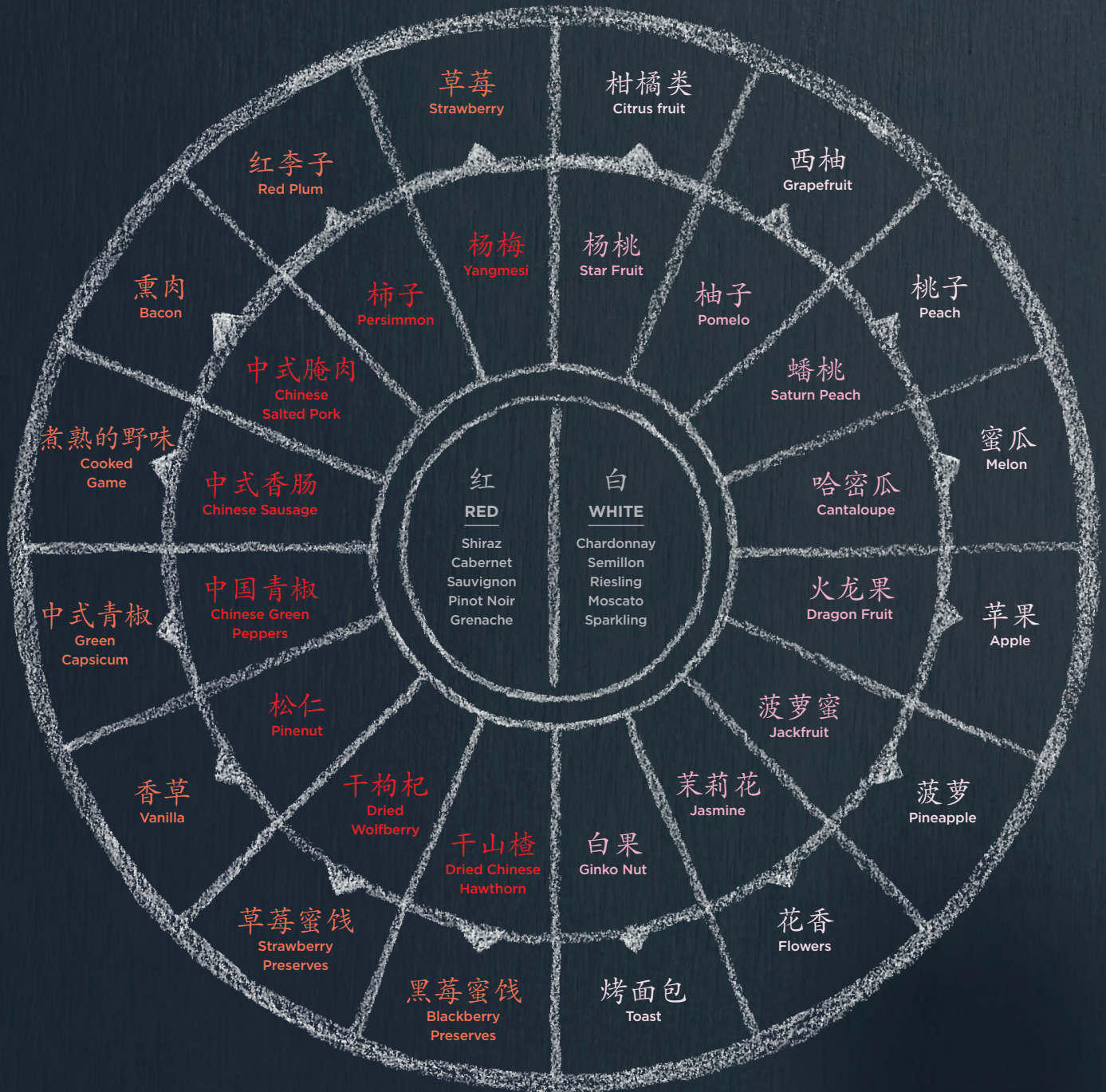
While these tactics can help reduce resistance to change, they won't eliminate it. Managers often blame resistance for failed change initiatives. Yet, rather than blame resistance, look at it from a different perspective: as an important feedback mechanism for making improvements in the design and implementation of change. Critical questions and complaints by employees need not be interpreted as resistance, but as an opportunity to continuously communicate the urgency for change, the purpose for change, details of the change process, and the long-term benefits of the change. And sometimes, it might be best to take a critique as an opportunity to improve the design or process of change management. It's all in the way you handle it. ●

For more information about the Centre for Workplace Excellence, visit: [unisa.edu.au/cwex](http://unisa.edu.au/cwex) or [UnisaBusinessSchool.edu.au/magazine](http://UnisaBusinessSchool.edu.au/magazine)

## 7 TIPS

### for successful change management...

- 1 **Signal cultural change** through organisational HR practices.
- 2 **Deliver HR practices** in a highly visible, salient and understandable way.
- 3 **Ensure leaders at all levels** 'walk the talk' to facilitate change and maximise effectiveness.
- 4 **Confirm that front-line managers** clearly understand the vision, new practices, and need for change.
- 5 **Repeatedly communicate** the reasons for change—broadly and dramatically.
- 6 **Continually assess** readiness for change and look out for signs of fatigue.
- 7 **Use resistance as** feedback to improve implementation of the change process.



**Adaptation of Australian Wine Flavours Card\* 澳大利亚葡萄酒知识卡**

**MATCHING AUSTRALIAN & CHINESE WINE WORDS 中澳葡萄酒品酒术语对照**

\* Developed from research commissioned by Wine Australia. To download the official card, visit: [research.wineaustralia.com/extension-adoption/register-your-interest-australian-wine-flavours-card](http://research.wineaustralia.com/extension-adoption/register-your-interest-australian-wine-flavours-card)

**RED WINE 紅葡萄酒**

- Chinese wine words 中文葡萄酒术语
- English wine words 英文葡萄酒术语

**WHITE WINE 白葡萄酒**

- Chinese wine words 中文葡萄酒术语
- English wine words 英文葡萄酒术语



以中国的方式谈酒

TALKING  
 Wine the  
 CHINESE  
 way

## A wine-marketer's guide to Chinese consumers

Writer Nick Carne Photographer Brendan Homan Typographer Carla Hackett

**I**n business there are two main kinds of innovation: making better products and finding better ways to market them.

For the Australian wine industry, the challenge is how to creatively and appropriately promote and sell their reds, whites and sparklings to a new but rapidly expanding group of consumers.

Right now, China is *the* growth market. With its burgeoning middle class, China drinks 6% of all wine globally. And, in 2015, China's wine imports grew by 45%. Understanding what these new wine drinkers like, and how they relate to wine and wine culture, is of utmost importance. UniSA's Ehrenberg-Bass Institute for Marketing Science is playing an important role in filling that knowledge gap.


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IN 2015, CHINA'S WINE IMPORTS GREW BY

**45 PERCENT.**

CHINA DRINKS 6% OF ALL WINE GLOBALLY.

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 **Professor Larry Lockshin, Dr Armando Corsi, Dr Justin Cohen and Dr Richard Lee** are wine researchers with the internationally renowned Ehrenberg-Bass Institute for Marketing Science within the UniSA Business School.



**Supported by the wine industry through Wine Australia, Professor Larry Lockshin, Dr Armando Corsi, Dr Justin Cohen and Dr Richard Lee have undertaken a suite of projects that test what Chinese consumers know about wine, what they want to know and what they need to know.**

“The response to this research has been incredibly positive, from day one, right up to our recent international wine marketing conference here in Adelaide,” says Professor Lockshin. “There are so many people who really want to know about China, but don’t know where to begin.”

A good place to start is to understand that the game is changing rapidly.

“As recently as two years ago, there were all these ideas that when we talked about wine for Chinese consumers, it was just for special occasions—red wines only, consumed with great ceremony, all very mysterious,” Dr Corsi says. “But what we’re seeing now, thankfully, is that wine is becoming a more popular product, consumed on a daily basis, which gives a lot of hope for our producers. If it’s only drunk on a limited basis, the knowledge people will bother to acquire is limited.”

The research that inevitably attracts attention is the Chinese Lexicon project—the first scientific approach anywhere in the world designed to understand how regular drinkers of imported wine in China actually describe what they buy and taste. The rationale is simple: there’s no point in describing a wine as ‘showing hints of blackberry’ to someone who doesn’t know what a blackberry tastes like.

“Chinese consumers grow up with different foods to Western consumers, so while it might be handy for us to say that a wine tastes of strawberry, blackberry preserve, peach, or melon, it might be just as easy for Chinese consumers to say that a wine tastes of yangmei, dried Chinese hawthorn, saturn peach or cantaloupe,” says Dr Corsi. “And we should not forget about more generic descriptors, such as astringent, sour, mellow or lingering, as Chinese consumers use these terms three times more often than other specific descriptors.”

“The findings will allow us to help Australian wine businesses choose the most appropriate Chinese descriptors to match the sensory profile of their wines, and avoid those that possibly won’t resonate. This means they can make the strategic decision to be more Chinese-centric and modify their back label information, tasting notes and collateral in various retail formats.”

Dr Corsi adds that a lot of the Chinese subjects had been “really surprised and impressed by the fact that we were doing this. They’d say ‘yes, that actually makes sense, but I never thought about it; I didn’t think I was allowed to say that the wine tastes of something that is Chinese.’”

Wine Australia has already taken the findings on board. It has produced a simple but comprehensive *Wine Flavours Card* that matches Western wine terms to their Chinese equivalents. It’s innovative adaptations like these, that will help the Australian wine industry seize the opportunities that the Asian century presents.

A more traditional marketing-related project, the China Wine Barometer, is tracking the preferences, purchases and usage occasions of Chinese wine consumers in a range of first and second-tier cities, twice a year for three years. Four of six waves have been completed, with the researchers reporting findings back to industry at each stage. The fourth wave, for example, provided comprehensive data on the behaviour of wine-buying by Chinese consumers and choice drivers for wine in the retail sector, as well as the attitudes and perceptions consumers have about

## THE IDEA

### THE CHALLENGE

The rapid growth and repositioning of the Chinese wine market represents a significant growth opportunity for Australian business. Yet China still poses cultural barriers. How can the Australian wine industry maximise their exposure to China’s burgeoning middle class?

### THE RESEARCH

A series of wine research projects are helping to further understand the motivations and preferences of the Chinese market. The centrepiece is the *Chinese Wine Lexicon* which translates Western wine terms into familiar Chinese flavours, thereby enabling cross-cultural understanding and consumer authenticity—the key to creatively and appropriately promoting and selling wines in China.



retailers in bricks-and-mortar shop fronts, direct sales and online channels.

This team is also investigating various approaches to wine education for new Asian wine drinkers and how, and where, to target them.

Another of their studies examines the potential for wineries to engage with Chinese tourists, who often visit wine regions for the experience as much as for the wine. It found that Chinese tourists who are exposed to wine while on tour are more likely to purchase Australian wine when they return to China, which means that targeting them in Australia has follow-on sales benefits. However, further marketing is required once they return home, if momentum is not to be lost.

The research also found that perceived images of Australian wine and tour destinations are not distorted by seasonal factors or fluctuations. Hence, activities to influence Chinese tourists can occur all year round and not just during a particular time period. This, in turn, makes planning and execution flexible.

For Dr Corsi, one of the key take home messages from this body of work is that when pitching a premium product, authenticity and trustworthiness are vital.

**“The days of creating red and gold bottles with dragons on them for Chinese consumers that you’d never try to sell in Australia are over,” he said. “You lose connection with the place of origin and you are creating something they consider isn’t real.”**

Dr Cohen believes the projects should serve as the science behind the development of evidence-based customer acquisition strategies. “Australian wine brands need to harness their well-recognised creativity within a framework that delivers brand growth and ultimately Australian category growth in China.” ●

For more information visit:  
[UniSABusinessSchool.edu.au/magazine](http://UniSABusinessSchool.edu.au/magazine)



POPULAR WAYS  
 TO DESCRIBE  
**Australian wines**

Pure 纯净	Balanced 平衡
Refreshing 清爽	Mellow 醇
Bright* 明亮	Lingering 回味悠长
Smooth 顺滑	Intense 浓烈

Generic descriptors identified  
 by Wine Australia



**Rick Sarre** is internationally known for his work in criminology, policing, and security law. He is a Professor of Law and Criminal Justice with the School of Law at the UniSA Business School, and is currently President of the Australian and New Zealand Society of Criminology.

# CYBERCRIME

# MALWARE

# SCAMS

# HACKED

## THE IDEA

### THE SCENARIO

The pace of digital innovation opens many doors for business. But it also leaves cracks for cyber criminals. From white-collar crime, to espionage or terrorism, cybercrime is on the rise.

### THE CHALLENGE

For business to embrace innovation, they must be able to operate in a safe environment. With the average data breach costing nearly US\$3.8 million, this need is more acute than ever.

### THE SOLUTION

Educating those most vulnerable to cyber crime is key to its prevention. Raising the awareness of businesses' vulnerabilities, installing crime prevention mechanisms, and backing these with strategies and support are just the start to thwarting cyber crime.

Digital innovation comes hand in hand with cyber security. Is your business cyber-safe or are you at risk of being HACKED?

Writer Rick Sarre    Illustrator Tang Yau Hoong

The internet has presented governments, businesses and families the world over with a major opportunity for global reach and instantaneous communication. According to the Australian Bureau of Statistics

**86%** OF HOUSEHOLDS IN AUSTRALIA NOW HAVE ACCESS TO THE INTERNET.

We use it not only for social networking activities, but also for news-gathering, banking and shopping. The internet has become central to the way we live. But while it offers limitless convenience and accessibility, it also presents great opportunities for those who wish to engage in criminal behaviour.

The range of 'cyber-enabled' crimes is myriad—from white-collar crime, such as fraudulent financial transactions, identity theft, and the theft of electronic information for commercial gain, to drug-trafficking, aberrant voyeuristic activities, harassment, stalking or other threatening behaviours. And while these have always been classified as criminal activities, they're now so much easier with a computer.

A cybercriminal can inflict massive commercial damage using the internet. In fact, it's now easier and safer for a criminal to disrupt a business by destroying its database through malware, than by throwing a Molotov cocktail through its front window.

We refer to this as 'cyber-dependent' crime. It was acutely felt across the world in May 2015, when Cryptowall 3.0 ransomware began attacking businesses. Using an exploit kit capable of attacking software vulnerabilities, Cryptowall 3.0 searched for files on the victims' computers, encrypted these documents, deleted the originals, then alerted the victims that they needed to pay thousands of dollars in ransom money in order to get their files back. It has been estimated that these attacks infected hundreds of thousands of computers across the world, and caused close to US\$325 million in damages.

Another modern manifestation of cyber-dependent crime is the work of

## THE 'HACKTIVIST', SOMEONE WHO PROTESTS AGAINST AN ORGANISATION'S ACTIONS OR POLICIES.

Perhaps the most memorable is the 2010 *Anonymous* hacktivist attack on Mastercard, Visa and Paypal in retribution for their ceasing to transact donations to the WikiLeaks group. *Anonymous* distributed denial-of-service attacks which bombarded the trio's websites with requests until they were unable to cope and collapsed. Damage from this cyber-crime was in the millions (for PayPal alone, damage was estimated at US\$5.5 million).

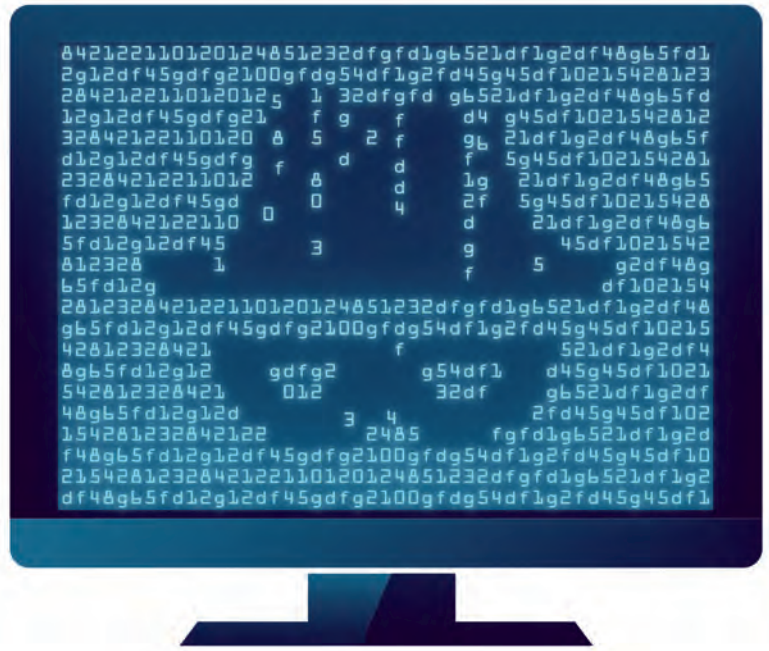
Possibly the greatest concern to governments, however, is the ability of cybercriminals across the globe to use the internet for purposes of espionage and terrorism.

The borderless nature of the internet, and hence cybercrime, means that Australians can be targeted from anywhere in the world, making law enforcement not only challenging, but, in some instances, almost impossible. Indeed, according to the Australian Cyber Security Centre (ACSC), a government agency opened in 2014 to counter the threat of cybercrime, the number of cyber-attacks in this country continues to rise, the types are proliferating, and the level of sophistication grows.

And it's all too easy; today criminals can commit cybercrime without the need for high-level technical skills. In fact, the internet can assist, with 'do-it-yourself' malware kits, for example, available in online forums.

Fraudulent scams, too, need not be sophisticated. They can be set up using a hacking tool (readily available online) and a little imagination. This is of no little consequence: in 2015 it was estimated that Australians lost \$75,000 each day to romance scams (Australian Competition and Consumer Commission). Such scams see lonely hearts swept up in false relationships, with the unsuspecting victims sending money to support the 'unfortunate' situation of their fraudulent 'partner'.

Businesses, too, are vulnerable, and there is concern that they may not even realise their vulnerability. Earlier in 2016, the latest *PwC Global Economic Crime Survey* was released. It revealed that over a quarter of respondents said that they had been affected by cybercrime. Ominously, a further 18% were not sure whether they had been affected by cybercrime or not.



## SO, WHAT IS TO BE DONE?

Surveillance by government agencies can be an effective crime deterrent at some level. But, in the short term, criminal justice responses are usually a case of 'too little, too late'—assuming that they can detect the behaviour at all. It is rarely the case that they can thwart it ahead of time.

**No, the prophylactic key is quite simple:** the education of those who are most vulnerable, and the deployment of crime prevention tools more generally. There has been some success with victims of fraud and deception, particularly those people who have sent money overseas in the expectation of winning a heart or claiming a prize

(neither of which ever existed).

Consider, for example, Project Sunbird, a joint initiative of the Western Australian Police and the Western Australian Department of Commerce. Officers employed by the Project use financial intelligence to contact people who are sending money to five West African countries. In 2015,

# 6 WAYS TO STAY CYBER SAFE

The weakest link in security is people. Investing time to educate your staff about online security measures can help reduce risks and protect your business. Here's how:

1

## STRANGER DANGER

Do not open attachments or links in emails or social media messages that you've received from strangers—just press delete.



THE AVERAGE COST OF A DATA BREACH IS  
**US\$3.8 MILLION.**

(Source: IBM 2015)

2

## ONLINE NEWS

If you access footage or breaking news, use a reliable source rather than an unknown web link.



3

## FREE DOWNLOADS

Be wary of free downloads and website access, as these may install harmful programs.



4

## COMPUTER SECURITY

Always keep your computer security up to date with anti-virus and anti-spyware software, and a good firewall; only buy these from reputable sources.



5

## ACT WITH CAUTION

If you think your computer's security has been compromised, use your security software to run a virus check. If you still have doubts, contact your anti-virus software provider or a computer specialist.



6

## PASSWORDS

Keep your office networks, computers, and mobile devices secure with passwords that would be difficult for others to guess. Remember to change passwords and back up your data regularly, storing back-ups offsite and offline.

Adapted from:  
[www.scamwatch.gov.au](http://www.scamwatch.gov.au)



Project Sunbird boasted a 26% drop in romance and investment fraud in Western Australia. Indeed, upon receipt of a warning letter, 72% of people stopped sending money immediately. Another half stopped upon receipt of a second letter.

There has also been significant success with raising the awareness of Australian businesses to their vulnerability, and the installation of crime prevention mechanisms. According to the ACSC's 2015 *Cybersecurity Survey*, only 3% of respondents reported not having an IT security area, up from 16% in 2013.

Pleasingly, 77% of respondents have cyber security incident response plans in place, and 37% regularly review it. 100% of respondents reported using anti-virus software, and all but one respondent reported using network-based firewalls.

On 1 March this year Industry Minister Christopher Pyne foreshadowed the establishment of a new \$30 million Cyber Security Growth Centre, possibly in Adelaide or Melbourne. Its stated aim is to promote the commercialisation of cyber security services in concert with universities and the private

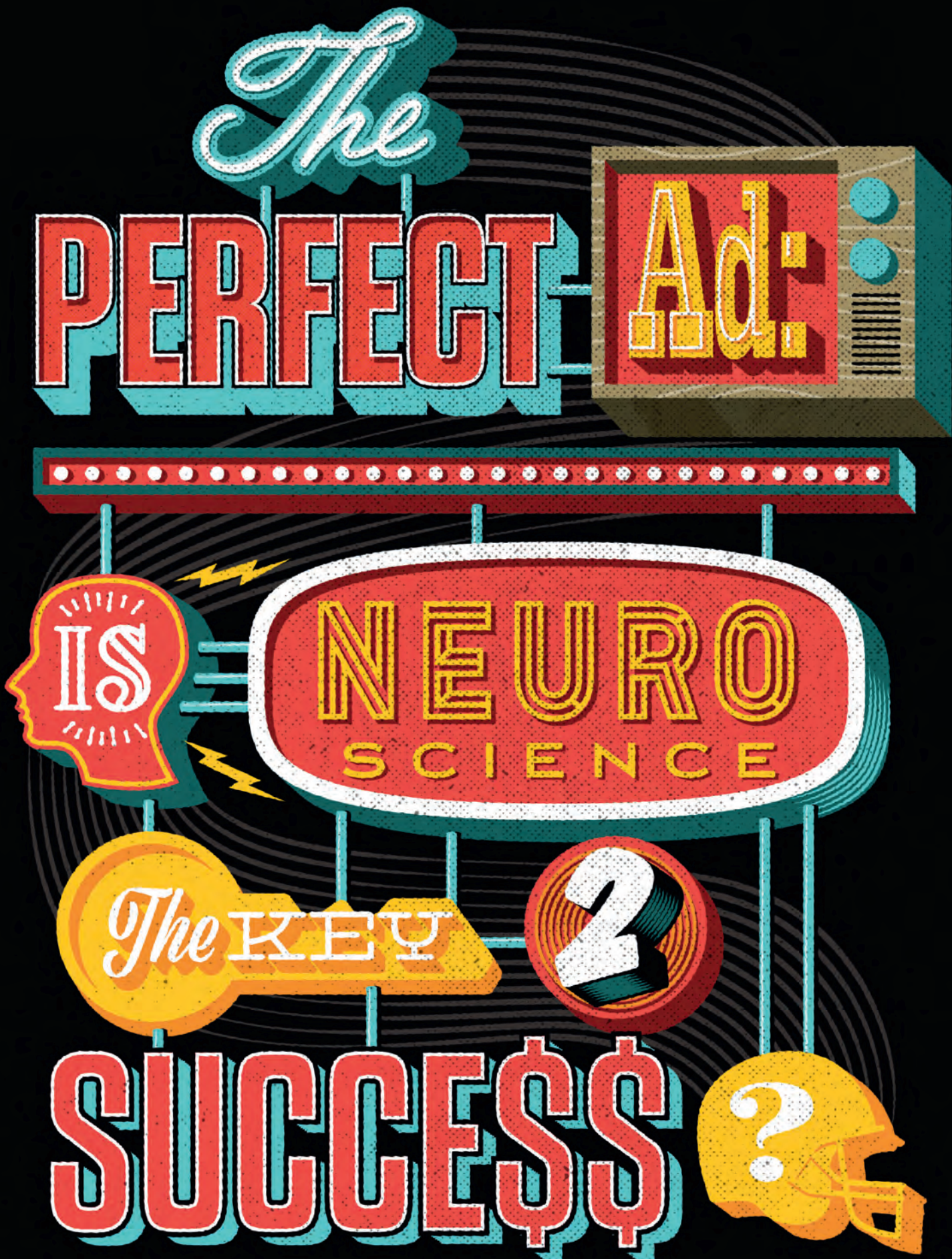
sector. There has also been a commensurate amount of literature on the phenomenon that is readily available for policy-makers keen to find the appropriate computer-scientific and social solutions.

We can safely conclude that individuals, businesses and governments alike are finally taking cybercrime and cyber security seriously, and putting appropriate resources into education and other prevention measures.

The federal government has now released its *Cyber Security Strategy*, with a commitment of

\$230 million over four years to improve our knowledge of threats, to help companies to protect themselves, and to work with other nations to root out the cybercriminals from their safe havens. When this strategy is in place, we will be in a better position to gauge the preparedness of the nation generally to withstand cybercrime and to thwart the activities of the insidious masterminds of its various incarnations. ●

For more information, visit:  
[UniSABusinessSchool.edu.au/](http://UniSABusinessSchool.edu.au/)  
magazine



# The latest research in advertising is testing if biometrics and neuroscience can improve advertising effectiveness. Is this the next big investment for business, or is the perfect ad really just an impossible quest?

Writers Magda Nenycz-Thiel, Rachel Kennedy, Steve Bellman and Annabel Mansfield | Illustrator Travis Price/The Jacky Winter Group

**D**achshunds dressed as hot dogs. A chorus of singing babies. A Willem Dafoe 'Marilyn', in *that* scene. They may sound abstract, but each is part of impeccably orchestrated advertisement, that has caught and held the attention of both audiences and industry experts alike. Aired at this year's Super Bowl, these ads have each hoped to achieve that which is reserved for the select few: advertising success.

Success, however, is rare. To create ads that attract and hold attention, that tug at our emotions, and that consumers remember and want to watch again and again, is an advertiser's dream. But despite the best efforts of the advertising agencies that create the ads, and the research companies that test the ads before they are launched, few ads achieve 'perfection'. Predicting which ads are actually going to sell has remained elusive.

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**It is, however, an exciting time in the world of advertising. Much has been discovered about how our brains work—how we build, maintain and retrieve memories, what we pay attention to, and the role of emotions in decision-making.**

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**THERE ARE IMPORTANT LESSONS FOR CREATING GREAT ADS,**  
including a number of good reasons why emotional content can enhance advertising effectiveness:

- 1**  
**Emotional content** can grab and hold attention.
- 2**  
**People seem to be willing** to watch enjoyable emotional content over and over, instead of reaching for the skip button or avoiding advertising in any number of other ways.
- 3**  
**Emotional content is generally processed more quickly** than factual information, and emotions can sometimes help us remember information.
- 4**  
**Emotions are thought to** influence our decisions.

Furthermore, a new suite of tools developed by brain and cognitive psychology scientists are enabling advertising researchers to measure our arousal, attention, memories and emotional responses to advertising. And this all without asking questions, but by measuring bodily responses like muscle movements or the level of sweat.

But while there is a plethora of different tools and analysis approaches, there is little robust knowledge of how valid they are in the marketing domain. The ability to measure how human bodies respond to an ad is not enough if we can't use that knowledge to separate the good and the bad ads, in terms of how they influence actual behaviour (or 'sell'). We can have exciting new tools, in the best labs, but unless we know which tools and analysis to use for which questions, our results will not translate into the industry making better ads.

To improve advertising success—for advertisers, governments, and the general public who have to watch these ads—the Mars Marketing Lab at UniSA's Ehrenberg-Bass Institute for Marketing Science, has conducted what is probably the largest ever investigation into the potential of biometrics and other psychophysiological measures in advertising effectiveness, measured by in-market sales.

 Associate Professor Magda Nenycz-Thiel, Associate Professor Rachel Kennedy, and Professor Steve Bellman are all researchers with the internationally renowned Ehrenberg-Bass Institute for Marketing Science.

**Working with global partners—Mars Inc. (supplying over a hundred of their ads from around the world, plus validation data of in-market sales effectiveness), US-based MediaScience Labs (supplying two of the world’s best equipped labs), and UniSA’s own Cognitive Neuroscience Laboratory (using advanced measures such as electroencephalography) —the research will involve a series of studies to assess multiple measures that have been developed in medicine and neuroscience to quantify emotion and attention responses in the body and the brain.**

The ads supplied by Mars Inc. have gold-standard measures of their in-market success. These have undergone further testing through the MediaScience Labs to measure biometrics, such as heart rate (an indicator of attention), facial expression (a good indicator of emotions such as joy), and skin conductance (a measure of arousal).

The new measures promise to reveal the intensity of attentional and emotional responses without, or in spite of, what people say in the traditional questionnaires. Theory suggests that no single method, in isolation, is likely to provide a trustworthy answer, which is why this project deploys a mixed-methods approach, whereby each measure is expected to deliver the insight for which it is best suited.

Over the long term, this ‘technology-agnostic’ project will better understand the journey from the creative content, to how it attracts attention and emotion during first and subsequent viewing, and ultimately, how it nudges sales.

So far, the team has found that different creative strategies require different assessment tools (for example, an ad that attempts continuous humour requires a different measure to an ad that uses a ‘set-up and payoff’ strategy).

And the world is taking note. This year, the research was presented at *Rethink!*, the leading US conference for advertisers, where it was voted in the ‘Top 10’ research submissions. Two of the team (Steven Bellman and Duane Varan) were also awarded best paper from the Journal of Advertising Research for other work in the field.

 **THE IDEA**

**THE CHALLENGE**


Creating an ad that captures and holds our attention, tugs at our emotions, and stays in our mind, is an advertiser’s dream. But despite best efforts, few ads achieve such perfection, and predicting which ads are actually going to sell, still remains elusive.

**THE RESEARCH**

Taking advertising research to a new level of understanding, the team is undertaking the largest ever investigation into psychophysiological measurement tools, and validating how well they predict relevant in-market behaviours.

**THE OUTLOOK**

The new measures will help understand the journey from creative content to nudging sales. They will allow advertisers to more consistently produce great ads, as well as cull those that are destined to fail.





There is already a lot known about what advertising needs to do in order to drive sales.

**ADVERTISING SHOULD:**

- 1**  
**Be clear**  
(use distinctive assets, as well as visual and verbal brand mentions).
- 2**  
**Refresh and build relevant memories**  
to help the brand come to mind for more people across the range of relevant situations where they might buy.
- 3**  
**Cut through the clutter**  
and grab attention.
- 4**  
**Get an emotional response**  
like a laugh or gasp.
- 5**  
**Be worth watching...**  
over time.
- 6**  
**Have broad appeal**  
among category users.

Finding a formula for the perfect ad may still be an impossible quest, but what this research can do in the next few years is provide insights into which of these new measures (or combinations of measures) are most promising for measuring attention and emotion; what combinations help advertisers to know that the ad achieved an objective (such as, made people laugh at scale); and systematic comparisons of how and what the new measures capture, compared to traditional measures and in-market responses.

Blending a range of innovations through key partnerships, the project will literally

take advertising research to a new level of understanding of how advertising works.

The results are expected to allow advertisers to more consistently produce great ads, as well as culling ads that would otherwise tick all the boxes on questionnaires, but are simply boring, or lack the 'chemistry' that leads viewers to watch again and again.

Watch this space. ●

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To learn more, visit: [marketingscience.info](http://marketingscience.info)

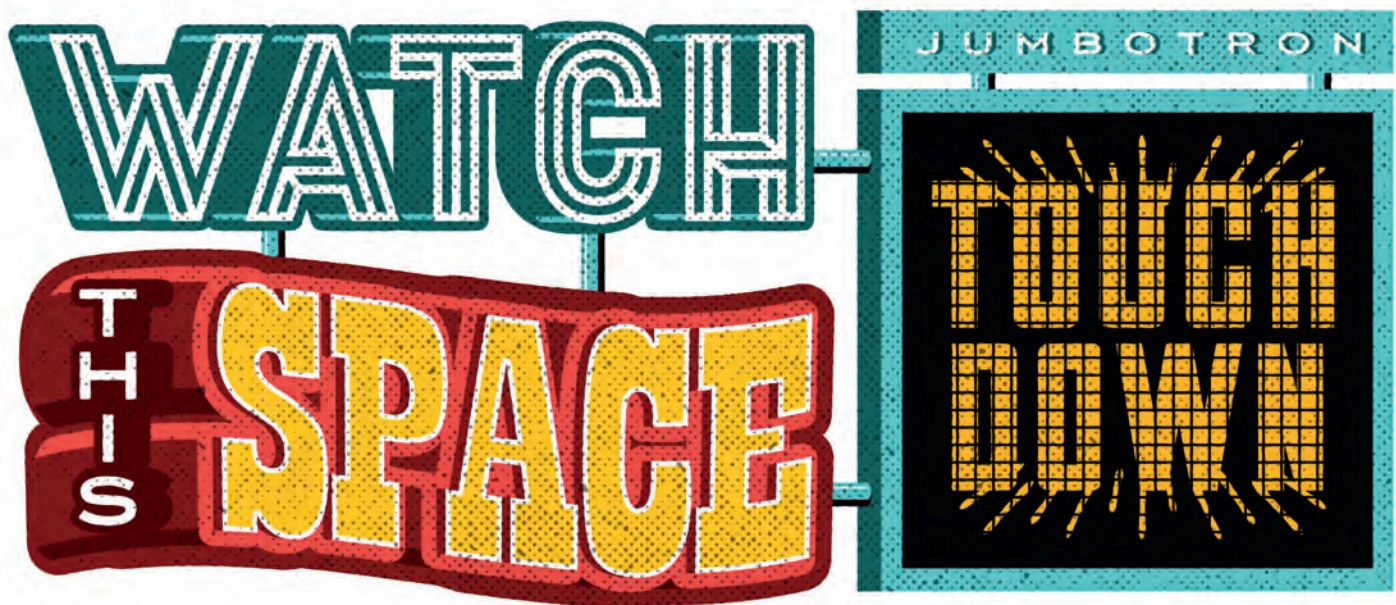
or email: [magda@marketingscience.info](mailto:magda@marketingscience.info)

For further reading, visit:

[UniSABusinessSchool.edu.au/magazine](http://UniSABusinessSchool.edu.au/magazine)

**There are still many questions relating to how advertising grabs attention, builds memories or moves our emotions consistently.**

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## Old Spice

Within six months, it earned nearly **1.2 billion** media impressions, **2700%** increase in Twitter followers, and a **300%** increase in traffic to oldspice.com.



**Advertisement:**  
*'Smell Like a Man, Man', 2010*

**Brand:**  
Old Spice, Procter & Gamble

**CONCEPT:**

Featuring former NFL wide receiver, Isaiah Mustafa, as the handsome, witty and chiseled 'Old Spice Guy', this ad targeted women. In a single uncut shot, this cleverly conceived creative saw Mustafa transition from a bathroom, to a sailboat, to riding a horse, all the while addressing the viewer in confident, rapid-fire monologues which promoted the benefit of using Old Spice products.

**IMPACT:**

Upon launch, the 70-year-old brand became an overnight viral success. Month by month it strengthened its market position, and within six months, it had earned nearly 1.2 billion media impressions, a 2700% increase in Twitter followers, and a 300% increase in traffic to oldspice.com. The ad was later awarded the advertising industry's highest honor, the Cannes *Lion Film Grand Prix*, as well as an *Emmy* nomination for the year's Most Outstanding Commercial.

View now: <http://bit.ly/1gFtMQX>



**Advertisement:**  
*'You're Not You When You're Hungry', 2010*

**Brand:**  
Snickers, Mars Inc.

**CONCEPT:**

Starring then 88-year-old veteran actress and comedienne, Betty White, the Snickers ad saw White move with hilarious creakiness in a local football game. Hurlled into the mud by a brutal tackle, she is accused of playing like Betty White. She's offered a Snickers bar, takes a bite and transforms into Mike, just a regular guy. The ad ends with, the famous catch phrase, "You're not you when you're hungry."

**IMPACT:**

Ranked as the #1 Super Bowl commercial in 2010 by AdBowl, the ad earned loads of additional PR and even fueled a comedic comeback for White. Buzz from the campaign spread globally, with regional brand teams calling for similar ads. Six years later, the ad concept continues to run in more than 80 countries, featuring celebrities such as Danny Trejo as *Marsha* and Steve Buscemi as *Jan* in a classic *Brady Bunch* skit, and Willem Dafoe as *Marilyn Monroe* in the iconic subway grate scene.

View now: <http://bit.ly/1jInGhs>



**Advertisement:**  
*'Evolution'*, 2004

**Brand:**  
Dove, Unilever

**CONCEPT:**

Aiming to build stronger self-esteem and a positive self-image for women, Dove's fast-tracked film, *Evolution*, depicted the transformation of a real woman into a model, using all the tricks of the trade—coiffed hair, heavy makeup, great lighting, and elaborate photo editing. Opening eyes to the narrow definitions of beauty, the ad ended with the statement, "No wonder our perception of beauty is distorted".

**IMPACT:**

A viral megahit, *Evolution* was viewed more than 40,000 times in its first day, 1.7 million times within a month, and 12 million times within its first year. Its exposure has been estimated at over \$150M. It contributed to double-figure growth in sales of Dove product. Critically acclaimed, it received both the *Film Grand Prix* and the *Cyber Grand Prix* at the Cannes Advertising Awards, the first time ever that both creative advertising awards had been won by the one ad.

View now: <http://bit.ly/1C71ASU>



**Advertisement:**  
*'Hilltop'*, 1971

**Brand:**  
Coca-Cola

**CONCEPT:**

Considered by many as the *'World's most famous ad'*, this ad's serendipitous start was conceived in an Irish airport. The iconic ad showed Coca-Cola, not only as a liquid refresher, but as a universal commonality between all peoples. The ad portrayed a positive message of hope through a multicultural collection of teenagers singing the famously infectious "I'd like to buy the world a Coke" song.

**IMPACT:**

Upon its US release, the ad had immediate and dramatic impact, with Coca-Cola receiving 100,000+ letters about the ad. The song itself was recorded as 'I'd like to teach the world to sing', and climbed to #1 in the UK, and #7 in the US record charts. To date, the ad is recognised as one of the most beloved in history. Most recently, it appeared in the closing scene of the hit TV show, *Mad Men*. Today, the sheet music continues to sell, more than 30 years after the song was written.

View now: <http://bit.ly/29tLXjc>



**Advertisement:**  
*'Pick Them Back up'*, 2014

**Brand:**  
Procter & Gamble

**CONCEPT:**

In the lead up to the 2014 Winter Olympics, Procter & Gamble launched their inspirational *Pick Them Back Up* ad as part of their *Thank you, Mom* campaign. It followed the journey of four future athletes—from wobbly baby steps to Olympic debuts—but highlighted the dedicated mums who were always there, supporting them, cheering them on, and ready to pick them up, when they fell.

**IMPACT:**

Premiered at the Golden Globe Awards, this two-minute 'tear-jerker' clocked nearly 3.3 million views before its launch. The campaign achieved \$150 million additional sales worldwide, but also gained significant PR from their \$1000 Visa gift card initiative, which P&G provided to 357 mums of US Olympians, to help offset the cost of travelling to see their kids compete. Today, the campaign continues its success, running again for the 2016 Rio Olympics.

View now: <http://bit.ly/1J9Z2Xx>

## Dove

A viral megahit, *Evolution* was viewed more than **40,000** times in its first day, **1.7 million** times within a month, and **12 million** times within its first year.

 **Nico Neumann** is a Senior Research Analyst with the Institute for Choice within the UniSA Business School. His research includes business technology, programmatic trading, and choice and attribution modelling.



 **THE IDEA**

**THE SCENARIO**

The rise of myriad novel technologies and consumer targeting options has left many a Chief Marketing Officer managing a constant state of flux. With the need to intimately understand technology systems and analytics tools, it's not surprising that many CMOs feel underprepared to deal with the data explosion.

**THE APPROACH**

Extending organisational tech capabilities is a critical task not undertaken lightly. To minimise risks, CMOs must foster a data-driven culture from the top, down. They must ensure staff are up to speed on the latest analytics, form a harmonious partnership with internal and external players, and importantly, understand that the whole process takes time.

# CMO 2.0:

## Navigating technology omnipresence and programmatic commerce

Writer Nico Neumann | Illustrator Krol

# When technology is changing fast, strategic agility matters. Find out what it takes to thrive in a data-driven world and the era of real-time action.

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**The job of a Chief Marketing Officer (CMO) has never been easy. As a key driver of growth and revenue, the CMO defines and maintains the strategy for an organisation's marketing plan, including pricing, communication, product development, and distribution.**

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However, being a modern CMO is becoming increasingly dynamic and complex. Over the last decade, the costs of collecting and storing data (big and small) have plummeted. Simultaneously, the digitalisation of marketing communications has resulted in an unprecedented amount of valuable business information. And advancements in computing power and equipment have created endless possibilities to reach and analyse customers. Clearly, the business landscape is transforming fast.

In particular, the growth of specialised advertising, marketing and finance technology ('ad tech', 'mar tech' and 'fin tech') has led to a degree of personalised, one-to-one communication that was not feasible in the past. Customers can now be targeted with the right message, within the right context, at the right time—and nearly everywhere to engage business transactions.

For example, a teenager craving a burger searches her mobile app for fast-food; she's shown a billboard ad, or a promotion for a nearby restaurant, all the while using her favourite celebrity, colour, or burger to capture her attention.

This concept is called 'programmatic commerce', which refers to the use of automation, data and analytics to provide better experiences to customers and increase return on investments. Algorithms

and real-time tech platforms do the heavy lifting in the background.

Yet, the rise of novel technologies and targeting options also bears many new challenges for marketing managers. CMOs now face many additional tasks that they need to master. They are expected to evaluate, implement, and maintain customer-facing technology, mobile apps, content management systems, and data-science applications. Moreover, they need to coordinate automated solutions for TV campaigns, social media, display advertising, and email/CRM programs, which are often bundled into a so-called data management platform. Because managing such a 'tech stack' on your own is basically impossible, marketing departments typically need to nurture relationships with different agencies and service providers that handle technical interfaces and a smooth integration of data and code.

CMOs need to make expensive but fairly quick decisions as to which systems to use and trust, while coordinating the buying process and implementation with the IT department and legal team.

The fact that more and more platforms and standards are available does not make things easier. This is best illustrated by the

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**The CMO is held accountable for the business case for using all the technology. Since there is often high pressure to be innovative (or at the very least, to not fall behind market trends), this is a daunting task.**

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development of the technology vendor landscape: in 2014 there were approximately 947 customer technology solutions, in 2015 this had increased to 1876, and by March this year, it had skyrocketed to 3874.

Given the mass of new responsibilities, the pace of change, and the newly required understanding of technology systems and analytics, it's no surprise that most CMOs feel underprepared to deal with the data explosion (IBM C-suite Study, 2014).

THE RESULTING QUESTION IS:

# What can marketers do to navigate these challenges well?

The following tips can help minimise risks and should be considered when extending organisational tech capabilities or selecting vendors and solutions.

## Extending organisational tech capabilities

### 1 Foster a data-driven culture—from the top, down.

Shifting a corporate culture from an intuition-driven to a data-driven approach may be new to many managers. Therefore, it's important to send a clear message that everyone needs to back up decision-making with data and empirical findings, no matter where they are in business hierarchy.

### 2 Educate managers and executives in data science and marketing technology.

Organisations embracing the tech and data paradigm often hire data scientists and PhDs for technical roles at junior levels. Yet, it's also critical to train senior managers and executives about the possibilities and pitfalls of technology and statistics.

Comprehending structured processes and analytics limitations can often be challenging for marketing practitioners who have, in the past, been guided more by creative thinking.

### 3 Involve IT and legal as early as possible.

Integrating marketing automation hardware and software should be in line with any IT standards and procedures your company and country has in place. This is especially relevant for data privacy purposes. Collecting granular information about customers is helpful for targeted communications, but it is imperative to ensure that no sensitive data are compromised. To avoid any leaks or penalties, IT and legal should be part of the conversation from the very beginning.



ILLUSTRATORS KROL, PENGUIN/SHUTTERSTOCK.COM

**4 Accept internal limitations and leverage external resources.**

Successful technology implementations and applications require a steep learning curve. Don't reinvent the wheel and try to buy or license solutions wherever you can. Similarly, don't hesitate to get help from external specialists when setting up new platforms or data science applications.

**5 Take baby steps.**

Rolling out new technology and data features takes time. Of course, you can always allocate more engineering resources to any open task, but in reality we are bound either by budgets or the shortage of available talent. This is why it's crucial to have realistic expectations about timelines of new technology integrations, and take small steps towards becoming tech masters.

**Selecting technology vendors and solutions**

**6 Agree on data ownership and insights.**

When you start working with third-party data providers or agencies, be clear about who possesses any combined data sets. Ideally, a brand should own any information about their clients and business and be able to access this data at any time.

**7 Stay flexible and agile.**

Be careful with long-lasting 'lock-in' contracts. The field moves fast and a new provider might offer better services. Here it's also vital to consider how agnostic possible platform partners are. Can you freely choose and exchange different pieces (analytics, data partners) or are you forced to work with selected vendors?

**8 Have a close look at pricing models.**

Different stakeholders offer different price structures, such as flat fees, subscriptions, or volume-driven pricing (the latter being very popular in media buying). So while some may seem more enticing—because of smart framing of numbers, such as proving percentages instead of overall costs—it's always good practice to walk through different cost scenarios and calculate the total costs over a quarter or a year, so that vendors are compared on the same metric. Also consider the economic incentives implied by each pricing model. Could there be a conflict of interest between your objectives, and the vendor's?

**9 Do your homework.**

Before signing a contract, check the present client portfolio and testimonials of a vendor. Ask about references. Also, choose someone with appropriate service levels, which is of particular importance if your organisation is not very tech savvy. One helpful indicator is the ratio of sales people to technical support staff. Do they just sell or can they deliver? ●

TO BE SUCCESSFUL  
IN THE LONG RUN  
**INTERNAL AND  
EXTERNAL  
PARTNERS NEED TO  
LEARN FROM EACH  
OTHER AND PULL IN THE  
SAME DIRECTION.**

DATA-DRIVEN  
TRANSFORMATION  
IS AN  
**ONGOING  
PROCESS,**  
NOT JUST A  
QUICK FIX.

**Continuous improvements in technology and analytics imply nonstop learning and a willingness to try new things. But isn't this what makes our roles so exciting and diverse?**

For more information, visit:  
[UniSABusinessSchool.edu.au/magazine](http://UniSABusinessSchool.edu.au/magazine)  
or email: [Nico.Neumann@unisa.edu.au](mailto:Nico.Neumann@unisa.edu.au)



# INNOVATION GENERATION

Innovation is a buzzword so favoured by organisations and governments that it's almost become a cliché for a good idea. But true innovation is a lot more than simply a good idea. It has a lead driver, broad application and above all, innovation makes a difference.

Writer Catherine Bauer

**I**nnovation incorporates elements of originality, change, talent, improvement and perseverance. It's the meeting place of what's desirable to consumers, possible with technology and viable in the market.

As economies change nationally and globally, innovation is viewed as an important part of Australia's social and economic growth. But why is it so important? One reason is because it answers our need to diversify in order to navigate the commodity slump.

As Darwin said, "It's not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change." In other words: innovate or die—think Kodak, Blackberry and AOL. While each of these organisations were once huge corporate players, they failed to keep an eye on their competitors, keep up with technologies, and stay in touch with consumer needs.

When it comes to innovation, South Australia has a strong heritage dating back to its foundation as a free-settled, experimental colony. Its history is dotted with important firsts and innovations—from the discovery of penicillin, to the iconic Hills hoist clothes-line, and granting women the right to vote.

Today, South Australia continues to produce great innovators who are breaking rules and disrupting norms.





PHOTO DAVID SOLIM. LOCATION: MEXICAN SOCIETY

**INNOVATORS:**

## Vinnovate screwcap is revolutionising the wine industry

A serendipitous encounter, an eye for innovation, and a level business head have set brothers and Vinnovate business founders, Simon and Joshua Schmidt, on the path to entrepreneurial success. Now, their technology is opening doors beyond the wine sector.

Their ingenious Vinnovate screwcap technology, which allows consumers to tailor wines to their own tastes, is taking the wine industry by storm.

In April this year, Vinnovate's technology was named as the top innovation across the Australian and New Zealand wine industry, winning the team \$35,000 and a chance to work with Pernod Ricard to develop their product.

It's the second grant the team has secured in the past 12 months: in May 2015, they were awarded \$50,000 seed funding through *Venture Catalyst*, an initiative of UniSA and the State government to help start-ups realise their ideas.

In true entrepreneurial style, the brothers are doing just that. Their innovative screwcap technology works on demand, allowing consumers to remove preservatives with the simple press of a button, without changing the taste, colour or aroma of the wine.

"Being able to customise beverages is the next big consumer trend and we believe

our innovation can positively impact how people enjoy and consume wine," says Joshua Schmidt, Vinnovate's Chief Innovation Officer.

But it's not only about customisation for taste—the innovation also has health benefits, with the ability to remove preservatives from wine.

**It's a bold step in an industry that is steeped in tradition and mystique, but for Vinnovate, it's a step towards the future of the wine industry.**

Vinnovate's Managing Director, Simon Schmidt, explains how he came upon the idea through a chance conversation overseas.

"I'd been talking to our guide about the wine industry, when he asked why he might get an allergic reaction after drinking wine. I immediately thought it was likely a reaction to preservatives—a lot of people get this—and I thought, this is something I could fix."

Through the Venture Catalyst program, an initiative of the University of South Australia and the South Australian Government, Vinnovate's innovation was realised.

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From here, development progressed quickly, with the brothers producing a tangible prototype, Simon beginning his MBA, and the pair working further with the University of South Australia on the concept.

"I was very specific when developing the design. It had to be as similar as possible to existing screwcap bottle closures, but it needed to be functional and offer a value-add—to make consumers want to pick it up."

It was through the Venture Catalyst program, that the team was encouraged to look at other applications for their technology.

"That advice opened our eyes to the broader potential of our innovation and was an important lesson in considering the bigger picture," says Joshua Schmidt.

"We've now made sizeable inroads into other opportunities and with that, came the realisation that there are real commercial prospects for this technology."

Already, there has already been significant interest from major carbonated beverage companies, an industry which has an estimated annual revenue of \$4 billion in Australia alone.

Importantly, the technology also has the capacity to aid in health and humanitarian applications, with Vinnovate exploring options for providing clean drinking water in remote areas, as well as response mechanisms in the wake of natural and man-made disasters.

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**"WE EMBARKED  
ON BUILDING A**

## **HOLOGRAPHIC PROJECTOR**

**BECAUSE ONE  
DIDN'T EXIST AND  
WE WANTED ONE."**

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## INNOVATORS:

## Voxiebox founders making waves in the gaming world

It was their shared love of innovation, invention, beer, and Star Wars, that was the unlikely catalyst for business partners Will Tamblyn and Gavin Smith's revolutionary 3D holographic Voxiebox, now making waves in the gaming world and on the 3D display scene.

An innovative combination of existing gaming and display technology, Voxiebox can be used in the video gaming industry, manufacturing, health, education and marketing sectors.

Smith and Tamblyn say while conceptually, Voxiebox is straightforward, technically, it is difficult to create, involving spinning pixels, helixes and slicing 3D data, among other highly specialised factors.

"It's very complex and involved," Tamblyn says. "But put simply, the result is a new type of 3D display that consumers can look at from any direction—above, below, behind—making it very interactive.

"At this stage, it's a digital version of a board game, where you all gather around and share the experience," Smith adds. "It differs from 3D TV because you don't need barriers like glasses—everyone gets their own view and you get to control it. It's huge fun and a lot more social than other forms of gaming because of the way it brings people together."

Fun has been a focus of the

pair's relationship and the Voxiebox journey started eight years ago in Tamblyn's shed where, Smith explains, "we'd gather every Thursday for our 'lab session' to drink beer and make crazy whimsical things."

"We decided to pick something that would push our technical skills. We embarked on building a holographic projector because one didn't exist and we wanted one," Smith says. "We were inspired by Star Wars; the idea itself has been around in sci-fi for years, but the reason it didn't actually exist, was because it's very hard to do."

Tamblyn says sourcing funding has been the bridge—albeit a difficult one—between the shed and having a real business.

Last year the pair received \$50,000 in Venture Catalyst funding, which was a critical turning point in taking their innovation a step closer to commercial reality. Tamblyn was studying Project Management at UniSA, but decided to defer his studies to focus on Voxiebox, which began to take off after the funding injection.

He says that when the pair "came out of the shed" and began working towards a commercial product, they found plenty of practical help and support, but it was difficult to get the financial backing needed to develop a commercial prototype. He said the Venture Catalyst funding wasn't only a practical support, it was a shot of confidence in the concept.

Meanwhile, a failed crowdfunding attempt was a blessing in disguise, Tamblyn says. Proof of concept wasn't enough and it forced the partners to focus more on the business side of Voxiebox. It was a big lesson and one the pair says inexperienced innovators often overlook.

**"We were inspired by Star Wars; the idea itself has been around in sci-fi for years, but the reason it didn't actually exist, was because it's very hard to do."**

INNOVATORS:

## myEvidence developer changing crimescene investigations forever

For myEvidence developer, Tung Tran, the innovation journey was life changing. As a working police investigator, university student, and now, business innovator, Tran is adept at juggling multiple demands. Tran, together with business partner and fellow officer, Jerome Lienert, has developed myEvidence, a new investigation and evidence collection tool.

It's designed to change the way important elements of police work are carried out and presented in court, and arose from a potentially fatal on-the-job encounter for Senior Constable First Class Tran.

Tran explains that in 2010, he and his partner attended a domestic call out. What happened next changed the course of his life.

"We arrived and were ambushed by a gunman," Tran says. "He had an M16 and shot through a screen door at us. We were lucky that we only got shrapnel injuries.

"Afterwards, I spent a lot of time thinking about my contribution to the job, and life in general, and I'd always had this idea about how we can improve evidence collection and presentation.

"I developed the idea further with my co-founder, Senior Constable Jerome Lienert. I was so serious about taking this further that I decided to go to UniSA to do some relevant study, took the idea through different idea generation workshops, looked at other applications, and basically worked

really hard on it. And now, we're at the testing phase."

Tran completed a UniSA Commerce degree in 2010, and in 2014 he and Lienert not only received the Pank Entrepreneurial Prize for Social Innovation and Enterprise, but also a \$50,000 Venture Catalyst grant.

Echoing the views of all the Venture Catalyst recipients, Tran says that the Venture Catalyst program has been vital to their ongoing success.

"We are all so grateful," Tran says. "It is an incredible program which allowed us to meet with and learn from like-minded individuals, as well as get business mentoring and networking support to further our ideas."

Tran believes the myEvidence concept has applications across a range of international jurisdictions.

He says the pair wanted to fix the array of practical problems faced by local police officers, investigators and prosecutors, with the aim of reaching the best possible outcomes and

"ONE THING I'VE LEARNED, IS THAT IF YOU HAVE AN IDEA YOU BELIEVE IN,

RESEARCH IT,  
EXPAND IT,

AND BE RECEPTIVE TO INPUT, AND PERSEVERE."





PHOTO SMITH AND COLLINS

overcoming a host of issues relating to evidence collection.

“Our current systems are costly, antiquated, very time consuming, involve a huge amount of paperwork and are duplicative,” he says. “With the current method you’ve got a digital camera, video camera, voice recorder and written notes. There’s a lot of gear to carry around and to manage.”

“We wanted to come up with one seamless and efficient mobile application that helps investigators capture an array of evidence and assemble it in the one place. It consolidates digital photographs, records interviews, undertakes scene canvases and can even do 3D scanning.”

“myEvidence lets you do all of that on the phone, on the tablet, and then flick it back, so by the

time you’re back at the station, it’s all there, all done. You don’t have to include 30 minutes to send the evidence off, or any of those cumbersome practices.”

The application offers major benefits for investigators in that it enables them to package-up evidence for court, and with all material synched to a secure server, case evidence can be shared with other investigators.

Tran says the applications are essentially limitless.

“It can be used by private investigators, government bodies, loss adjustors, and insurance investigators. But it can also be used as a personal tool to keep track of your own assets.

“At the end of the day, we work for the community and that’s what it’s all about.

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**While the routes to innovation have been vastly different, each innovator agrees: persistence, drive, flexibility, and being open to and actively seeking expert input, has made all the difference between ideas remaining just that, or becoming viable innovations and sustainable businesses. Each business has received a \$50,000 University of South Australia Venture Catalyst Award to help with project commercialisation.**

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**GOT AN IDEA?**

**The Venture Catalyst program could be your ticket to ride...**

An initiative of the UniSA and the South Australian Government, Venture Catalyst was established to encourage student entrepreneurship and the creation of local start-ups. It provides seed funding of up to \$50,000 to early-

stage ventures that are founded by UniSA students, recent graduates and their teams. Successful companies also receive mentoring, support and a working space to develop a product, service or process and take it to market.

Offered under UniSA’s Innovation and Collaboration Centre, Venture Catalyst provides a fantastic opportunity for people looking to develop their entrepreneurial skills and make an impact through new commercial ventures. ●

To find out more, visit: [icc.unisa.edu.au](http://icc.unisa.edu.au) or [UnISABusinessSchool.edu.au/magazine](http://UnISABusinessSchool.edu.au/magazine)

# HIGHLIGHTS

## CENTRE FOR BUSINESS GROWTH

### \$4.2 MILLION BOOST TO HELP BUSINESSES GROW

UniSA's Centre for Business Growth will receive \$4.2 million from the State Government over the next four years to run intensive business growth programs, which will drive growth in both the local and national economy.



Centre for Business Growth Director and ANZ Chair in Business Growth, Professor Jana Matthews.

Established in 2014, the Centre for Business Growth has already run a number of successful programs, to provide executives of small and medium enterprises (SMEs) with the knowledge, skills and tools to enable them to lead, manage and grow their companies.

Centre for Business Growth Director and ANZ Chair in Business Growth, Professor Jana Matthews said the funding will enable the Centre to offer Business Growth Assessment Clinics to 240 companies in South Australia over the next 30 months and its Business Growth program to 120 CEOs and executives.

"The Centre teaches CEOs and executives of SMEs how to build strong companies that can deliver sustained growth in revenue, profits and jobs. Once CEOs understand how to grow, a large percentage of them begin to grow,

create jobs, and go global."

The programs are already delivering impressive results. The ten companies who completed the first ANZ Business Growth Program, reported an aggregate increase in revenue of 24 percent, 29 percent in profits, and a rise in earnings from \$132m to \$164m in the 2014-2015 financial year.

The first cohort of companies also created 114 new jobs and are expected to add over 300 more jobs by the end of 2016.

UniSA Vice Chancellor Professor David Lloyd says he is pleased the Centre can deliver its programs more broadly.

"Job growth is particularly important to South Australia. We need to provide company leaders with opportunities to innovate, and that's exactly what the Centre does."

● [unisau.edu.au/cbg](http://unisau.edu.au/cbg)

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## GROWTH ASSESSMENT CLINICS

VALUED AT \$3000 EACH

DESIGNED FOR CEOs AND MANAGING DIRECTORS OF SMES, THESE INTENSIVE ONE-DAY PROGRAMS WILL HELP YOU TO GROW YOUR BUSINESS.

Identify your company's growth opportunities and inhibitors. Learn about the stage of growth, your role and responsibilities as a leader, and receive tailored recommendations about the growth of your business.

To learn more and apply, visit: [centreforbusinessgrowth.com/apply](http://centreforbusinessgrowth.com/apply)

## NEW CENTRE

### INNOVATION AND COLLABORATION

A strategic partnership with State Government, UniSA and Hewlett Packard Enterprise supporting the lifecycle from idea startup to growth and expansion.

The acceleration of start-up companies and the growth of small businesses in South Australia is the focus of UniSA's new Innovation and Collaboration Centre (ICC), designed to incubate and build businesses within the State.

The ICC provides a unique multidisciplinary environment where SMEs, entrepreneurs and students can access a wide range of services and expertise to help them develop their products and grow their businesses.

Established through a strategic partnership between UniSA, the Government of South Australia and anchor industry partner Hewlett Packard Enterprise, the Centre leverages world-class technology and expertise in business growth, commercialisation, creative minds, and technology, to support the innovation life cycle —from idea to growth and expansion.

"It's a partnership which champions the growth of SA's business sector through a collaborative, dynamic and supportive environment," said UniSA Vice Chancellor, Professor David Lloyd.

The ICC runs innovation-based business programs and workshops to help businesses address challenges and achieve growth.

● [icc.unisa.edu.au](http://icc.unisa.edu.au)

## VENTURE CATALYST

**\$100,000 SEED FUNDING FOR NEW START-UPS**

Start-up companies—TC Pinpoint and EcoJet Engineering—were recently awarded \$50,000 each in seed funding through UniSA's 2016 Venture Catalyst initiative. As a partnership between the State Government and UniSA, Venture Catalyst provides funding and support to university-based entrepreneurs.

The initiative encourages student entrepreneurship and the creation of local startups by providing funding for early-stage ventures founded by UniSA students and recent graduates.

Rachel Kidwell's TC Pinpoint is a cloud-based software management tool for retail tenancies in shopping centres. TC Pinpoint brings all stakeholders involved in the process on to one platform in a streamlined, cost effective and time saving approach. The product is the only of its type in the market.

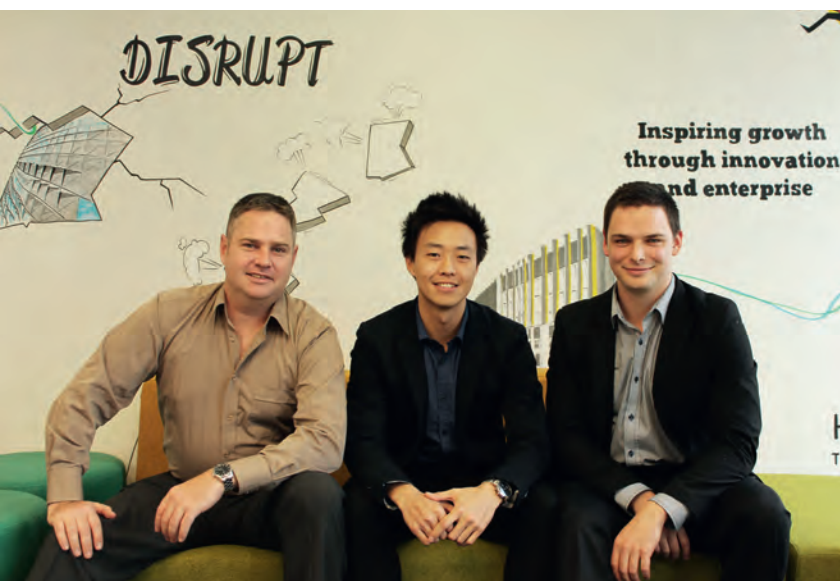
Alexander Wright, Warren Day, and James Kim's start-up, EcoJet Engineering, is realising the potential of an innovative micro gas turbine. They have devised a zero emissions power source, by redesigning the turbine to

burn hydrogen gas. The turbine will be cheaper and cleaner to run than current competing micro gas turbines and other competing technologies.

● [unisa.edu.au/venturecatalyst](http://unisa.edu.au/venturecatalyst)



Venture Catalyst Winners TC Pinpoint and EcoJet Engineering (below).



The Hon Julie Bishop MP, with award recipient, Georgia Clancy, and His Excellency General the Honourable Sir Peter Cosgrove AK MC (Retd).

**NEW COLOMBO PLAN**

Congratulations to marketing students, Gemma Clancy and Georgia Johnson, who were each awarded scholarships under the 2016 New Colombo Plan.



2016 marks the 25<sup>th</sup> birthday of the University of South Australia.

After only 25 years, we have become the largest university in South Australia with more than 33,000 current students and a global alumni network of over 180,000 professionals.

Globally connected, with industry-informed teaching and innovative research, we are engaged in solving today's challenges.

Our graduates are the new urban professionals, ready to create and respond to change.

Join Australia's university of enterprise to celebrate this significant milestone.

● [unisa.edu.au/25-birthday](http://unisa.edu.au/25-birthday)

● [unisa.edu.au/About-UniSA/Global-Engagement/New-Colombo-Plan](http://unisa.edu.au/About-UniSA/Global-Engagement/New-Colombo-Plan)

The New Colombo Plan (NCP) is the Australian Government's flagship scholarship program, offering a unique opportunity for the best and brightest young Australian citizens to be awarded up to \$67,000 for study and an internship in a range of 38 Asia-Pacific countries.

"The NCP complements and balances the notion of welcoming international students to South Australia, by providing excellent opportunities for Australian students to step into the professional and educational cultures of other nations," said UniSA Deputy Vice Chancellor for International and Development, Nigel Relph.

"Our world is less and less constrained by borders and we know that the leaders and professionals of tomorrow will need to understand the problems and opportunities that present themselves beyond Australia, if they are to be successful and contributing citizens."

## GREAT HALL: BECOME A PERMANENT PART OF THE NEW HEART OF UNISA



The Inverted Pyramid



The Chandelier



The Pool

Due for completion at the end of 2017, UniSA's Great Hall will create a new heart of the University—an iconic venue where thousands of memories will be made.

The architecturally expressive design features a chandeliered foyer, a multi-purpose amphitheater for graduations, exams, sports and events, a heated indoor swimming pool and a fully-equipped fitness centre.

You can be part of the Great Hall story—forever part of its history—by embedding yourself

in the DNA of the Great Hall.

Already hundreds of graduates, staff and supporters have donated, to have their name and 'three words to live by' permanently etched onto one of three impressive sculptural features of the Great Hall: the Chandelier; the Inverted Pyramid; or the Pool.

Join Maggie Beer AM DUniv, Barry Humphries AO CBE DUniv and Gavin Wanganeen in this initiative, and inspire future generations.

● Visit: [unisa.edu.au/greathall](http://unisa.edu.au/greathall) or call +61 8 8302 7375

## ALUMNI STAND OUT AT TELSTRA WOMEN'S BUSINESS AWARDS

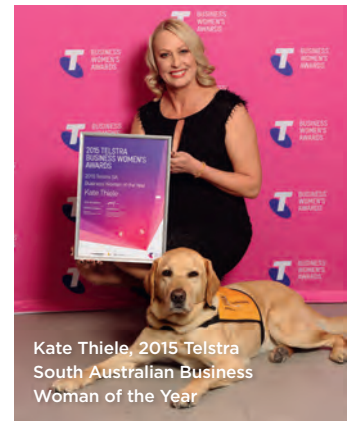
UniSA alumni took out four awards in the 2015 Telstra SA Business Women's Awards.

The 2015 *Telstra South Australian Business Woman of the Year* went to MBA alumna Kate Thiele, Chief Executive of Guide Dogs SA/NT.

Thiele also won the *For Purpose and Social Enterprise Award* for having overseen extraordinary growth in her organisation.

The 2015 *Telstra South Australian Young Business Woman of the Year* went to Ashleigh Stiling, Operations Shift Coordinator for Harsco Metals and Minerals. Stiling, a Bachelor of Business and Enterprise graduate, was recognised for her rapid rise through the ranks in a male-dominated industry.

Michaela Webster, Chief Operating Officer for On the Run/Peregrine Corporation, and



Kate Thiele, 2015 Telstra South Australian Business Woman of the Year

Bachelor of Business graduate, won the *Corporate and Private Award*.

Congratulations also to finalists Professor Marie Wilson, Pro Vice Chancellor, UniSA Business School, and alumni Julie Astley (Novita Children's Services) and Stella Thredgold, (Bendigo and Adelaide Bank).

● [w3.unisa.edu.au/unisanews/2015/October/story6.asp#Alumni](http://w3.unisa.edu.au/unisanews/2015/October/story6.asp#Alumni)



ACHIEVING EXCELLENCE THROUGH PEOPLE AND PRACTICES

In 2016 we welcomed the Centre for Workplace Excellence (CWeX) to the UniSA Business School. CWeX brings together two separate entities—the Centre for Human Resource Management, and the Centre for Work+Life—each leading bodies in workplace research in their own right.

CWeX is committed to researching current and future workplace challenges. Their progressive world-class research is built on four pillars: employee diversity and well-being, organisational culture and change, leadership, and people management practices.

● [unisabusinessschool.edu.au/cwex](http://unisabusinessschool.edu.au/cwex)

## 2016 AUSTRALIA DAY HONOURS

These medals confer recognition for outstanding achievement and service. Nominations come directly from the community, with this being the pre-eminent way Australians recognise the achievements and services of their fellow citizens.

- Medal of the Order of Australia awarded to Dr Peter Balan, School of Management, in recognition of his service to tertiary education, and to the community of South Australia.
- Member of the Order of Australia awarded to Reginald Williams AM, Bachelor of Management (Marketing), Bachelor Business (Marketing), for service to youth via Scouting.
- Australian Police Medal awarded to Chief Superintendent Douglas Barr APM, Graduate Certificate in Business Administration.
- Australian Service Medal awarded to Phillip Knight ASM, Graduate Diploma in Management.

• <http://bit.ly/29mJb15>

## SCHOLARSHIPS + AWARDS

### DOUBLE SCHOLARSHIP SUCCESS

First-year Marketing and Communications student, Danielle Talbot, was awarded dual accolades as the recipient of the prestigious Ehrenberg Scholarship (for a promising first-year marketing student) and a 25<sup>th</sup> Anniversary Excellence Scholarship (for 25 students with an ATAR of 99+).

### 2016 VICE CHANCELLOR AND PRESIDENT SCHOLARSHIP

Amy Wilson, PhD scholar in the School of Marketing, was awarded a Vice Chancellor and

President's Scholarship for innovative, real-world and connected research.

### ENDEAVOUR RESEARCH FELLOWSHIP

Lucy Simmonds, PhD scholar in the School of Marketing, was awarded an Endeavour Research Fellowship. This competitive fellowship will provide Lucy with the opportunity to gain valuable international experience in study, research and professional development and will help her work on her research with MediaScience and the University of Texas in 2016.

## COMMUNITY CONNECTIONS

### UNIJAM 2016: ONLINE IDEA GENERATOR

We were world leaders when we ran the first university jam in 2013 and three years on unijam 2016 has proven to be a great success. The 30-hour online brainstorming event, enabled by IBM's Collaborative Innovation platform, allowed thousands of participants to discuss issues in real time from wherever they are located. The jam generated 18,217 visits from 55 countries, a total of 314,073 page views, and near 12,000 comments. Insights from the jam will help inform UniSA's next steps and priorities.

• [unijam.unisa.edu.au](http://unijam.unisa.edu.au)

### VIEW FROM THE TOP: NEW MASTERCLASS SERIES

The UniSA Business School is pleased to present our new View from the Top Masterclass series designed to enhance postgraduate and high-achieving final year undergraduate student learning and graduate outcomes. The suite of seminars will provide an industry perspective on current topics and issues that affect business today. Presented by industry leaders, members of our alumni, partners and senior Business School researchers, the new series will create life-long learning and engagement opportunities.

## SUPPORTING ABORIGINAL AND TORRES STRAIT ISLANDER LEADERS



### AN AUSTRALIAN FIRST

## MBA scholarship for Aboriginal leaders

Developing opportunities for Aboriginal and Torres Strait Islander Australians to advance their careers and become a new generation of leaders is the goal of the new MBA scholarship.

A first in Australia, the new Aboriginal and Torres Strait Islander MBA scholarship will be offered in partnership with industry. The initiative is an active move to address leadership inequality and to strengthen UniSA's role as Australia's Aboriginal and Torres Strait Islander university of choice.

"As one of Australia's leading Business Schools this innovative offering is part of our commitment to fostering excellence, diversity and equity," said Professor Marie Wilson, Pro Vice Chancellor, UniSA Business School.

"The scholarship will also ensure that we benefit from the skills and knowledge that Aboriginal and Torres Strait Islander people can bring to business.

"The strongest cultures are those that embrace diversity and

we believe more Aboriginal and Torres Strait Islander voices in the management sector will be of benefit, not only to Indigenous communities, but also to the wider community."

• [UnISABusinessSchool.edu.au/indigenous-mba-scholarship](http://UnISABusinessSchool.edu.au/indigenous-mba-scholarship)

## A path for growth for Aboriginal businesses

Growth scholarships through the Centre for Business Growth

Up to 10 Aboriginal businesses operating in South Australia will be set on a path to growth and success with a new scholarship scheme offered through the UniSA Business School's Centre for Business Growth (CBG).

UniSA Vice Chancellor Professor David Lloyd said the scholarships will support CEOs and managing directors of Aboriginal businesses to attend a world-class program, the Growth Assessment Clinic, offered through the CBG and led by renowned executive education leader, Professor Jana Matthews.

"Our Business Growth Assessment Clinics are already proving highly effective in helping business leaders understand the critical factors that can take a business to the next level of growth," Professor Lloyd said.

"The feedback we have from leaders who have worked with Professor Matthews and CBG's growth experts is positive and exciting.

"I look forward to working with the leaders of Aboriginal enterprises that want to grow," said Professor Matthews.

• [unisa.edu.au/cbg](http://unisa.edu.au/cbg)

# CONNECT

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



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



**GROW YOUR BUSINESS**  
**Centre for Business Growth.** Accelerate your company's growth through our world-class business growth programs. Our business experts will enhance your leadership skills to help you compete in a global marketplace. We can help accelerate your company growth and unlock the potential of your SME.  
 ● [unisa.edu.au/cbg](http://unisa.edu.au/cbg)



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**Institute for Choice.** Discover how individual choice affects society. We work with partners to apply economic models that explain how and why citizens, customers and other stakeholders make choices to inform institutional planning and decision-making for the future.  
 ● [unisa.edu.au/I4C](http://unisa.edu.au/I4C)



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 ● [unisa.edu.au/cwex](http://unisa.edu.au/cwex)



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 ● [unisa.edu.au/asianbusiness](http://unisa.edu.au/asianbusiness)



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 ● [UnisaBusinessSchool.edu.au](http://UnisaBusinessSchool.edu.au)



# WORKING TOGETHER TO BACK WOMEN IN BUSINESS

The UniSA Business School is proud to support aspirational and high achieving women with the Women in Master of Business Administration (WiMBA) scholarship.

We recognise that sustainable economic development requires greater diversity of women in leadership. This partnership scholarship with employers actively addresses inequality, enabling more women with leadership potential to study our award-winning five-star, Master of Business Administration (MBA) and advance their careers into senior management and executive roles.

Organisations who partner with us on this initiative show their commitment to addressing gender diversity in leadership, help to develop female talent and contribute to positive economic growth.

For more information visit  
[unisa.edu.au/wimba](http://unisa.edu.au/wimba)



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Sculpted into the surrounding streetscape, UniSA's Great Hall will become a focal point for many significant moments, belonging not only to current and future students and staff but also to the thousands of alumni and friends that have come before them. To find out more about this iconic building and to permanently embed yourself in the DNA of the Great Hall visit: [unisa.edu.au/GreatHall](http://unisa.edu.au/GreatHall)







**For more information:**

[UnisABusinessSchool.edu.au/magazine](http://UnisABusinessSchool.edu.au/magazine)

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PHOTOGRAPH: JPE DESIGN STUDIO IN ASSOCIATION  
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