



alumnews

Otago Business School Alumni Newsletter
University of Otago December 2011

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Dean's Welcome

As we close in on the end of another calendar year, it's a time for choices for our students.

Should I carry on with my study? Do I look to take on extra papers? Do I throw myself into the challenges of life away from university? Is this the time for a change in direction? And on the questions go.

Whatever decisions are made, it is inspiring to read in this edition the positive impact our graduates are having in both everyday and extraordinary circumstances.

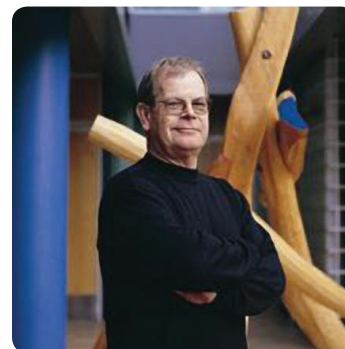
Business in Dunedin well knows the name Peter McIntyre (BCom, Finance & Quantitative Analysis 1999). Peter is the Otago Chamber of Commerce President and he has set himself the task of ensuring the city will eventually be seen by the rest of the country as the best place to live and work. Both Peter and Chamber Chief Executive John Christie (BCom, Finance & Quantitative Analysis 1992) have been appointed to the Dunedin City Council's economic development strategic committee, with both advocating the city's economic plan should be written as briefly and plainly as possible.

In Christchurch Samantha Robertson (BCom, Management (Hons) 2010) is an integral member of Telecom's Christchurch Earthquake Recovery project. Accountable for the 400-plus staff entering the CBD Red Zone cordon, Sam's role also includes negotiating cordon access with the Christchurch Earthquake Recovery Authority (CERA) and attending multiple stakeholder meetings, managing the asset recovery process from Telecom's three centrally located buildings and working with CERA to release the central exchange from the CBD cordon. And if that's not enough Sam has been the driving force behind Telecom's involvement in the White Lights of Hope campaign and the Love Christchurch campaign.

Further afield Phil Chronican (BCom, Economics (Hons) 1979; MBA, University of Geneva 1987) is ANZ's Banking Group Chief Executive, Australia. Phil was back in Dunedin last month and took the time to speak at the Business School about his thoughts on Dunedin and world banking trends. He says the city has the opportunity to become an "educational services town", much like Oxford in England or Boston in the United States. Phil is also convinced Dunedin could be the hub of business development using the "intellectual capital borne of the University's activities".

Our graduates make their mark every day and I congratulate you all on the choices you have made.

PROFESSOR GEORGE BENWELL
DEAN, OTAGO BUSINESS SCHOOL



Alumni Stories

Dunedin - New Zealand's premier city #1

If Otago Chamber of Commerce president **Peter McIntyre (BCom, Finance & Quantitative Analysis 1999)** has his way Dunedin will eventually be seen by the rest of the country as the best place to live and work.



Peter has set himself a target of helping the city implement an economic development plan written in plain language that every resident can understand.

"Every visitor will be able to immediately identify the purpose of the city and its hinterland," Peter says.

His vision is based on the transformation undertaken by Portland, Oregon which changed from a city that had been forgotten to one regarded as a 'super city'.

"The basis of the plan was to create a dynamic atmosphere for people to live and work in. Portland wanted more people to work and live in the centre of the city.

"That's exactly what we want for Dunedin. A lot of the core bones for that to happen are already here. We just need to push those things."

In a hard-hitting interview with the *Otago Daily Times* Peter laid the blame for Dunedin's lack of economic growth squarely at the feet of local and central government politicians.

"Politicians – local and central government – need to be called to account. I sometimes wonder what some councillors contribute to the growth of the city. I would like to see fewer representatives and more decision making."

Peter says the chamber wants to forge strategic partnerships with the University of Otago, the health and agricultural sectors, business clusters, the Dunedin City Council and Otago Regional Council to concentrate on identifying business opportunities for the region.

Engineering and technology clusters were an integral part of Portland's success, just as they would be for Dunedin, he says.

Peter and chamber chief executive John Christie (BCom, Finance & Quantitative Analysis 1992) have been appointed to the DCC's economic development strategic committee with both advocating the city's economic plan should be written as briefly and plainly as possible.

"Hosting four 2011 Rugby World Cup matches is a catalyst for change and now is the time to strike," Peter says.

Dunedin - New Zealand's premier city #2

Dunedin has the opportunity to emulate Oxford in England or Boston in the United States and become an "educational services town".

The city could also be the hub of business development using the "intellectual capital borne of the University's activities".

So says the chief executive, Australia, of the ANZ Banking Group **Phil Chronican (BCom, Economics (Hons) 1979)**.

While back in Dunedin last month for a mixture of business (corporate hosting at the Ireland vs Italy Rugby World Cup match, ANZ was a RWC global sponsor) and

pleasure (catching up with his parents and siblings who live in the city), Phil took the opportunity to speak to a mix of staff and students at the Business School. The theme of his address was global economic prospects but he also covered a range of other issues.



He remains convinced the US economy will recover, citing the country's "amazing ability to bounce back". He did, however, suggest the rebound would be a long-term prospect.

And while there was the prospect of further problems with the European economy, Phil noted New Zealand's growing links with China may well shield the effects of such a downturn.

In a wide-ranging discussion Phil suggested the new Forsyth Barr Stadium was "a fantastic facility", he was delighted that while Dunedin had modernised in the 30-plus years he had lived away its heritage had been retained, he praised the successful redevelopment of the museum, and was convinced the future of the city lay with a strong relationship with the university.

Having worked for Westpac and now ANZ for the best part of 30 years, Phil reaffirmed the comments he made in the August Alumnews that he could see the day when bank cheques were phased out.

"By 2020 I think they'll be gone," he said.

"Fewer cheques are being written but substantial infrastructural costs remain to process them."

20/20 vision

Dr Neville Bain (BCom 1964, MCom (Economics) 1967, Hon LLD 1994) has been described as possessing "helicopter vision, an ability to rise above things and also a charisma that leads people to transcend themselves".



Currently the chairman of the British Institute of Directors, based in London, Neville is seen as almost unique in being both a successful industrialist and management author.

Formerly the Group Chief Executive of Coats Viyella plc, Neville is the author of a variety of books and publications in the fields of strategic management, corporate governance and utilising people more effectively, including *Successful Management* (1995) and the co-author of *Winning Ways Through Corporate Governance* (1996) and *The People Advantage*. (1999). He has also penned *The Effective Director* (2008) and *The Effective Board* (2010).

Neville's career began as a chartered accountant and then as finance director before moving into sales and marketing, and on into general management. He spent 27 years in Cadbury Schweppes, working in New Zealand, Australia, South Africa and England. He was Finance Director and later CEO of the listed group in South Africa and the United Kingdom before taking the role of Group Strategy Director and then running the worldwide Confectionery business.

Eventually Neville was appointed Group Finance Director and Deputy Chief Executive.

He was headhunted to run Coats Viyella, a global clothing, fashion and textile group, and worked in that capacity for six years before moving into a portfolio career of non-executive roles, and investing and participating in smaller businesses.

Neville's other business interests lie as a non-executive Director at Biocon Ltd, an international biotech pharmaceutical and drug discovery company registered in India with a market cap of \$1.5 billion, and Provexis, an Aim listed start-up science based functional food company. He is also Chairman of Trustees of the Hogg Robinson Pension Fund and the Royal Mail Group, is a member of Nominations and Remuneration Committee, and is also chairman of the Heineken UK pension scheme. In addition he has a consulting practise in board evaluation and director development with clients in several countries including the UK, India and Russia. He is heavily involved in director development, governance and international expansion.

He spends a lot of time as a conference keynote speaker, discussing such topics as leadership, change, globalisation and strategy, and occasionally pops up in Dunedin as an eagerly-anticipated and well-received guest lecturer. MBA students compete each year for a prestigious scholarship in Dr Bain's name.

Every day is a great day

Good communication and people skills, an ability to multi-task and a willingness to continue learning are attributes serving **Josh Jenkins (BTour 2009)** well as he powers ahead in his digital marketing co-ordinator's role with Tourism Dunedin.



While working for John and Jenny Milburn's Monarch Wildlife Cruises on Otago Harbour, a chance meeting with Dunedin Tourism chief executive Hamish Saxton lead to an interview – and the rest is history.

Starting in a research and statistics position Josh now manages Tourism Dunedin's website, has daily communication with the city's local tourism industry, co-ordinates a variety of digital campaigns, and oversees Tourism Dunedin's social media accounts.

He says the most challenging aspect of his job is keeping up with new trends and technology which "change every week".

Josh also has a hands-on role with every area of the tourism industry.

"I get to be involved with domestic marketing, trade sales, media hosting, conferences and special events, such as the Rugby World Cup."

He says the highlights of the job are "the people. I get to meet so many wonderful people from all around the world and from all walks of life".

www.dunedinnz.com

In the red zone

Samantha Robertson (BCom, Management (Hons) 2010) is immersed in the work of Telecom's Christchurch Earthquake Recovery team, having been "lucky enough" to move out of the company's Telecom Leadership Development Graduate programme.



Sam's role involves getting the four Christchurch central sites up and running along with 10 or so other small, short term leased sites, and it's an experience she describes as being "simply amazing".

"I am finding myself managing people three times my age with many more years experience and, at the end of the day, ensuring everyone is still able to do their jobs. I also get to disappear into the red zone and ensure everything is running smoothly."

Another part of Sam's job is to manage Telecom staff entering the red zone to ensure vital equipment is kept up and running. In all, she manages 400 people with her day-to-day workload encompassing the likes of sorting people when they get stuck in elevators, completing security checks to ensure no one is getting into places that they shouldn't be ("I am constantly dealing with the types who will try anything on to avoid paperwork"), negotiating their access with CERA and attending weekly meetings with Police, Army, Orion and CERA to represent any Telecom related concerns.

In her own words – "that's pretty cool for someone just starting out!"

She says she is "also lucky enough" to be a first line response person for the buildings.

"This means that in events like a fire or in a shake, I have to be straight onto the phone and ensure everyone is safe and send out essential communications to ensure all our people and their managers are on the same page."

Sam has also been setting up a website for all of Telecom's different offices to ensure there is a central point of communication for anything office related.

In all, Telecom has 1,300 staff working in Christchurch with the four main hubs in Addington (350 staff), Papanui (150), Walker Street, near Moorhouse Avenue (220) and in Opawa (140). The remaining staff are scattered around smaller sites.

The power of positive thinking

If other people could build successful companies – "and there are millions of them out there" – then "I can't see why I can't."

That mindset was the driving force for **Marcus Hoefliger (BCom, Finance & Marketing Management 2009; MEntr 2011)** as he completed both degrees and played a leading hand in an already successful loyalty and e-marketing service.



As part of an advanced paper he was completing for his BCom, Marcus undertook some consultancy work for

TracPlus. That led to a meeting with Julian Cox who was looking for an intern to do business development research for what is now Eftplus.

Marcus took up the internship, staying in Dunedin after completing his BCom and realising the potential of the idea.

“The Master of Entrepreneurship was a great way to work on the concept,” he says.

“I also wanted to meet other like-minded, passionate entrepreneurs and to develop networks. Both of those goals were achieved.”

He recommended the degree as a starting point for anyone looking to research an idea they believed could “possibly turn some heads”.

The MEntr is a 15-month degree design to support those with an entrepreneurial spirit who would like to start an innovative new venture. It is taught in three-day modules along with course and project work with one module completed every six weeks. The programme has two streams – one starting in February in Dunedin and the second in Queenstown in July.

Eftplus links customers’ loyalty cards to their payment cards, removing the “hassle of having to carry around a whole bunch of loyalty cards in your wallet”.

www.eftplus.co.nz

New life for the Brothers

When **Rod McMeeken (BCom, Marketing Management, 1978)** set about his refurbishment of the Christian Brothers residence in Rattray Street, Dunedin, with a view to establishing an elegant, boutique hotel, he wondered what he would find behind the walls.



After several months of hard work where ceilings were removed, walls torn down and all manner of demolition undertaken, his discoveries were amazingly limited – a woman’s handbag, a set of lawn bowls, a few tickets to concerts in 1924 and 1936 in Dunedin’s Town Hall, a couple of empty packets of Navy Cut cigarettes and an almost complete lack of dust!

Despite being built in the 1920s, the residence’s framework was almost pristine and there was no name inside the handbag or on the bowls’ case.

After completing his degree Rod travelled through Australia and Europe, taking on a variety of short-term accountancy jobs and working as a Contiki tour guide. On returning to New Zealand he owned a number of Queenstown-based businesses including the acclaimed Milford Sound Barbeque Bus and a market research consultancy.

But it was his return to Dunedin to accommodate his children at secondary school which saw Rod launch into by far his biggest project. He immediately saw the potential in the Christian Brothers’ residence and set about the required processes ... purchase, building consents and compliance, new earthquake and wiring standards et al.

Once through the red tape, he set about the task in hand.

“It was a project I enjoyed immensely but one I would not repeat for the simple reason the goal posts are very likely to keep moving,” Rod says.

“Potentially you are just one decision away from losing your shirt. It could well be a decision you have no control over like a local authority call or lack of one.”

After only eight months of tough physical work during the day and the mental application during the evenings, the Brothers Boutique Hotel opened its doors for the first time in December 2005.

Rod says he is “very happy” with the result and wouldn’t change much from his original thinking, which was to create a distinctively European style small hotel. He says a lot of credit should go to his wife Shelley, who had most of the input into the important interior design issues.

Rod and Shelley endeavoured to retain much of the building’s original character while creating an image of elegance, history, charm and convenience. The hotel’s first two floors have been refurbished to recreate their original features with en-suites and heating added to all 15 bedrooms, and the top floor has a more contemporary modern look.

With quite possibly the best city and harbour views of any hotel in Dunedin, a location within six minutes walk of the Octagon and a charming and quaint European style, Rod says there is a “real point of difference which sets us apart. It is personable and homely, yet big enough so that you do not feel you are in someone’s house.”

The Brothers appeals to the corporate market and couples, and is not suitable for children. A significant percentage of the Brothers’ guests are booked by wholesale companies with strong European connections. Rod is also very proud to have had Their Excellencies, the Governor General Sir Anand Satyanand and Lady Susan stay on a number of occasions during their tenure along with a large number of regular visits by well-known writers, artists and sporting identities.

Of special pleasure for Rod has been the number of repeat bookings.

“Word of mouth and the internet is where it is at these days,” he says.

“Creating a clean, warm and charming experience has been paramount to the success of the business and we have been delighted with the level of repeat stays. Having a good profile on the internet, combined with a variety of distribution channels, has been fundamental. The Brothers has been hovering in the 50-55% occupancy range in the last few years despite global and local economies struggling.”

And let’s not forget the part Baron, Rod and Shelley’s ageing black Labrador, has played in the hotel’s early promotion and burgeoning success.

“Baron, who acts as concierge, has proved popular with a large number of guests, and his inclusion in the Lonely Planet Guide has been a motivator for many to come and stay,” says Rod as Baron shuffles off to welcome the latest arrivals.

www.brothershotel.co.nz

Taine happy in green

While some of his former team mates continue on the rugby merry-go-round, long-serving Otago and All Black rugby skipper **Taine Randell (BCom, Economics 1996; LLB 1996)** has no ambition to return to the provincial playing field.

After 83 games for Otago, 77 in the Highlanders’ jersey and 61 for the All Blacks including 22 as captain in his

51 test matches, Randell retired in 2006, immediately embarking on a career as a commodity broker in London specialising in oil brokerage. He worked closely with the carbon team of TFS Green (London) and experienced first-hand the parallels of oil and carbon markets. The ETS scheme in Europe has been in operation since 2005 and Taine witnessed the development of the European ETS in its first four years of operation.



Two years ago he returned to New Zealand with his wife Joanne and children Lanson and Tori (Temara has since been born) to establish his own company Tipu Green. Its purpose is to source carbon credits from owners and trade them on the open market.

“It’s a very young market in New Zealand but very well established offshore,” Taine says.

“It’s very important for New Zealand. Irrespective of whether you believe in global warming, New Zealanders should be trying to keep their country as clean and green as possible.”

Near the end of his rugby playing career Taine admits his enthusiasm for the game waned but he is now more enamoured, coaching Lanson’s team and turning out for the Māori Agricultural College (MAC) Club in the Hawkes Bay. His grandfather and father also played for the club and from being close to disbanding in recent seasons, MAC made this year’s semi-finals.

www.tipugreen.co.nz

ALUMNI DATABASE

Does the University have your correct contact details, and information about your current career path? Please take a moment to ensure your details are correct on the Alumni Database. If you know of other Business School graduates not currently receiving this newsletter then please direct them to this update link. If you do not have a member id or password to log in, email the Development & Alumni Relations Office.

School News

The changing face of leisure

The Department of Tourism and the School of Physical Education will be jointly hosting the 10th biennial Australian and New Zealand Association for Leisure Studies (ANZALS) conference from December 6-8.

Under the theme of Challenging Leisure, the conference will recognise the fact the demand for and the provision and consumption of leisure is becoming ever more diverse, while at the same time the world is facing up to the reality of finite resources.

Against that backdrop academics, industry practitioners and public bodies are being challenged to understand and react to the changing face of leisure and society in a cohesive, productive and sustainable manner. Lifestyle choices and work demands vie for attention from the general public and policy decision makers with the result being a challenging and exciting time for leisure studies scholars.

The aim of ANZALS 10th biennial conference is to provide a forum for academics, industry practitioners, and public bodies to come together to explore the challenges and opportunities facing leisure and to examine possible avenues of future interest and value to all three.

There will be more than 100 presentations on a diverse range of aspects of leisure, incorporating everything from heritage and volunteering issues to the position of sex and animals in the leisure experience. There will also be a strong focus on the gendered nature of leisure and indigenous issues. Throughout the conference ‘leisure’ is broadly defined as an umbrella concept that incorporates recreation, sport, tourism, and events as well as leisure itself. In addition to paper presentations, the conference is hosting the following keynote speakers:

- Professor Chris Rojek, Brunel University – Event management: A critique
- Catherine Healy, New Zealand Prostitute Collective – The Oldest Trick: “I’m just popping out for a walk!” Leisure and the Sex Industry.
- Associate Professor Jim Sibthorp, The University of Utah – Youth Development and Adventure-based Recreation: Questioning Research and Practice

Further details about the conference can be found at the conference website and enquiries can be addressed to the chair of the conference organising committee Associate Professor Neil Carr – neil.carr@otago.ac.nz

Performance measurement strategy

The Centre for Organisational Performance Measurement and Management (COPMM) was established last year as a Business School strategic initiative to bring together researchers and practitioners with a common interest in the performance measurement and management of organisations, to share and promote innovative and best practice.

Directed by Professor Ralph Adler (Accountancy & Finance) and with further strategic and day-to-day support from Drs Richard Greatbanks (Management) and Carolyn Stringer (Accountancy & Finance), COPMM capitalises on the multidisciplinary expertise of Otago Business School scholars.

While these scholars use theoretical lenses specific to their particular business discipline to study a business issue/problem, the combination of these unique disciplinary lenses serves to complement one another, producing a more holistic and effective outcome.



Ralph Adler

In just a short time COPMM has generated a strong track record in assisting organisations (both for and not-for-profit) with how best to leverage their existing competencies as well as identify organisational and environmental opportunities that will power the entity's future success.

COPMM has a strong base of postgraduate students and has been the key player in organising a number of performance measurement and management events in New Zealand.

It maintains a close partnership with the School of Medicine's Centre for Health Systems, with which it recently co-hosted a symposium on *Improving Health System Performance*. Among the leading New Zealand performance measurement and management experts who spoke at the September event was the Associate Minister of Health, the Honourable Dr Jonathan Coleman.

COPMM has planned a busy schedule of events for 2012, the first being a Dunedin-based symposium on *Performance Measurement and Management in Local Government Organisations*, which is planned for the city in February.

Further information and details about COPMM's 2012 calendar can be found at www.otago.ac.nz/copmm/about/

Climate Smart Entrepreneurship

An international team of researchers is investigating ways of linking sustainability and entrepreneurship research capabilities to come up with innovative solutions for many of the world's communities whose very existence is threatened.

Headed by **Prof Brendan Gray** from the Otago Business School's Centre for Entrepreneurship, the study – named 'Climate smart entrepreneurship' – will utilise a holistic approach to the economic, social and ecological challenges faced by those developing countries.



"That means we're interested in interactions between social, economic and ecological conditions and their impact on the efforts of communities to develop sustainable business and social enterprises," Prof Gray says.

"We intend to take a multi-disciplinary approach that draws on the expertise of researchers in business, health, geography, sociology, the arts, and the physical and biological sciences."

The idea for the climate smart entrepreneurship initiative sprung from a recent research workshop on indigenous, family and community-based international entrepreneurship in Samoa, which Prof Gray organised and chaired.

As the result of that gathering in Samoa and another in Denmark in September two related pilot projects will be undertaken in Samoa before launching them internationally. The first will focus on a social and economic assessment of climate smart villages, while the second will investigate culturally and environmentally sustainable value chains. Both will be linked to a capability-building exercise to improve the research skills of faculty at the National University of Samoa as well as research partners in other participating organisations.

In addition, **Suzanne Duncan**, of Te Tumu, Otago's Department of Māori, Pacific Island and Indigenous Studies, and Prof Gray will conduct additional research on Women in Business Development Inc (WIBDI) which has created innovative ways of fostering sustainable family-based enterprises in Samoa. An historical case study has identified the key motivators and barriers to the growth of the organisation. The next stage will investigate whether the WIBDI entrepreneurship development model can be successfully adapted for communities in other Pacific islands as well as among Māori communities in New Zealand.

Prof Gray has also hosted research meetings with other Otago faculty to investigate the possibility of developing a university-wide research theme on sustainable entrepreneurship. He also visited researchers at the University of Waterloo and Victoria University in Canada on the way home from Denmark to discuss further collaboration and funding opportunities.

"There is a divided view as to whether entrepreneurial activities have created many of the current ecological and social sustainability problems facing the planet, or whether entrepreneurship is the solution to these problems.

"We hope our research will reveal how 'Climate smart entrepreneurship' can offer innovative solutions, particularly for communities in developing countries," Prof Gray says.

Otago Business Case Competition programme

It has been almost a decade since the Otago Business School established an association with undergraduate business case competitions in New Zealand and **Dr John Guthrie (Marketing)** has been involved from the beginning.



It all began in 2003 when John and **Virginia Cathro (Management)** took a team of Otago students to an international competition in Copenhagen, Denmark. Such was the success of that venture, the seed was sown and in the ensuing years Otago has contested dozens of regional, national and international competitions.

"In 2004 we took a team to the PIM International Case Competition in Atlanta, Georgia and we won it," John recalls.

"Suddenly we were the PIM World Champions. That was the catalyst to keep the enthusiasm going. After that invitations began arriving for Otago to compete in more and more international competitions."

John is often asked 'what is a case competition, and why does Otago compete?'

He says the answer is simple – students are given a restricted time (4 to 24 hours) to prepare a strategy to solve a genuine

business problem. The solution is then presented to and questioned by judges.

“The case study method is a very effective method of teaching and is used widely around the world in many disciplines. It forces students to address real world situations and develop and defend a solution.

“The analysis of a case scenario drives the development of research skills and critical thinking, while the presentation and question and answer phases hone speaking skills and the ability to think on their feet. All of these skills are in demand by modern employers,” he says.

“Students become seriously more competent in their ability to think strategically and analytically. Their presentation skills go through the roof. As a result they are suddenly much more confident and much more attractive to employers.”

From the School’s standpoint, in addition to producing students who present well to employers, the involvement in national and global business case competitions provides an excellent vehicle for building international networks. The relationships also make a major contribution to achieving international accreditation, assisting with links to industry in addition to providing strong student activities.

John says the case competitions provide students with an outstanding learning experience and demonstrates exactly what our students can achieve.

“I’m just blown away by what some of these students end up being able to do.”

Superb would be an apt description of Otago’s success in 2011 and John is appropriately proud of the results achieved.

“We have had a fantastic year – taking out the New Zealand National Championship (Otago’s third national title in four years), finishing second at the SDS International Competition and we’ve had Otago teams competing in Canada, Europe (Maastricht, where the team was made up of Otago students on exchange), Singapore and Hong Kong – with every team proudly flying the Otago flag.”

So where to from here?

John says the local programme continues to grow in leaps and bounds and will become stronger in 2012. This year the students began to take some responsibility for the destiny of the Otago case programme by forming the Otago Case Club (OCC). The OCC is already providing an excellent vehicle for linking case competition alumni and the networks that they can offer. In the future it will develop cases providing an opportunity to showcase New Zealand companies.

Student News

Audacious!

The Rugby World Cup certainly brought colour to New Zealand and a passion never previously seen in crowds here.

Kiwi spectators are generally passive but, in embracing the enthusiasm of visitors to our shores, New Zealand fans upped the ante.

Winner of this year’s *NBR Online Audacious Challenge*, **Master of Entrepreneurship student Clay Caird**, plans to add his own colour to rugby and league crowds around the world.

Clay, through his company Creative Hype!, has produced cardboard helmets to be worn by fans (based on the protective headgear used by rugby and league players) in team colours and emblazoned with team sponsor brands. The helmets not only provide a talking point, such as the bucket heads of Manawatu rugby fame, they will undoubtedly attract television coverage to the benefit of the sponsors.

The South Sydney Rabbitohs league fans wore the helmets in their team’s NRL match against the Roosters at Sydney’s ANZ Stadium in July and Clay has now pitched his idea to 14 of the 16 teams in the competition.

“I’m making good progress within the NRL,” he says.

“The response has been extremely positive with most clubs seeing value in using the headgear in a promotional or merchandising role for next season.

“We have subsequently been granted licences to produce official NRL product. The launch with the Rabbitohs in July was a huge success with the fans and the sponsors involved all being extremely impressed with the headgear and its effectiveness as a promotional tool.”



EXECUTIVE RESIDENCE

THE EXECUTIVE RESIDENCE OFFERS BOUTIQUE ACCOMMODATION FOR YOUR NEXT VISIT TO DUNEDIN.

PART OF THE OTAGO BUSINESS SCHOOL, THE RESIDENCE IS ON CAMPUS AND CLOSE TO THE CENTRAL CITY AS WELL AS THE NEW FORSYTH BARR STADIUM. GREAT IF YOU ARE HERE TO VISIT YOUR KIDS AT UNI, GRADUATION, TO WATCH A GAME OR A CONCERT AT THE STADIUM, IN DUNEDIN ON BUSINESS – OR JUST NEEDING A BREAK. CONTACT THE RESIDENCE BY PHONING 03 479 9150 OR EMAIL EXECRES@OTAGO.AC.NZ.

Clay will use a portion of his \$25,000 Audacious winnings to fund another marketing campaign in Australia this month where he aims to build relationships and drive sales for the 2012 NRL season.

He is also beginning to focus on the teams involved with the SANZAR Super 15 rugby series and New Zealand domestic first-class competition.

“Up until this point I’ve been juggling the NRL with my university studies. The plan from now until next season is to focus on breaking into rugby union in the southern hemisphere.

“Ultimately the plan is to extend the concept to the British and European competitions,” he says.

This year’s competition runners-up were Julien van Mellaerts and **Will Horton (BCom, Marketing Management 2009; MEntr 2011)** and their company Namida Wasabi Spirit, which is making wasabi vodka, the world’s first wasabi-integrated spirit, while the prize for entrepreneurship went to postgraduate diploma in commerce student **Arjun Haszard**.

Arjun and his business partner Cameron McPhail have established Quick Brown Fox, which makes organic liqueurs. Their flagship is coffee and cinnamon.

The Audacious Challenge is a joint initiative of the Dunedin City Council, the Business School and the Otago Polytechnic to encourage tertiary students to pitch and develop business ideas. Assistance to establish a business model is given along with practical support on the likes of finance, law, website design and business planning.

2012 Internships confirmed

At least a dozen third year BCom students will spend part or all of 2012 as interns with various companies around the country.

At the completion of their second year of study, those interested in investigating such an option have the chance to test themselves in the workforce, integrate theory and practice, make more informed career choices, and tailor their degree specifically to targeted future goals through the Otago Business School Internship Programme.

The programme involves paid employment for a minimum of six months (maximum of 15) while completing the 18 point BSNX 301 distance learning paper. If an internship is six months long, the paper is completed in one semester, while a full-year internship can be spread across two semesters. Individual employers decide the length of the internship.

Julie Pearse, Internship Co-ordinator, says the majority of the 2012 internships are for 12 months while there is one of six months duration and two of eight months each.

“It is reassuring to see businesses which have experienced the programme showing the confidence to re-engage,” Julie says.

“It is also exciting to engage with new businesses which have brought variety to the internships on offer. We expect up to 15 students to participate over the coming 12 months with some beginning this month and others starting their internship next February.”

Students who have completed their internship speak highly of the experience. Kim Thompson completed her internship with Otago University HR earlier in the year and she found

the internship experience amazing and far more influential than she expected.

For Kim the practical experience was totally different to the ‘classroom’ experience, and while some of the theory resonated, Kim felt that the practical, hands on learning was especially valuable. With Kim’s vision being to own her own business, the insight she gained in payroll, administration, recruitment, training, project development and working as a PA has given her invaluable experience and insight as she works on her long-term ambition.

Julie says many of students who undertake an internship receive a job offer by the time they are ready to leave the business they have been associated with.

“It is a great experience to see highly motivated young people take on challenges that grow them so successfully and provide a great platform for their future plans,” Julie says.

All five students who completed the first internships cycle in 2009/2010 have plans in place for next year. One of those students is returning to work for the business they did their internship with and another is moving to Melbourne in early 2012. One student is returning from an overseas study exchange and time at Camp America to take up a full-time role in IT in New Zealand.

The 2012 internships confirmed to date are – Sarah McLeod (Ravensdown HR, Christchurch), Matthew Foo (KPMG, Auckland), Irine Freilekhman (University of Otago HR, Dunedin), Emily Marshall (Trail Journeys, Clyde), William Marsters (Ernst & Young, Wellington), Loren McErlean (Unilever, Auckland), Honey Murdoch (Foodstuffs, Office Accounting, Upper Hutt), Morgan Painter (Foodstuffs, Marketing, Upper Hutt), Benjamin Sexton (The Rees Hotel, Queenstown), Aaron Shields (University of Otago IT, Office Accounting, Dunedin), Nicole Venz (Mercy Hospital, Dunedin), Rebecca Walton (Bupa, Marketing, Auckland).

For more information contact julie.pearse@otago.ac.nz

MBA news

Family focus on health

With an eight-year background in the health industry, including in human resources, organisational development and with an intimate knowledge of the merger between the Otago and Southland District Health Boards **Karyn Penno (MBA18 1995)** is well positioned to make a positive impact in her latest role – that of general manager of Dunstan Hospital in Clyde.

Just a couple of months into the job Karyn’s focus is to provide as many health services locally as possible to minimise the need for patients to travel outside the region.

“Research shows people recover better when they’re surrounded by their families and friends,” she says.

Her new job is exciting, she says.

“There are so many opportunities to look at service planning and to use the programmes already in place – and to push as much care in the community as we can.

“And by delivering locally, I mean around Central Otago, in Ranfurly and in Wanaka, as well as from the hospital.”

Karyn says there was a real “sense of family and belonging” at the hospital with that making her even more aware of the stresses on families when one of their members was ill.



“I know what it’s like when you’ve got a sick child or a family member who’s in hospital some distance away,” she says.

While Karyn admits there was a difficult period of transition with the formation of the Southern District Health Board she believes the result was a good outcome for the Central Otago region.

“Breaking down that arbitrary line between the districts and instead looking at what is best for the patients is an improvement. It will take a while to bed in and it’s not a panacea for all health ills but there’s a huge amount of promise and it will remove the duplication of services, and give the ability to gain critical mass to make sure we’ve got the best quality service.”

Steve’s paper trail

From toilet paper to making paper to advertising in the newspaper and now helping lift projects from the paper stage to reality – that’s the route **Steve Silvey** has taken to his new role as Chief Executive of Dunedin’s Upstart Business Incubator.

Steve (**MBA24, 2001**) enjoys making a difference and is excited about his new job which began in late-August.

A non-profit entity owned by the Dunedin City Council, University of Otago and Otago Polytechnic, Upstart is one of only seven New Zealand Trade and Enterprise-sponsored incubators in New Zealand. By providing incubation and angel investment services, it has been helping high-growth companies become established since 2004.

Successful graduates include award-winning technology start-up companies such as TracMap NZ Ltd, TracPlus Global Ltd and Innovative Learning.

(The TracPlus Global management team includes Chief Financial Officer Robert Gale (BCom 1982, Quantitative and Computer Studies; DipGrad Accountancy & Business Law 2007) while among the Board of Directors are Chairman John Gallaher (BCom 1980, Accounting and Finance) and Alan McKenzie (BCom 1972, Accounting).

Steve says he loves the challenge of working with interesting people on fascinating projects.

“Upstart is all about taking smart people with smart ideas and helping them turn those ideas into successful and growing businesses,” Steve says.

“Entrepreneurs, who came from all walks of life, had the ideas, plans and visions. They just need some support to help them realise those visions.”

He says start-up businesses with export and high growth potential are crucial to the future success of the region as they create jobs, economic growth and prosperity.

“Upstart’s role is to speed up the growth of the venture, while simultaneously reducing the risk. While times are tough, creating high-value growth industries would help with getting out of the recession of the past few years,” he says.

Since moving to New Zealand from the UK in 2000 Steve has been the Chief Executive at the Dunedin-based privately owned toilet tissue manufacturer Cottonsoft (where business grew three-fold under his guidance), sales manager at Wickliffe and spent a few months selling real estate earlier this year.

Steve has three themes to focus on in the early stages of his new job.

“Upstart has to be relevant to all the stakeholders it works with – entrepreneurs, investors, local government, central government and overseas experts. It needs to be seen as an attractive place for entrepreneurs to come and grow their business and it has to be seen to be providing the right environment and support. For investors, it has to be a source of investable opportunities,” he says.

“It must also be connected. There are lots of people, organisations and stakeholders involved, and they need to come together to form genuine, solid partnerships.

“And it needs to be accessible. I want people to come and see what Upstart is doing and talk about their ideas.”

Steve says Dunedin is a great place for entrepreneurs to get started.

“The university and polytechnic are important sources of intellectual capital, resource, and expertise. There is an active investment community willing to get behind great ideas and it is relatively inexpensive to have a high quality of life.

“Local and national government are also supportive of young businesses. Upstart has an important role in fostering strong collaborative links between all those sectors and networks,” he says.

A vision for the future

Creative juices flowing to drive changes

Driven by the belief in the benefits of academic experience applied to real life problems and in the power of creativity, student-run organisation Ignite Consultants is making a significant impact.

Ignite, headed by **Nick Donald (BCom, Management 2009 and currently completing an MBus)**, builds partnerships between talented students and socially conscious organisations with the aim of maximising the impact of groups dedicated to the improvement of society. The happy by-product of this liaison is the exposure of New Zealand’s future leaders to important social issues while providing them with the skills they need to drive change.

Socially-minded students from a range of disciplines are recruited and trained in consulting and leadership capabilities before being teamed with a local non-profit organisation. Those taken on have demonstrated high levels of achievement along with proven problem solving and analytical skills, teamwork and innovation. With the guidance of industry mentors, Ignite’s teams work alongside their not-for-profit clients to develop and implement innovative and practical solutions that address a problem or explore an opportunity.

With access to top-level industry professionals who provide consultants with advice, guidance and practical skills needed in a consulting environment, Ignite’s training and development programme develops client relationship management, consulting frameworks and project management.



Ignite works alongside organisations that want to address a challenge or explore an opportunity with the company's selection focussing on projects that are achievable and will make a difference. The three projects taken on in semester two were aligned with Presbyterian Support Otago, Transparency International and the Sophie Elliott Foundation.

Nick says a huge effort went into all three.

"With the Sophie Elliott Foundation Ignite Consultants was required to devise an effective fundraising strategy focusing on targeting corporate sponsors, developing funding streams and maintaining those relationships," he says.

"The project focused on developing and analysing the current fundraising context in the not-for-profit sector and the establishment of an appropriate strategy capable of supporting the core operations of the foundation. There have been discussions with the police, New Zealand government (through the Ministry of Education), a number of not-for-profits ... (the likes of Women's Refuge and Stop Violence) and business houses to gain a real understanding of this country's social sector."

Ignite's Transparency International project is headed by **Sylvie Leduc, (currently completing a MCom)** with this project analysing New Zealand's corruptions perceptions index (CPI) score. Nick says there are two key areas of analysis: the methodological composition of the CPI score and how the score is reported and used by media, public and private sectors. The Ignite team has been in contact with the State Services Commission, Treasury and Auditor General's office with their findings published alongside the 2011 CPI results.

And with the Presbyterian Support Otago project, Nick says there has been awesome progress, focused on designing and implementing a new marketing strategy for PSO's second hand stores.

"We are focused on increasing the stores' profile in the tertiary sector by way of concerted marketing campaign to students, mainly through social and print media."

Ignite's modus operandi is simple and is split into three sectors.

It builds partnerships between intelligent, enthusiastic and socially-minded students, social-sector organisations looking to address a problem or explore an opportunity and the business community. These collaborations allow the exchange of ideas, the sharing of knowledge and the exploration of new perspectives.

Ignite's resources are its highly motivated, socially-conscious students who are enthusiastic about helping social-sector organisations that work within a context of scarce human and financial resources. Such assistance improves the impact that these organisations have on their local community.

And by exposing students to the realities of the social sector, they gain a deeper understanding of the context in which these organisations operate. This provides a new avenue for students to apply their analytical skills and encourages them to consider the broader implications of the decisions they may make in the future. In short, the next generation of socially-minded leaders is nurtured.

Nick took on the role as Executive Director after a successful semester as a project leader with Ignite last year. His brief is to set the strategic direction of the organisation, with this comprising the likes of coaching and facilitating the operations of the executive team, and networking with leaders from business, university and not-for-profit sectors. Nick is in his final year of a Masters degree in Management and he'll be taking up the position of Operations and Strategy analyst with Deloitte in Wellington early next year.

At that point his involvement with Ignite will centre on his duties as Chairman with a view to expanding the organisation nationwide.

The other Ignite leaders are Finance Director Ben Kriebel, currently studying Economics and French, Training and Development Director Katherine McKenzie, who is in her final semester of her Master's degree, focusing on Human Resource Management, and Jessica Lee, Communications Director, in her third year of a Marketing degree. Non Business School directors are – Dave Milner (Marketing) who is studying for a BA in politics and Peter McDowall (Projects), completing a PhD in experimental Physics.

There is excellent news on the recruitment of graduates through the Ignite system for next year with confirmation of positions as an investment banking intern at UBS, a graduate analyst with the New Zealand Treasury, numerous graduate lawyers and an internship at global advertising company Saatchi & Saatchi.

www.igniteconsultants.org.nz

Opportunity for Otago alumni

With the certainty that fuel prices will continue to rise in the years ahead it is most timely that the Otago Medical Research Foundation has launched its own fuel card – and Business School staff, alumni, their immediate families and trusted friends are offered the opportunity to benefit.

The cards can be used at BP, Gasoline Alley and RD Petroleum sites throughout New Zealand, currently attracting a discount of 5.11 cents per litre (cpl) for 91 & 95 grade petrol and diesel, and 2.04 cpl for 98 grade petrol **off the national retail price**. For fuel bought in country areas the discount is greater – as much as 10 cents per litre.

The cards offer a line of credit – fuel bought one month is paid for (by direct debit) on the 20th of the following month. Cards can be used for purchasing fuel only.

A card fee of \$10 is charged every six months. Half of this fee will be donated by RD Petroleum to the Otago Medical Research Foundation and used in the on-going quest to identify and nurture world-class medical research, much of which is undertaken at the University of Otago.

If you wish to receive application forms, please contact the Foundation through Steve Davie (stevedavie@extra.co.nz).

From the Archives

A look back through the Division of Commerce's earliest newsletters

More pay, better performance?

Having already published papers on how best to win first-class and one-day cricket matches using econometric techniques, Professors John Howells and Erkin Bairam turned their attention to golf in 1993 and as reported in the December '93 edition of the Commerce Division's newsletter.

Their research was part of an international trend of the time to use sport to investigate aspects of economic theory – the concept spawning the name 'sportometrics'.

While the duo believed it was difficult to establish if productivity is greater due to increased wages in most work places and industrial settings, sport did provide accurate data and they turned to golf to test the hypothesis. 'Increased wage' became higher prize money and 'greater productivity' morphed to better performance.

Using the 13 tournaments on the 1991 Australasian PGA tour, the study took into account such factors as the length and par of the course, relative performance of those who had to qualify and those exempt, and the worth of each event. The results showed clearly that the amount of prize money was "highly significant" and improved players' performances to a marked degree.

The findings transparently displayed the fact that players who performed only moderately in tournaments where prize money was less than \$200,000 lifted their games considerably when the purses were higher. The prospect of earning an exemption for later high-profile and well-paying tournaments also acted as a spur along with the prospect of attracting future sponsorship and advertising endorsement opportunities.

(In 1991 the Australian Open offered a total prize pool of \$A700,000, the Australian Johnnie Walker Classic \$A1 million and the Palm Meadows Cup \$A1.2 million. Twenty years later, the respective purses are \$A1.5 million (Australian Open) and \$A2 million (Johnnie Walker Classic). The Palm Meadows Cup is no longer contested. By comparison this year's Australian Tennis Open put \$A25 million on the line with the men's and women's singles winners Novak Djokovic and Kim Clijsters each pocketing \$A2.2 million. Ed)

Alumni in Business

Lane Hocking (BCom, Finance and Quantitative Analysis 1992; LLB 1995) is the new owner of Dave Reid Homes in Wanaka. Lane currently heads a group of derivative traders for City Group in Hong Kong. City Group is one of the world's largest investment banks. Prior to moving to Hong Kong in 2007 he spent 11 years working for Deutsche Bank in London, Sydney and Tokyo. He has added David Reid Homes to his ownership of Rob Rosa Station and Heartland Station in the Cardrona Valley and he intends to return to live in New Zealand within the next five years.

Andrew Long has left his role as a lecturer and social media researcher with the Department of Information Science to establish Know Social Media, which focuses on well planned social media activities that are sustainable and offer better long-term prospects based around organic growth. Andrew's mantra is social media is more than a marketing tool, it is a complete approach to doing business in the 21st century. www.knowsocimedia.com

Alumni in the News

Sarah Lincoln (BCom, Marketing 2009) is the Otago/Southland Employers' Association training and events coordinator, and spokesperson for last month's She's Motivated annual conference in Dunedin. Keynote speakers at the conference were Glowing Sky owner Cath Belworthy, New Zealand Food and Grocery Council chief executive Katherine Rich, University of Otago vice-chancellor Prof Harlene Hayne, and interest.co.nz managing editor Bernard Hickey.

Grant Cuff (BCom, Accounting & Finance 1980; BSc, Chemistry 1981) is the Alliance Group's chief executive, the group recently announced the closure of its Sockburn plant at the end of the 2012 processing season. The processing of beef and venison would be transferred to Alliance's other South Island operations at Maitai, Pukeuri and Smithfield.

Chris Green (BCom, Marketing Management (Hons) 1995) is the associate director of the New Zealand International Science Festival. In the lead-up to and during the Rugby World Cup in Dunedin, Chris organised and oversaw the highly successful Celebrate Hidden Dunedin campaign as event director. The campaign continues and can be viewed at www.celebratehiddendunedin.co.nz

Simon Couper (BCom, Economics 1992), as chairman of the Fonterra Shareholders' Council, was in news recently commenting on the company's decision to halve the number of organic farmer suppliers in the North Island. Simon said his group understood the economic realities behind the decision but noted that would be of little comfort to those affected. On the issue of Trading Amongst Farmers (TAF), which hit the headlines recently, Simon says 100% shareholder ownership and control of the co-op was essential to the core beliefs of his council and was viewed as the only option. If there was any threat to that status "the council will not vote to support moving to TAF".

Peter Carnahan (BCom, Accounting & Finance 1985) is chief executive of Northern Southland Transport, which has sold its general freight, container handling and warehouse operations to Toll New Zealand, New Zealand's largest transport and logistics company. Peter said NST had decided to sell about half of its business as part of a strategic move to refocus on its core rural freight and waste disposal services.

Rebecca Scown (BCom, Marketing Management 2008; BA, Art History & Theory 2008) again stood atop the rowing world in Bled, Slovenia in September, successfully defending the pairs' title won with Juliette Haigh at Lake Karapiro in New Zealand last year. The New Zealand duo left it late in Bled, only pipping the British combination of Helen Glover and Heather Stanning in the last few strokes of the 2,000 metre race to win by just eight one hundredths of a second.

Clarke Johnstone (BCom, Finance 2008) recently won the prestigious equestrian World Cup series in Paris. Clarke became the first New Zealand rider to take the seven-event series with the success set up by his wins in the New Zealand and Australian rounds aboard Orient Express earlier in the year. He is now based in Britain and further headline results will have him in line for selection in the New Zealand team for next year's Olympic Games in London. Clarke is the grandson of one of Otago rugby's legendary figures, former All Black captain Peter Johnstone.

Steve Thompson (BCom, Accounting & Finance 1977), managing partner at Deloitte and **Brian Wood (MBA 1984)**, general manager of MWH New Zealand, were in the news recently for activity away from their respective offices. Steve and Brian are owners of Geena Hest, which took out

the broodmare award at this year's Otago harness racing awards. They are also part-owners of Duke of the Moment, a 2yr-old winner during the season.

Arthur Klap MNZM (BCom, Marketing Management 1973) is "super pleased" with this year's \$3.8 million Winter Games. Arthur is Games chief executive and is confident the event, billed as the southern hemisphere's largest winter sports event, achieved its goals of creating a \$50 million economic benefit to Otago along with attracting a television audience in excess of 800 million, up from the 765 million who watched the 2009 festival. Final figures will be known by the end of November.

Graham Crombie (BCom, Accounting & Finance 1984), chief executive of Dunedin accounting firm Polson Higgs, is also chairman of Dunedin-based Action Engineering which has celebrated its 20th year in business. Action Engineering is involved in a wide variety of industrial projects, ranging from water and waste water treatment plant construction to road transport and ship repair.

Ken Matthews (BCom, Accounting & Finance 1982) as chairman of Skyline Enterprises in Queenstown recently announced the acquisition of the Totally Tourism brand. Totally Tourism is an umbrella company which operates The Helicopter Line, Mitre Peak Cruises, Milford Sound Scenic Flights, Queenstown Combos, Challenge Rafting, Harris Mountains Heli-Ski, Air Fiordland, Wanaka Flightseeing and Glacier Helicopters.

Sophie Barker (BCom, Economics 1990) is the Dunedin City Council's economic development unit's management business development adviser. With the city's 2011/2012 cruise ship season now open and 195,000 passengers from 84 visits expected between early-November and the end of summer, a suggested code of conduct for retailers has been produced. Sophie says the code was requested by retailers at the end of last season and the suggestions include greeting visitors in a warm and friendly manner, avoid pressurising visitors with marketing material, and making false claims about an individual company's products. University of Otago research indicates an estimated 80% of passengers disembark in Dunedin with the rate higher than other centres due to the city being either the first or last port of call in New Zealand.

Mike Waddell (BCom, Marketing Management 2002), the Otago Polytechnic's marketing services director, is excited about the establishment of a new campus in Auckland next year. Set up to target the international student market, the new campus is the result of a tertiary institute academic board report to the Otago Polytechnic's indicating that 80% of New Zealand's international students were attracted to Auckland. Mike says the aim of the new campus is to access this market with a view to providing the opportunity for students to extend their studies at the Otago campus.

Michael Milne (BCom, Economics 2006) was recently nominated as the 'most outstanding young professional' in the Financial Services Institute of Australasia's Pinnacle Awards. The awards seek to recognise Australasia's exceptional financial services professionals including thought leaders, visionaries and role models who have made an outstanding contribution to the sector. Michael reports that while he wasn't successful in taking out the award – he was the only New Zealander in the 11 short-listed in the young professional category – he thoroughly enjoyed the experience. He currently works with Craigs Investment Partners in Dunedin.

Alumni Appointments

Brendon Foster (BCom, Management 2000) has been appointed as a senior business consultant with Datamine. Brendon has a background in finance, marketing and operations including time in the finance and corporate banking worlds.

Melissa Trochon (BCom, Marketing Management (Hons) 1994; BA, German 1995) has been appointed trade commission and consul general in Canada. Before joining New Zealand Trade and Enterprise as a team leader, Melissa worked in operations and account management with several major New Zealand businesses.

Sir Eion Edgar (BCom, Accounting 1967; HonLLD 2003) is now a member of the Mt Cook Alpine Salmon board of directors. Sir Eion, a former University of Otago chancellor, is chairman of the Forsyth Barr Group Ltd and has previously been a director of the Reserve Bank of New Zealand and chairman of the New Zealand Stock Exchange. He remains a director of a number of New Zealand companies and is a trustee of the Halberg Trust.

Bill Baylis (BCom, Accounting 1967; MCom, Accounting 1970) has been appointed one of three independent directors of Dunedin City Holdings Ltd. Several Business School alumni have either resigned their DCHL directorships or have been removed in a major Dunedin City Council shake-up. Alumni leaving include **Paul Hudson (BCom, Accounting 1971)**, **Dr Norman Evans (MBA14 1990)**, **Ross Liddell (BCom, Accounting 1968)** and **Stuart McLauchlan (BCom, Accounting & Finance 1979)**.

Brett Gamble (BCom, Accounting 1992) is Solid Energy's new developments group manager. Solid Energy and the Gore District Council are working in partnership to produce a study on the impact of large scale lignite developments on Eastern Southland.

Todd McLeay (BCom, Marketing Management 1987; Dip Grad 1996) has been appointed as APN News and Media chief operating officer for New Zealand. Todd will be responsible for APN's New Zealand publishing business, which includes the *New Zealand Herald* and a tranche of regional newspapers and magazines including the *New Zealand Listener* and *New Zealand Women's Weekly*. He will take up the role in January, having been the chief executive with the New Zealand Lotteries Commission since 2006 with senior marketing roles with New Zealand Post and Vodafone prior.

Obituary

Popular young leader dies in Bali

Michael Denton (BCom, Finance & Quantitative Analysis 2008) died in Bali in late-September, aged 29.

Michael was attending a 10-a-side rugby series with the Perth club Nedlands when he went to bed early, feeling unwell. He was found unconscious several hours later and resuscitation attempts failed to revive him.

A handy rugby player at premier club and development representative level, Michael worked as a project manager with LandCorp in Perth and was described by his colleagues as "a charismatic character and a great leader".

Seeking top quality PhD candidates

We're seeking top quality PhD Candidates for a trans-Tasman joint PhD supervision programme (between the University of Otago and University of South Australia).

- Tackle specific trans-Tasman related and relevant research questions (may include other topics).
- AUS\$29,000 (=NZ\$38,000, as of Dec, 2011) scholarship + NZ\$5,000 per annum project specific funds.
- International experience with a home-base touch.

If you've ever considered completing a PhD but financial pressures prevented you from contributing to knowledge, then the University of Otago Business School and University of South Australia (UniSA) are now able to help achieve your goal.

Otago's Department of Accountancy & Finance and UniSA's School of Commerce have entered a partnership which offers two PhD candidacies a year to domestic (NZ or Aus) students, starting from 2012 for a period of three years. There will be one supervisor from each university with the enrolment to the programme through UniSA: the successful candidate will thus obtain a UniSA qualification.

Competitive financial support is part of the package: per annum, successful applicants will receive a AUS\$29,000 scholarship and NZ\$5,000 for special purpose expenditures (such as travel between Otago and South Australia).

Applicants must provide a written PhD research proposal on a topic of their choice within the fields of accountancy and finance. The following list contains a number of research projects, as suggested by your potential supervisors. These may, of course, be adapted.

- Accounting gender issues: investigate non-equity/salaried leadership positions in the career progressions of contemporary women in professional accounting.
- Performance management and measurement: How can performance management systems
 - be designed to map key organisational value drivers and promote organisational effectiveness and performance?
 - support an organisation's quest for value creation?
 - be used to control business risk, while encouraging organisational innovation and adaptability?
- Capital market research: investigate the market – accounting data relationship. Is there value relevance in accounting information?
- Multi-agent based modelling: in a complex systems setting, analyse agent (board, manager, employee) or team behaviour under a variety of constraints and traits, and their impacts on firm performance, for instance.
- Integrated financial and accounting (engineering) asset management: investigate the relationship between physical and financial properties of fixed assets.

A degree with a significant research component in Accounting or Finance is advantageous but not a prerequisite: candidates from other disciplines (Science, Business, Humanities) are encouraged to seek more information about this opportunity by emailing to the Department of Accountancy & Finance, University of Otago (accountancyfinance@otago.ac.nz).

PLEASE KEEP IN TOUCH

The Otago Business School utilises the University of Otago's Alumni Database to connect with its alumni.

Please update your details online at www.alumni.otago.ac.nz/updateyourdetails or email database.alumni@otago.ac.nz.

If you know of fellow alumni who don't receive Alumnews (as we may not have their email address) then please have them contact the Alumni Relations Office.

And you may not want to blow your own trumpet but we would really enjoy hearing stories about our graduates and to be able to share those achievements with fellow Alumni.

You may have a friend or colleague whose successes we can share in the next edition of Alumnews. Please send us some details which will allow us to 'ring their bells', tell their stories.

Any suggestions would be welcome. Please contact:

STEVE DAVIE
ALUMNI RELATIONS

