

2013

# business@massey

News from Massey University's College of Business  
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## Katie's tea party

From assignment  
to viable business



**The Fin-Ed Centre** Make sense of your dollars  
**Franchising New Zealand** NZ's \$20 billion sector  
**Food for thought** Growing the agrifood economy



THE ENGINE  
OF THE NEW  
NEW ZEALAND





## **HAMISH NUTTALL, FOUNDER AND CEO OF NAKEDBUS. MASSEY MBA GRADUATE**

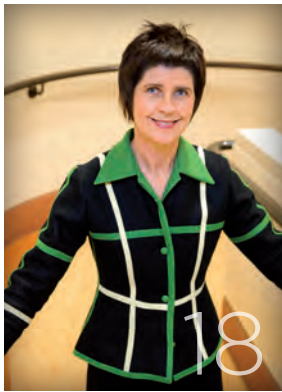
Hamish Nuttall says studying a Massey Executive MBA gave him the skills and confidence he needed to transform his idea into a successful enterprise that has revolutionised bus travel in New Zealand.

Taught part-time on weekends, Massey is proud to have helped thousands of executives, SME owners and entrepreneurs achieve their business goals.

**Go to [mbabreakthrough.ac.nz](http://mbabreakthrough.ac.nz) to read more about Hamish and other Massey MBA graduates.**

**CONTACT 0800 505 825 | EMAIL [MBA@MASSEY.AC.NZ](mailto:MBA@MASSEY.AC.NZ)**





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## The university effect

When you are a politician, careless talk costs careers. So last year, during the Presidential elections, I felt sorry for Barack Obama when he said: “If you’ve got a business – you didn’t build that.”

This is the age of the Twitter-fuelled sound bite, and the sentence was seized on as

evidence of someone who had no understanding of the effort and enterprise needed to create a successful business.

It was, of course, unfair. The ‘that’ referred to all of those other things that enable a business to operate. Businesses and the entrepreneurs who create them are the foundation of our prosperity. But they are not islands. Business depends on the roads that enable the swift passage of goods, the fibre optic cables that carry data, on the police that provide a secure environment, and, of course, on the availability of a skilled, creative workforce.

How much impact can a university have? A report examining the economic impact of a single top-tier United States university, the Massachusetts Institute of Technology, found

that if it were a country it would have the equivalent of the world’s 11th largest economy. Australia is the 13th.

But while MIT is admittedly a truly exceptional university, you will find the same phenomenon in New Zealand. Within a radius of each of our universities lies a zone of enterprise populated by entrepreneurial alumni and their businesses. A case in point is Massey’s Albany-based ecentre, which currently hosts 14 businesses embarking on the journey from garage to global.

At Massey, we are very aware of the need to provide value to the society of which we are a part. Just last year, Massey Professors Paul Moughan and Harjinder Singh were the recipients of the \$500,000 Prime Minister’s Prize, the bulk of which they have pledged to devote to commercialising discoveries made at the Riddet Institute, the Centre of Research Excellence they co-direct.

At Massey, we look to businesses to join with us in research partnerships and to help us produce smart work-ready graduates. The mission we have set ourselves is to be the engine of the new New Zealand, part of an ecosystem of innovation. My message to New Zealand business? Work with us. You will be amazed at what we can achieve if we work together.

Vice-Chancellor Steve Maharey



## The rules of engagement

It’s hard to believe that it has been exactly one year since I took up my role as head of Massey University’s College of Business. It’s been a year of refining strategy and, perhaps even more importantly, developing relationships.

When I look back on 2012, the over-arching theme has

been one of engagement – the College of Business is committed to engaging with the business community and also providing engaged learning opportunities for our students.

We launched the Auckland Knowledge Exchange Hub, a portal to enable the exchange of knowledge, skills and expertise between Massey University researchers and both public and private entities. We also appointed a Director of Agrifood Business, a signal of our commitment to helping grow this important segment of New Zealand’s economy.

One of the important ways we engage with the business community is through high impact research – research that makes a practical difference. We provide a regular range of high profile research reports, each of which attracts substantial industry and media attention, including:

- *BusinessSMEasure* – an assessment of the practice and performance of SMEs.
- *Franchising New Zealand* – a biennial measure of the contribution of the franchise sector to the New Zealand economy.

- *The Home Affordability Report* – a quarterly analysis of home affordability.
- *The Great New Zealand Employment Survey* (in conjunction with Clarian HR) – an assessment of employment trends.
- *The New Zealand Retirement Expenditure Survey* (through the Fin-Ed Centre in conjunction with Workplace Savings NZ) – an analysis of retirement spending patterns.

Practical learning opportunities for students were expanded last year with a new internship programme at the Albany campus (adding to those on our other campuses), and several new business student clubs were established.

One of our most exciting projects for 2013 will be the opening of New Zealand’s first student trading room – the Massey University Financial Trading Centre, which will be home to our Student Investment Club. The trading room will create a truly engaged learning experience for students, as will the “Meet the CEO” series of talks that are currently being planned.

2013 will also see the launch of an innovative Master of Professional Accountancy and Finance, and Massey will also become the only university in New Zealand to offer a Master of Journalism degree.

So, a lot of progress has been made – but 2013 promises much more. Through its staff, students, alumni and partnerships, the College of Business has a lot of enterprising people working on innovative projects. So, to echo the Vice-Chancellor’s sentiments above, work with us, study with us. Better still, engage with us.

College of Business Pro Vice-Chancellor & Dean Professor Ted Zorn

# The art of knowledge transfer

Massey University has formed research partnerships with KPMG and Callaghan Innovation to share knowledge and foster innovation. The agreements are the first business-focused partnerships under Massey's Auckland Knowledge Exchange Hub initiative.

The head of the University's College of Business, Professor Ted Zorn, says the hub's focus on entrepreneurship, innovation, and commercialisation will make it easier for businesses and government agencies to develop strong research partnerships with Massey.

"It also ensures our research contributes to New Zealand's economic development," he says.

"In New Zealand a lot of good ideas are generated but most don't develop into viable commercial products," says Professor Christoph Schumacher, who manages the relationship with Callaghan Innovation. "We'll be jointly researching the best way to improve this, using expertise from both Massey's business and creative arts colleges."

Professor Schumacher says the two partnerships show the importance of engaging with the business community.

"Companies have all these research questions they want answered and Massey



KPMG executive chair Ross Buckley and head of Massey's College of Business Professor Ted Zorn sign a research partnership agreement

"Companies have all these research questions they want answered and Massey has fantastic researchers."

- Professor Christoph Schumacher

The agreement with KPMG has already produced tangible results through the company's annual *Financial Institutions Performance Survey*, which contained detailed forecasts of the performance of the financial sector for the first time last year. The collaboration will continue for the 2013 report.

The newly-agreed research partnership with Callaghan Innovation will investigate best practice for taking a product idea to market.

has fantastic researchers. It is important to create two-way communication so you inspire and produce research that is useful and relevant," he says.

The Auckland Knowledge Exchange Hub also has a research partnership with Auckland Council, managed by Professor Paul Spoonley from the College of Humanities and Social Sciences.

▶ <http://akehub.massey.ac.nz>

## Workers just want to have fun

Researchers from Massey University assisted Clarian HR with its most recent Great New Zealand Employment Survey – and the results showed a clear disconnect between employers and employees.

Nearly half of employees surveyed listed having "fun and working with great people" as the most important factor in their employment, followed by great pay, benefits and career development.

Employers, meanwhile, believed their product and brand reputation (71 per cent) was the most important factor in attracting talent, followed by being a stable market leader (68 per cent). Pay was ranked the second lowest in importance.

Some 20 per cent of employees surveyed also said they were actively looking for alternative employment, and a further one-third were unhappy in their roles and were considering looking. This should be a "wake-up call" for some workplaces, says Associate Professor Jane Parker from Massey's School of Management.

When asked about their personal level of "engagement", 21



The Great New Zealand Employment Survey found having fun was important for job satisfaction.

per cent of employees said they were not engaged, and 59 per cent were ambivalent or somewhat engaged. Over a third (38 per cent) wanted better communication, 37 per cent wanted improved development and career planning, 36 per cent wanted better pay, and 37 per cent wanted closer attention paid to office politics and internal conflict.

Employees also noted a lack of confidence in the leadership team (29 per cent), feeling they could not communicate openly and honestly without fear of retaliation (26 per cent), and feeling the company did not care about their personal wellbeing (25 per cent).

Dr Parker says the Massey research team was struck by the number of employees calling for greater two-way communication at work. "There is a perceived need for greater investment

by firms in people management capabilities – employees highlighted ineffective leadership, internal conflict, excess workload, unclear expectations and lack of feedback as barriers to better performance."

# Katie's tea party

From a university assignment to a viable business, Katie Hammond puts her success down to determination and a degree. Jessica Sutton meets a young entrepreneur whose mission is to give Fairtrade tea the same visibility as coffee.





Katie Hammond's Fairtrade tea importing company grew out of a university assignment.

**T**wenty-five year-old Katie Hammond has always wanted to own her own business, and in 2010 she made her dream a reality.

KTea is the Massey graduate's boutique Fairtrade loose-leaf tea business, and the products are currently sold in five cafes dotted throughout the lower North Island and top of the South Island, two Wellington supermarkets and at specialist fine foods retailers Moore Wilson's, Commonsense Organics and Urban Harvest.

And her list of stockists continues to grow.

"There is such a strong coffee culture in New Zealand, Wellington especially, and in the past tea has been a bit forgotten about. However, this is changing and people are looking for great quality tea as well as coffee. I'm really the only Fairtrade certified company out there at the moment doing boutique, herbal blends."

In 2006, she completed a Bachelor of Business Studies majoring in management and enterprise development at Massey's Wellington campus. During her last year of study, she developed a business plan for a viable company and that's when KTea was born.

"I started drinking tea at university. I'd gone to a farmers' market and tried some herbal blends of tea and I thought they were amazing. I always wanted my company to be Fairtrade and I had been studying social entrepreneurship at university, and I really wanted to do something that was good and sustainable."

Hammond said the Massey business degree has put her in good stead for her working life.

"It's been really valuable with the practical accounting side of things. I've got a really good grounding in business and that theoretical learning you get from university. I

don't think I'd be where I am today without that degree."

Starting off small, Hammond began selling at the City Market and Underground Craft Market in Wellington in 2010, and was ordering tea in three-kilogram boxes from a third-party supplier in Australia.

Today she imports 100-kilogram boxes of fair trade black and green teas direct from the first certified organic tea garden in the world in Sri Lanka, with South Island herbs mixed in to make creative flavour combinations. She blends her tea at a nearby commercial kitchen on Monday nights.

Her original blends include BeauTea, which is green tea with pink rose petals, and DelectabiliTea, which is a mix of green tea, rosehip and hibiscus flowers. There

is also a range of black teas including black VelveTea Vanilla – which is Hammond's favourite.

"It was a matter of trial and error. I had an idea of what I wanted to do and just played with the flavours and combinations. It was a lot of fun."

But her business isn't yet her full-time position. She also works four days a week at the Earthquake Commission [EQC], and spends Fridays and her weekends selling and marketing her tea.

"We're slowly getting there but there will be a time when it will be my full-time job. Quantities are still small, but it's now about growing the brand awareness. That will be a focus this year."

She hopes her tea will be sold in stockists throughout the country in the near future.

"I think this tea is what people are looking for these days – something that is locally made by a small individually owned company. I want tea to be the new coffee."

[www.ktea.co.nz](http://www.ktea.co.nz)

"I always wanted my company to be Fairtrade and I had been studying social entrepreneurship at university, and I really wanted to do something that was good and sustainable."

– Katie Hammond

# Helping Kiwis make sense of their dollars

“We need to be mindful of what’s coming in 20 to 30 years if this generation fails to live within its means and save for its retirement.”

– Dr Pushpa Wood



Fin-Ed Centre director Dr Pushpa Wood.

When Dr Pushpa Wood took up her role as director of the Fin-Ed Centre (Financial Education and Research Centre) in the middle of last year, she was continuing a long history of financial literacy advocacy. The centre, which is a joint initiative between Westpac and Massey University, aims to financially empower New Zealanders – something close to Dr Wood’s heart.

Dr Wood was previously the education manager at the Government’s Commission for Financial Literacy and Retirement Income and she has worked across the school, tertiary, and industry sectors to improve financial literacy.

In her first six months in the job she has overseen the launch of the Retirement Expenditure Survey with

Workplace Savings NZ, a longitudinal study to identify why so many New Zealanders struggle with their finances, and personal finance certificate courses for both educators and the general public.

The Fin-Ed Centre’s certificate courses are something Dr Wood is particularly proud of, and she believes that education is the only way to have a long-term impact on peoples’ financial behaviour.

“It’s an issue that can’t be ignored if we want to avoid some serious problems in the future. We need to be mindful of what’s coming in 20 to 30 years if this generation fails to live within its means and save for its retirement.”

▶ <http://fin-ed.massey.ac.nz>

## Young Kiwis not saving for the long term

Three hundred New Zealanders currently aged between 18 and 20 are taking part in a Fin-Ed Centre study of their financial literacy and experience of financial education.

The 20-year longitudinal study is the first of its kind in New Zealand.

The first set of results were released at the end of 2012 and found that two-thirds of young Kiwis were not saving for the long term. Of the 18 to 22 year olds surveyed, 77 per cent said it was not important to plan any further than four years ahead when it comes to finances. Budgeting also remains a major concern

with only 52 per cent giving any thought to financial goals, spending habits and ways to manage money.

But the findings also show that 80 per cent of those surveyed agreed it was better to make purchases from savings instead of on credit and more than 90 per cent recognised the importance of saving. Thirty eight per cent of respondents owned a credit card and nearly 80 per cent believed credit cards could be problematic.

Dr Pushpa Wood, director of the Fin-Ed Centre, says the survey will be repeated with the same participants every five years for the next 20 years.

“The findings from our young participants will act as a benchmark for how much information young New Zealanders currently have on personal financial matters and where they access this information from. We need to better understand the trigger points for young people to seek this information.

“This study will enable us to identify financial knowledge needs at various life stages, find gaps in education programmes, and track the overall increase in financial literacy levels.”



Young people recognise the importance of saving, but don’t plan more than four years ahead.



## Majority of retirees just scraping by

New Zealand's first Retirement Expenditure Guidelines were released by the Fin-Ed Centre and Workplace Savings NZ in October 2012. The report showed the majority of Kiwis were just scraping by in retirement, with 46 per cent of those surveyed saying retirement was not meeting their expectations.

The report showed 47 per cent of retirees felt they didn't have adequate financial resources to meet their retirement needs, and 33 per cent said they were not satisfied with their retirement.

The survey was compiled by Massey University senior lecturer Dr Claire Matthews, who says the guidelines in the report show what retirees are actually spending. Almost half of respondents said they spent more than 60 per cent of their income on basic living costs.

"There were lots of comments about the fact that basic living costs keep going up," Dr Matthews says. "New Zealanders

can't continue to rely only on NZ superannuation."

In October 2012, a two-person household in Auckland or Wellington would need \$241.35 per week for a 'no frills' retirement, meaning a basic standard of living including few, if any, luxuries. As the guideline figures do not include housing costs like rent or rates, the NZ superannuation payment for couples, which is currently \$536.80 per week, means that most retirees are getting by, but there is little money left over for quality of life.

For a two-person household to live a lifestyle that included some luxuries, the cost would be \$761.56 per week in metropolitan areas, and \$693.83 per week in regional New Zealand.

More than one-third said they almost never ate takeaways and 22 per cent of those surveyed said they never went overseas. Dr Matthews says the question is whether people want to be able to have



some choices in retirement, or whether they want to just live a very basic lifestyle.

The next Retirement Expenditure Survey, with updated guidelines, will be released in February 2013.

"There were lots of comments about the fact that basic living costs keep going up. New Zealanders can't continue to rely only on NZ superannuation." – Dr Claire Matthews

## Fin-Ed Centre launches financial literacy courses

The Fin-Ed Centre has developed a new series of certificate courses as a part of its continuing programme to help New Zealanders become more financially savvy. Courses are divided into two strands – those designed for personal finance educators, and those designed for the general public.

The first strand is made up of two papers but can also include tailor-made courses for individuals and organisations that would like to be involved in teaching financial literacy at school, tertiary, industry or a community level.

The second strand of courses is designed for anyone in search of the skills and tools to take charge of their personal finances.

"Our main objective is to give people the tools they need for the life-long process of managing their finances," says Fin-Ed

Centre director Dr Pushpa Wood. "If we can improve people's financial knowledge,

"If we can improve people's financial knowledge, and give them the confidence to put that knowledge into practice, then I think we will set them up for a much more secure future."

– Dr Pushpa Wood

and give them the confidence to put that knowledge into practice, then I think we

will set them up for a much more secure future."

There are six papers in the series and the courses are taught by Massey University through a mixture of face-to-face teaching and online learning.

"If someone completes the whole series, they will come away with an understanding of their place in the wider economic world and have sufficient knowledge and confidence to ask the right questions about financial products," Dr Wood says. "They will also understand the difference between needs and wants, good and bad debt, the power of regular saving, and basic investment principles."

Course details, dates and charges can be found on the Fin-Ed Centre website.

<http://fin-ed.massey.ac.nz>

# A pet's place in cyberspace

Sidah Russell meets two pet-loving PhD students from Massey University who have started a social network for furry friends.

Two animal-loving PhD students have launched a new social network for pets with the help of the ecentre, Massey's onsite business incubator. Called Petsnearby, the website grew out of conversations the duo had while working long hours in the labs at the Massey Institute of Natural Sciences.

Mack Saraswat, a biochemistry PhD candidate, and fellow student Ralph Grand, who is working towards a PhD in genetics, found they shared a love of animals.

"I think we were just talking and we discovered we both loved animals," says Saraswat. "We wanted to create something cool, something that would connect people through their pets."

Three others were brought on board to help turn the idea into a reality and the start-up company was also given plenty of advice by ecentre chief executive Steve Corbett.

The website is unique in that it is both a social network and a comprehensive database of services, including Council-approved dog parks, veterinary clinics and pet stores throughout New Zealand. There are plans to include pet-friendly cafes and hotels, as well as breeders, and health and fitness services in the future.

While the database information can be publicly accessed, those who create an account can use geo-location to find pet services in their area, or other like-minded pet owners. Another unique feature is the ability to have more than one pet per account.

"What's really different about Petsnearby is the interaction can be between the pets, or between the account owners," says Ralph Grand. "Two dogs can have a 'conversation' about meeting up for a play date, or the owners can talk to each other directly."

He says that part of the site's attraction for users is the possibility "you can find a date for your dog, and potentially for yourself".

While PhD studies in genetics and biochemistry seem a world away from pets socialising online, Saraswat says the data analysis skills have been extremely handy while developing the Petsnearby website.

"We're used to dealing with a lot of statistics and we have a physicist on the team who can come up with cool algorithms. As a group we like to meet, throw ideas around, and solve them mathematically," he says.

The team is constantly developing new functionality and has recently launched a blog function on the site. Since its

launch the website has attracted plenty of media attention and interest from pet lovers, and the duo is confident of the website's long-term success.

"New Zealand has the largest per capita pet ownership rate in the world, and people spend an enormous amount on toys, food, health and grooming," says Saraswat. "Petsnearby will be a really attractive place for the pet-related

industry to advertise because it's a perfectly targeted audience for them."

www.petsnearby.com

"Part of the site's attraction for users is the possibility you can find a date for your dog, and potentially for yourself." - Ralph Grand



Petsnearby co-founders and Massey PhD students Mack Saraswat and Ralph Grand.



# Entrepreneurship made easy



ecentre CEO Steve Corbett

“Not everyone who joins the ecentre’s programmes will pursue their idea, but you will learn invaluable skills that you can use for the rest of your life.”

– Steve Corbett

[www.ecentre.org.nz](http://www.ecentre.org.nz)

ecentre, the business innovation centre at Massey University, wants to make it possible for anyone to become an entrepreneur – that’s why it has introduced three different levels of its ecentreSprint market validation programme.

Would-be entrepreneurs often have to juggle a full-time job while investigating their business opportunity. Most can’t afford to quit their day job, or even the cost of joining an incubator or paying for mentorship. Making a full-time commitment to the new idea can be very difficult.

After looking at incubation models in both Germany and San Francisco, the ecentre saw how it could remove the biggest hurdles for new entrepreneurs.

There are now three programme levels under ecentreSprint, each catering for different stages of development. For just

\$300 per month, aspiring entrepreneurs get four hours per week of valuable tutorials and workshops to start working on their idea. As part of a group of like-minded people they get access to ecentre networks and Massey University expertise.

For those who want to progress their idea more quickly and benefit from the experienced ecentre mentors and coaches, there are two Elite versions of the programme. These include one-on-one coaching sessions, and allow businesses to be based out of the ecentre.

“If you have been considering entrepreneurship as a career, talk to us at ecentre,” says chief executive Steve Corbett. “Not everyone who joins the ecentre’s programmes will pursue their idea, but you will learn invaluable skills that you can use for the rest of your life.”

## Freshly-minted novel



The Story Mint founder Suraya Dewing

Unique digital publisher The Story Mint has published its first novel, *Tokyo Curry* by Simon Angelo. It is a major milestone for the company, which launched in May 2012 with the aim of helping would-be authors pursue their dreams of publication.

The Story Mint’s unique service offers a way for writers to refine their work with

a computer tool that compares their writing with history’s great authors. The automated assessment tool called Style Guide gives writers instant constructive feedback.

Style Guide uses algorithms developed at Massey University’s Institute of Information and Mathematical Sciences, and The Story Mint was developed with the support of the ecentre.

“My dream was to create a pathway to publication for writers struggling to get their work acknowledged,” says company founder Suraya Dewing. “The Story Mint fulfils that dream by giving writers a way to develop their storytelling craft with the ultimate goal of e-publishing their work.”

That dream has certainly become a reality for first-time novelist Simon Angelo. The first draft of his fast-paced tale of bullying and cyber-crime in Japan was completed back in 2003, but after trying to find a

“My dream was to create a pathway to publication for writers struggling to get their work acknowledged.”

– Suraya Dewing

publisher without success, he got on with his paid work as an advertising copywriter.

In 2011 Angelo discovered The Story Mint and used its Style Guide to revise his novel. He offered the manuscript to The Story Mint to publish and *Tokyo Curry* is now available for purchase on amazon.com.

Alongside the Style Guide assessment tool, The Story Mint brings writers and readers together in an online community where draft material is assessed, critiqued, and created.

[www.thestorymint.com](http://www.thestorymint.com)

# New Zealand in 2050



Massey Vice-Chancellor Steve Maharey addresses the new New Zealand forum panel.



*Economist* executive editor Dr Daniel Franklin.



Future U winner Stephen Lines meets *Economist* editor Daniel Franklin.



Forum MC Linda Clark.

Massey University and Westpac co-hosted the inaugural new New Zealand Forum in December 2012 and invited *The Economist's* executive editor Dr Daniel Franklin to be the keynote speaker. Dr Franklin outlined the mega-trends shaping the future of the world and discussed the implications and opportunities for New Zealand.

He said: "New Zealand is surprisingly well positioned for the world in 2050 for

a number of reasons. It's close to Asia where a lot of the economic action is going to be, and it has a relatively big agricultural sector in a world that will need to feed nine billion people."

Dr Franklin discussed New Zealand's future prospects with a panel of local thought leaders, including retirement commissioner Diana Crossan, lawyer Mai Chen, journalist Rod Oram, Professor Rawiri Taonui from AUT University, DDB managing

director Justin Mowday, TUANZ chief executive Paul Brislen, and Westpac chief economist Dominick Stevens.

The forum was the first in a planned series of events focused on the future. "It is the role of a university to encourage a range of opinions and how we might intelligently confront long-term global issues. We don't intend to stop talking about the future," said Massey Vice-Chancellor Steve Maharey.

## Vision of a skilled nation wins competition

The Future U competition asked secondary school students to post videos outlining their vision for New Zealand in 2050. The winner was Stephen Lines from Upper Hutt.

"We can become producers of electricity with solar power and wind power that can be integrated into the national grid."

- Stephen Lines

Future U winner Stephen Lines laid down an impressive challenge to the invited audience of the new New Zealand Forum. The 18-year-old Wellingtonian provided the opening address at the event, and asked the thought leaders present to create the sort of country his generation would want to live in.

His vision of New Zealand was fundamentally similar to the country we currently enjoy, with shared prosperity and people who will continue to contribute to the world economy in sustainable

ways. He saw New Zealand as a food basket for the world, with 100 per cent renewable energy production and a strong focus on education.

"New Zealand will continue to be that little old country in the corner of the world who will forever stand up for the common good and decency...and will not conform to what we do not see as a benefit to our people or environment," he said in his speech. "As a multicultural people, we will continue to thrive in social diversity and acceptance, and I believe we will see the



## Seizing our future

Business commentator and event panelist Rod Oram summarises his thoughts after the inaugural new New Zealand Forum.

**W**e humans are confronted by a speed and scale of change beyond our comprehension, thanks to unprecedented and accelerating pressures from population growth, resource depletion and technology change.

Wild-eyed techno-optimists reckon science will save us. Profound pessimists, however, are sure we are already doomed. They say our only chance of survival is to shrink human population to a billion or two, with all of us living a simple, subsistence lifestyle.

Yet, even influential business organisations such as the World Economic Forum, globalisation's torchbearer, are deeply worried about the trends. Its annual global risk assessment last year concluded only excellent political and corporate governance could guide the world through the thicket of inter-related, high probability, high-risk challenges it faced. Financial system shocks, income inequality and food, energy and water crises are just a few of many it named.

*The Economist*, though, offers some light amidst the gloom. Its collection of essays, *Megachange: The World in 2050*, argues biotech will heal us, IT will connect us, political science will lead to genuinely free and democratic societies, greater public spiritedness will arise thanks to social media, and governments will slim and prosper in public-private partnerships with business. It predicts nine billion people will be living on US\$20,000 per person (at 2012 prices).

*The Economist* is "confident that with the right policies progress is possible on most fronts". The world will be "richer, healthier, more connected, more

sustainable, more productive, more innovative, better educated with less inequality between poor and rich and between men and women, with more opportunity for billions of people".

Within these changes lie abundant opportunities for New Zealand, Daniel Franklin, one of *Megachange's* editors and *The Economist's* executive editor, told the new New Zealand Forum in December. The shift of global economic momentum to Asia is opening up new markets for our primary products. Moreover, New Zealand, as a spacious place, will flourish in fields such as education, farming, ecological management and tourism.

But, he warned, New Zealand will only thrive if it remains a country open to those possibilities. If we showed any signs of withdrawing from the world, we would condemn ourselves to a far poorer future. While many New Zealanders agree with such a view of our potential, we're starting to see, though, a divergence of opinions on how we must respond.

On one hand the government and leaders of the primary sector believe we will prosper from catering to the needs of hundreds of millions more middle class consumers in Asia; on the other hand, some business and technology leaders warn we must push for much more sophisticated, high value products and services.

The simple arithmetic of this shows the latter is right. If we tried to, say, double the size of our economy over the next 15 years the export sector would have to do most of the heavy lifting because domestic growth is partially geared to population growth. Recognising this, the government has set a goal of increasing exports from 30 per cent of GDP, their rate of the past 50 years, to 40 per cent of GDP by 2025.

If we were to lift exports by only doing much more of what we already do, perhaps helped by some price lift, we would among other goals have to treble the value of food and beverage exports by 2025, which is a second government target. But if we tried to do that, we would run very quickly into physical constraints. For example, most water catchments in the country already suffer from full water allocation and nutrient loading.

Science could come to our rescue in two ways: by helping our farming practices restore ecosystem health and biodiversity; and by helping us to produce nutrigenomics and other very sophisticated high value foods and quasi-medicinal products.

Every sector of the economy has to make equivalent leaps. But we barely discuss these issues, let alone devise and commit to the business, social and government strategies required to address them.

We could console ourselves with the thought that very few other people in the world are ready to embrace and deliver what *Megachange* offers. Or we could seize this liberating future.



Rod Oram with *Economist* editor Dr Daniel Franklin.

first Maori Prime Minister."

However, Lines does see a battle ahead in moving the focus of the New Zealand economy away from fossil fuels. "We will struggle to transition from an oil-based economy, but we need to invest in renewable energy sources. We can become producers of electricity with solar power and wind power that can be integrated into the national grid."

Lines was buoyed by comments from TUANZ chief executive and panelist Paul Brislen who

suggested New Zealand could become a primary producer of global technology, exporting data from New Zealand-based data farms powered using renewable resources.

"It is ultimately a voyage into the unknown... but whether it be through action, policy making or leadership, everyone has a responsibility to make New Zealand and the world a better place to live in," Lines concluded, before asking, "How will you contribute to making New Zealand a better place in the future?"



Future U winner Stephen Lines

# Massey's new masters degrees

Massey University prides itself on its innovative approach to teaching, and the College of Business' 2013 course list provides ample proof. The college launched two new masters degrees at the start of the academic year that can't be taken at any other university within New Zealand.

"This brings Massey into line with top overseas journalism schools...which also offer vocational journalism programmes as a master's degree."

- Dr Grant Hannis

The Master of Professional Accountancy and Finance combines two very popular disciplines to allow students to develop skills that are highly sought-after by employers. Programme director and head of the School of Accountancy Professor Fawzi Laswad says the qualification offers flexibility and an opportunity to up-skill.

"We are committed to offering opportunities to those working in the accountancy and finance industries to enhance their knowledge base and leap up the career ladder," he says. "The degree also offers scope for graduates looking for a career change to become accountants and finance services professionals."

The qualification meets the requirements of both the New Zealand Institute of Chartered Accountants and CPA Australia.

For those considering postgraduate studies in journalism, Massey has now become the place to gain your qualification.

As of 2013, it is the only university in New Zealand to offer a Master of Journalism degree.

Dr Grant Hannis, head of Massey's journalism programme, says the degree will give graduates a qualification of high international standing.

"This brings Massey into line with top overseas journalism schools such as those at Cardiff University and Columbia University, which also offer vocational journalism programmes as a master's degree."

The Master of Journalism is a two-year degree, blending practical journalism skills with a deeper, academic study of the industry. The first year is a full-time, practical, on-campus course taught in Wellington. At the end of that year, students can obtain the Postgraduate Diploma in Journalism and enter the industry, or stay on to complete the Master of Journalism.



Professor Fawzi Laswad (right) meets with students.

## Comment



## Business graduates critical to nation's success

I have long believed that the future of New Zealand rests on what we do as a nation to support the building of a strong, confident tier of international wealth-generating businesses. To do this, government, business and

education must work in partnership.

It is therefore pleasing that the government has recently reinforced its initiatives to establish a tier of Free Trade Agreements for 2013 by setting a goal to increase the ratio of exports to GDP from the current 30 per cent to 40 per cent by 2025, and to establish Callaghan Innovation.

To backfill export growth opportunities from the new FTAs and achieve the '40 per cent by 2025' goal will require a concerted effort by New Zealand Inc, both to grow export-led businesses at home and develop new market opportunities abroad. Success critically depends on empowering and supporting businesses to grow their exports.

Likewise, Callaghan Innovation, the government's new advanced technology institute, will start up this year with

the aim of bringing scientists and business people together to help turn innovative ideas into successful (export-led) commercial ventures.

Our universities and other tertiary institutes, together with business organisations such as the Chamber, have a role to play to identify, encourage and empower businesses with growth potential. We can assist them to learn how to turn their R&D investment into fast growing products, markets and profits.

If you agree that a tier of new export-based business is where the real extra jobs and additional wealth creation will come from, our university business schools especially have a crucial and potentially influential role to play. They must supply innovative and highly motivated graduates able to recognise and grasp the exciting opportunities to help grow and strengthen New Zealand's export economy.

Whether it is government, business or the education sector, the agenda for 2013 is obvious: business success needs to be put on a pedestal at the centre of all our endeavours.

Michael Barnett, chief executive of the Auckland Chamber of Commerce.

## Three new professors at Albany

The College of Business has strengthened its communication, marketing and research offerings at the Albany campus for 2013. Sidah Russell meets the college's newest marketing professor and outlines other key appointments.

**B**usiness students at Massey's Albany campus can now draw on the expertise of three new professors, a new associate professor, and an experienced PR practitioner.

Professor Harald van Heerde, who took up his new role of Research Professor of Marketing in January 2013, is considered one of the world's leading marketing scientists. Originally from the Netherlands, he earned his PhD in Economics at the University of Groningen and moved to New Zealand in 2006 to work at Waikato University.

He says his move to Massey will see him focusing on research – his own, as well as helping to guide the research of other staff and students. He will also teach research methods papers.

“Research is my passion and it was very important to me that it be a large part of my role. I want to enhance the research profile of the college by helping others to lift their game and get published in high-ranking international journals.”

His own research is focused on “measuring the effects of marketing”.

“I use large data sets and develop new models to measure the impact of things like advertising on sales. So many in the marketing industry base their decisions on gut feelings, but I want to be able to measure return on investment in a quantitative way,” he says.

Professor van Heerde says relocating to Auckland will have the added bonus of bringing him closer to New Zealand's main business community.

“I work very closely with the companies whose data sets I use for my research, so it

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“So many in the marketing industry base their decisions on gut feelings, but I want to be able to measure return on investment in a quantitative way.”

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– Professor Harald van Heerde

will be much easier to establish closer ties with industry and really keep in touch with practitioners in Auckland.”

He is moving to Massey University with his wife Associate Professor Valentyna Melnyk, a highly regarded marketing and consumer behaviour academic. He says the move is very much a joint decision, with Massey offering exciting opportunities for both.

At the start of the year the couple were also joined at the Albany campus by Professor

Shiv Ganesh, a recent winner of the prestigious Frederic Jablin Award for his contribution to the field of organisational communication. His research interests include globalisation, civic engagement, digital technologies and social movements.

A third new professor joined the Albany campus in 2013 to oversee the College of Business research programme. Professor Kambiz Maani comes from the University of Queensland, where he was Professor in Systems, Thinking and Practice, and has a strong agri-research background.

Albany-based communication students will also benefit from the arrival of Dr Chris Galloway. The senior public relations lecturer has extensive industry experience gained at organisations including Telecom and Meat New Zealand. As a result, Bachelor of Communication students now have the option of doing a public relations major at Albany.



# Asset sales:

## What the next generation think

Secondary school students had their say on the controversial issue of state asset sales at the 2012 ANZ Massey Economics Challenge – and officials from some key government departments were there to hear their thoughts.

The annual competition was held simultaneously on Massey University's Albany and Manawatu campuses. Teams of three students showcased their economics knowledge in a quiz based on the NCEA curriculum, followed by a presentation on the topic: 'New Zealand's mounting debt: Are asset sales the answer?'

"This year's presentation question shows you the kind of questions we have to deal with in economics – that is, they're very hard and there's no simple answer." – Dr Philip Stevens

The Albany competition was taken out for the second year in a row by a team from Macleans College. Andy Wang, Jennifer Xue and An Ran Chen concluded that while the sale of state assets was not a perfect solution, it did offer the most suitable way of reducing the government's debt in the short term.

Judge Dr Philip Stevens, head of economic research at the Ministry of Business, Innovation and Employment, said the Macleans team nudged out the runners-up from Westlake Boys with their strong foundation of economic knowledge.

"This year's presentation question shows you the kind of questions we have to deal with in economics – that is, they're very hard and there's no simple answer," Dr Stevens said. "In economics we ask questions like: Why is Africa poor? Why is water, the most important thing we've got, worth less than diamonds? What services should be provided by the state?"

"The questions are complicated, and the winning team used the economic tools at their disposal to weigh up the pros and cons, and then systematically arrive at their solution."

The most innovative presentation of the afternoon came from Yishen Zhou, James Rankin, and Devrath Soni from Westlake Boys High School. The trio recommended selling minority stakes in state-owned power companies – and using the funds generated to purchase majority stakes in key privately-owned power companies.

The Manawatu campus competition was won by Dan Marks, James Penn, and Te Rangi Albert from Wanganui High School.



Albany competition winners – Andy Wang, Jennifer Xue, and An Ran Chen from Macleans College.



Manawatu competition winners – Dan Marks, James Penn, and Te Rangi Albert from Wanganui High School.

Massey University Associate Professor Rukmani Gounder said the team gave an exceptional presentation: "They did very well in bringing in new ideas, drawing on international comparisons, and thinking outside the square."

The annual competition is sponsored by ANZ and Massey University, and the students in each winning team received a Massey scholarship of \$2000 towards full-time study in the College of Business.

The presentations were evaluated in each location by a panel of judges made up of academics, practitioners, and policymakers, including government officials from Treasury and the Ministry of Business, Innovation and Employment.

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# Helping Wingspan shake its tail feathers

Sidah Russell learns how the new, practical consultancy project offered by Massey's MBA programme helped a conservation non-profit spread its wings.

Assisting with the survival of the New Zealand falcon might not sound like the usual MBA research project but, for a group of Massey University students, it proved to be an invaluable learning experience.

Seven MBA students recently presented the Wingspan Birds of Prey Trust with a 409-page consultancy report with recommendations and tools to support the charity's future strategic decision-making. The report was the culmination of around 1750 of hours, provided to Wingspan completely free of charge.

"The project really appealed to me because it meant working with a non-profit organisation that wouldn't normally be able to afford to employ consultants. It's about giving back to the community, rather than just meeting the requirements of an MBA," says student Pete Searle.

The students' research came at a critical time for Wingspan, a conservation charity that has approval from the Department of Conservation to care for sick, injured, and orphaned raptors. The organisation's lease on its site in Rotorua was uncertain, but the operation wasn't producing the revenue required to purchase its own property.

"We opened our books completely to the students because we wanted a robust report," says Wingspan executive director Debbie Stewart. "We have been a grassroots project for 20 years and dependant on donations,

sponsorships, and volunteers. The economic recession has had an impact and, like all non-profits, we are experiencing sponsorship fatigue."

As well as releasing captive-bred falcons, rehabilitating injured wild birds, and research and advocacy work, Wingspan also runs the National Bird of Prey Centre where people can see birds of prey up close during interactive flying displays.

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"The project really appealed to me because it meant working with a non-profit...It's about giving back to the community, rather than just meeting the requirements of an MBA." - Pete Searle

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The organisation had a lot of decisions to make about its future direction, says Searle. It needed to decide how big it wanted to grow, and whether its income-generating tourism activities were as important as its conservation advocacy and education activities.

Stewart says the students' research will have a huge influence on Wingspan's future development, and the organisation has already implemented changes for its current summer season.

"The students really showed us our strengths, and helped us define our target audience and opportunities for marketing both our conservation work and the visitor experience at the Bird of Prey Centre," she says.

"What has been extremely useful is what we now call the 'Golden Square', which are the key strengths and attributes the students identified for us - birds, people, purpose, and charm. We weren't too sure about 'charm' at first, but we have just launched a new website and the concept of charm has become central to our branding, logo, and web design."

Searle says the practical research project was the highlight of his MBA - both for what he learned at a personal level, but also for what he was able to give back.

"It was wonderful to be able to use my knowledge and experience to help such a great organisation, and I certainly learned a lot about the issues facing non-profits. I'd absolutely recommend such consultancy projects, and it helps get the skills of the students in the MBA programme out into the community where they can be of real benefit."

[www.mbabreakthrough.ac.nz](http://www.mbabreakthrough.ac.nz)

A New Zealand falcon in flight. Photo courtesy of Dilan Rajasingham.



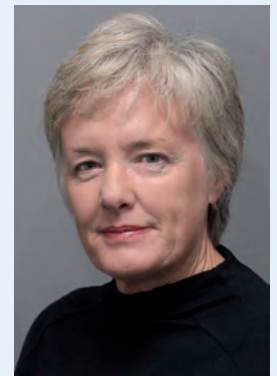
Massey MBA graduate Pete Searle.



## Franchise sector turnover reaches \$20 billion



Only one-third of franchise businesses sell products and services online.



Dr Susan Flint-Hartle

The contribution of the franchising sector to New Zealand's economy has been measured for the first time in nearly a decade. The *Franchising New Zealand 2012* report estimated the sector has annual turnover of between \$19.4 billion and \$21 billion, and employs 101,800 people.

The survey, which was conducted by Massey University in collaboration with the Griffith Business School in Brisbane, found the sector had shown resilience during difficult economic times, but there was scope for it to innovate.

Massey University's Dr Susan Flint-Hartle says franchise businesses have been able to increase their levels of turnover, although there have been marginal decreases in size and profitability since the last survey in 2010.

"That is a reflection of the economy – the effect of a very high dollar, rising commodity prices, and the ongoing

## Many SMEs unprepared for a crisis

New Zealand urgently needs a national programme to help small and medium-sized businesses prepare for crises like the Christchurch earthquakes, say researchers at Massey University.

"It was interesting to see how much better prepared and less vulnerable Canterbury SMEs were compared to those in other parts of the country."

– Professor David Deakins

The recommendation comes at the conclusion of the last BusinessSMEasure report from the University's Centre for Small and Medium Enterprise Research. The study was the first to examine the effects of the Christchurch earthquakes on SMEs across New Zealand, as well as their readiness for dealing with a crisis or natural disaster.

It found only a small proportion of the businesses surveyed had a formal business continuity plan and less than ten per cent had a written crisis management plan. Of these, less than half had tested their plan in practice.

The proportion of SMEs undertaking continuity planning did increase after the first Christchurch earthquake in September 2010, and the experience of dealing with the impact of the subsequent earthquakes has actually made surviving Christchurch SMEs more resilient.

"It was interesting to see how much better prepared and less vulnerable Canterbury SMEs were compared to those in other parts of the country. The experience of dealing with a natural disaster clearly raised the level of companies' crisis management planning and awareness," says centre director Professor David Deakins.

And he believes their experiences could be useful to others. That's why the BusinessSMEasure report concludes with a recommendation that a national programme of measures to improve SME resilience "should be given a high priority".

"Any such programme would have a number of components, including training in business continuity planning, using online computer systems for financial and

## Are Kiwi SMEs too independent?

impact of the global financial crisis and the Canterbury earthquakes,” she says.

“Franchise businesses are a microcosm of the SME sector as a whole, which has reduced by nearly two per cent over the past two years. But around \$20 billion in turnover is still a significant contribution to the New Zealand economy.”

Over half of survey respondents reported increased sales, but a quarter also said their overall profit margins had declined.

“It’s an extremely competitive environment at the moment, and 60 per cent of franchisors said they were forced to spend more on marketing to attract dwindling levels of business,” Dr Flint-Hartle says. “Although 80 per cent said their franchisees were operating profitably, that still leaves a significant number of strugglers.”

Dr Flint-Hartle also identified a number of areas where franchisors could develop their businesses, including better selection criteria for franchisee recruitment, moving into online sales, social media marketing, and sustainable business practices.

She said franchisees were often chosen for their ability to conform, while franchisors could do well to encourage and provide opportunities for businesses and individuals to innovate.

“For example, only one-third of businesses sell products and services online, and the use of social media is not as developed and sophisticated as it could be – it’s an issue of cost and know-how and we are slipping behind Australia in this respect.”

office management, methods for maintaining customers and building networks, and support for dealing with trauma,” says Professor Deakins.

👉 <http://sme-centre.massey.ac.nz>



BusineSMEasure was the first study to examine the effects of the Canterbury earthquakes on SMEs across New Zealand.

New Zealand’s small and medium-sized enterprises are very entrepreneurial and innovative, but few successfully internationalise their products.

Massey University lecturer Dr Loren Stangl says this is because New Zealand SMEs underestimate the importance of building strong and varied networks if they want to develop products for export.

“We need to quit being a country of independent operators if we are going to grow this economy,” she says. “No SME has the resources to do it all themselves – they need to learn to collaborate. New businesses, especially, want to protect their IP. Fair enough. But this independent nature can hold them back.”

Dr Stangl says she became interested in the topic of SME networks because of the difference in performance between New Zealand and Scandinavian firms.

“When I spoke with New Zealand companies I found they didn’t develop the breadth of networks the Nordic firms do, and especially not with organisations that could potentially be competitors. I wanted to see how Kiwi companies could do it better because, by comparison, we are struggling.”

She believes the reasons are partly cultural. “Culturally, the Scandinavian firms are used to thinking as a team, as in ‘Finland Inc’. They are thinking long-term and about building their country and their industries.

“Here, being a small independent operator is a part of our culture. But I think New Zealand SMEs are starting to realise that although you can come up with a good idea on your own, you can’t commercialise it internationally on your own. That’s the difference between invention and innovation.”

In a comparison of 50 countries Dr Stangl found the level of exposure to international people and products had the greatest impact on SMEs’ ability to successfully export innovative products. This was more significant than other factors such as institutional support for innovation development and international commercialisation.

That’s not to say government doesn’t have a role to play. Dr Stangl says policymakers can help firms develop networks in several ways.

“I think the government, through agencies like New Zealand Trade & Enterprise and local economic development agencies, does a good job. They provide a lot of resources for SMEs to utilise and there are some exciting new collaborative initiatives, like the Callaghan Innovation institute being set up to support the high-tech sector.

“But while New Zealand has strong government support for small businesses, SMEs still need to make use of those resources and learn to collaborate better.”



Dr Loren Stangl



## Growing the agrifood economy

New Zealand's future economic growth will depend on innovation and value-added food production – and Massey intends to be an international leader in the field. Sidah Russell speaks to the University's new Director of Agrifood Business.

When Professor Claire Massey signed up for the newly-created role of Massey's Director of Agrifood Business, she knew she was in for a challenge. But six months down the track she has delivered a strategy that has pulled the University's many and varied agrifood projects together and given them a single purpose.

"The strategy is framed around a single question: How do we grow New Zealand's agrifood economy? That sounds deceptively simple, but it gives focus to people who do all sorts of different things," she says.

"Massey is already making a huge contribution – 20 per cent of all our papers, 30 per cent of academic staff, 40 per cent of PhD projects (about 500), and 50 per cent of all contract research relates to answering different aspects of this question. In addition we have almost 20,000 alumni in qualifications relating to agrifood business."

Professor Massey says it's her job to provide people with a way of thinking about new activities to build upon this strong platform of capability, and to use her skills and networks to support their efforts. She is focused on facilitating collaboration between Massey researchers, developing strategic external partnerships, and expanding the University's agrifood business opportunities.

She has identified the University's five areas of agrifood expertise: sustainable production; managing resources; promoting animal, plant and human health; innovation in food; and food security.

"We are already working on projects across all of these areas – but I would like to see us do more. This is a real focus for the coming year – identifying those new projects that clearly define Massey as a leader in growing the agrifood economy."

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"It would be hard to find a more significant challenge facing the world than dealing with the shortage of high-quality, protein-rich food, and producing it in ways that are economically, environmentally and socially sustainable."

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– Professor Claire Massey.

She also believes there is a moral imperative to engage in such activity.

"It would be hard to find a more significant challenge facing the world than dealing with the shortage of high-quality, protein-rich food, and producing it in ways that are economically, environmentally and socially sustainable," she says.

Before taking up her current role Professor Massey was head of Massey's School of Management. She is also a Professor of Enterprise Development and was the founding director of the University's Centre for Small and Medium Enterprise Research.

She says her job as Director of Agrifood Business brings together her interest in entrepreneurship and her agricultural background. She grew up on a dairy farm in Karaka, Auckland, and is a great-granddaughter of William Ferguson Massey, the former Prime Minister after whom the University is named.

"You cannot farm successfully without being an entrepreneur," she says. "And that same attitude of enterprise and innovation is crucial to developing a successful agrifood sector. Massey is well positioned to lead the way, and I want to make the University a major international hub for agrifood research and partnerships with industry."

# Making food safe and affordable for all

Professor Hamish Gow is leading the Global Food Safety Partnership, whose backers and partners include the World Bank, the World Health Organisation, governments, and major food companies. Bryan Gibson learns what the initiative is all about.

Massey's Professor of Agribusiness Hamish Gow has just returned from Paris, where the World Bank held its first Global Food Safety Partnership Conference. The public-private partnership is a major milestone in the improvement of international food safety – and Massey has been chosen to help lead the initiative.

Professor Gow, who earlier this year won a major international award for an open source food safety knowledge network he helped develop, will take a leadership role within the multi-agency structure.

“The goal is to build a food safety system suitable for supporting the delivery of safe, affordable food for everyone, everywhere, all of the time,” Professor Gow says.

The partnership will utilise an open educational model that would enable individuals, firms, non-governmental organisations, governments and international agencies to collaborate.

Massey University will facilitate the working groups that will provide technical input and expertise into the design of the partnership and associated programmes. Ross Davies of the School of Engineering and Advanced Technology in

the College of Sciences will act as project manager for Massey's part of the initiative.

These working groups will cover the establishment of the open source platform (or information resource), an effective communications strategy and technical aspects including training materials, quality control, service provision and delivery systems.

“We need innovative solutions to share best practice, increase adoption, build capacity, lower delivery costs and more generally improve food safety systems across the developing world,” Professor Gow says.

“The science of food safety is already well established, what we need to do now is package that knowledge appropriately for food producers, manufacturers, retailers and distributors and consumers so it is relevant to them.

“It is not so much a scientific problem as a business development and community development problem.”

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“The goal is to build a food safety system suitable for supporting the delivery of safe, affordable food for everyone, everywhere, all of the time.”

– Professor Hamish Gow

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## An OE with a difference

“But what is more important are some of the soft skills I picked up during my time at Massey...With everything being new, it’s important to be able to embrace it.”

– Olivia Clark



Olivia Clark enjoys lunch with her Vietnamese colleagues at a Ho Chi Minh market.

Fresh from completing her accountancy degree at Massey University, Olivia Clark embarked on an OE with a difference. After her final exams she hopped on a plane bound for Vietnam to take up an internship with KPMG’s office in Ho Chi Minh City.

The unique opportunity was part of the Asia New Zealand Foundation’s internship programme, which gives young business students a chance to immerse themselves in fast-growing Asian economies.

Clark says, so far, the experience has been a mix of the familiar and the new. She has found the office environment to be similar to New Zealand, although language barriers make it harder to join in office banter.

“Like any job, there’s only a certain amount that previous study can prepare you for, but thankfully the methodology for the audits is the same,” she says. “But what is more

important are some of the soft skills I picked up during my time at Massey, including learning to adapt to new situations, being able to relate to people, and being open to continuous learning. With everything being new, it’s important to be able to embrace it.”

Vietnam is Clark’s first extended overseas experience, and her expectations of professional and personal development have been well and truly met.

“I will be able to take the skills I have developed over here and apply them to my job next year. And, personally, I am developing an appreciation for a culture that is very different to New Zealand and this is enhancing my ability to view things in a new light. I’m gaining an understanding that you would not get by just being here for a holiday, and I’m enjoying every bit of it.”

Clark returns to New Zealand in February to take up a role with KPMG’s Wellington audit team.



Massey student Reuben Prier (left) presents his plan to The Gallery Restaurant owner Niels Van Uffelen.

Niels Van Uffelen is all smiles. The Palmerston North restaurateur was recently given a marketing plan that could increase his business’ revenue by 25 per cent per year. And the advice came completely free of charge.

Massey business student Reuben Prier produced the marketing plan for The Gallery Restaurant as part of a university assignment. The task was to come up with a

\$10,000 marketing plan for an organisation assigned by Massey.

When Prier, who was the paper’s top student, presented his plan to Van Uffelen, the restaurant owner said it exceeded his expectations.

The plan proposed marketing and communication strategies and tactics, including a web application for customers to order their coffees and lunches online before they arrive, guerrilla marketing and branded evenings to help the organisation improve its brand awareness.

“I’m a bit of a foodie and one day I’d like to open my own restaurant so this gave me a real insight into the restaurant business,” Prier said.

He concluded the restaurant’s main weakness was inaccurate brand representation, with many people thinking The Gallery was too expensive. But, Prier said, most people didn’t realise the restaurant had two price points – a premium menu and a quality value menu.

Van Uffelen said he will implement many of the strategies proposed in the plan, and he is hopeful they will increase revenue by 25 per cent, as forecast in the report.

“It definitely could be accomplished...but with the economy the way it is, it might be hard to meet those targets. If I look back now I wish I had put money aside and had this done earlier.”

# ATTACK

## Bullying tactics

A number of high profile cases of workplace bullying thrust the issue back into the media spotlight in 2012. Sidah Russell asks the director of Massey's Healthy Work Group what's needed to combat the problem.



Dr Bevan Catley

Remember the case of a senior Auckland Council manager who verbally abused staff, leading to confidential settlements being paid to whistle blowers? Or the Burger King worker who was allegedly punched by her boss? According to Dr Bevan Catley, director of Massey University's Healthy Work Group, these incidents highlight New Zealand's legislative weaknesses.

He says he would be concerned about any suggestions that such behaviour could be described as a management style. "Hopefully these cases will prompt senior managers to reflect on how they want people to treat one another in the workplace – is this the kind of thing they wish their organisation to be known for?"

He says the cases show the huge human and financial cost of bullying in the workplace, and that New Zealand's regulatory agencies don't take the problem seriously enough.

"We are well behind Australia, where some states have already criminalised workplace bullying, while others have a code of practice. The federal government has also started the process of implementing a nationwide code of practice," he says.

The Healthy Work Group believes the New Zealand government should follow suit. In a recent paper the group argued the case for the development of a New Zealand approved code of practice because there is currently no government policy or regulatory framework that specifically addresses workplace bullying.

Dr Catley says there are difficulties with taking a case of workplace bullying under the Employment Relations Act or the Health and Safety Employment Act because

neither recognise the role that workplace structures and processes can have in encouraging bullying.

"An approved code of practice would be a good step, especially if there is no political will to amend the legislation. While it doesn't govern the decisions of the courts, an approved code of practice gives the judiciary some guidance when making rulings because they can see what is considered good practice," he says.

The Healthy Work Group's research shows that many employers are keen to have a code of practice made available because they recognise their lack of expertise in dealing with bullying.

"If a company realises it has a problem, but doesn't know how to deal with it, they have three options – try and do the best they can themselves, get a consultant in, or do nothing," Dr Catley says. "If there was an approved code of practice available, they could easily adopt it and customise it."

Dr Catley accepts that a code of practice is not a silver bullet. He says having guidelines is not a substitute for better-informed, proactive managers and employees, but workplace bullying will flourish if it is not explicitly condemned.

"The issues of cyber bullying and bullying at school get a lot of attention, but bullying in the workplace goes under the radar. Until we give both employers and the courts the tools to deal with it more effectively, the problem will continue to grow."

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"An approved code of practice would be a good step, especially if there is no political will to amend the legislation."

- Dr Bevan Catley

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# NATHAN BOND DEALING IN THE WORLD OF HIGH FINANCE

Nathan Bond decided early in his career he wanted to work at one of the international centres of finance. It didn't take long to fulfill his dream.

Today he's Director of Investment Banking for UBS in New York. The bank has a market cap of \$60 billion – about the same size as the entire value of the New Zealand Stock Exchange, while Nathan works with individual companies worth up to US\$20 billion.

High finance indeed.

Nathan Bond | Director of Investment Banking UBS USA  
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