

THE AUSTRALIAN NATIONAL UNIVERSITY

MARGIN

ANU College of
Business & Economics
Quarterly magazine

Autumn 2014

INDONESIAN PERSPECTIVES

Mari Pangestu

MC for the creative economy

Building from the ground up

PhD candidate and Indonesian election hopeful Risa Bhinekawati

A vision to educate and inspire

With MBA student Billy Mambrasar

From the Dean's Desk

Welcome to the first issue of Margin for 2014.

This will be my last message as Dean of the ANU College of Business and Economics as I will be returning to Melbourne at the end of March 2014 in order to continue my external board responsibilities and to increase my engagement in setting national and international public policy in financial reporting and water accounting.

It has been three years since I joined this great institution and although that time seems to have flown by, an astonishing amount has been achieved in that time by our staff, students and alumni. In our research, our teaching and educational development, and in our influence on our related professions and public policy, there is a great deal to celebrate and cause for pride.

During my term, we have also seen a number of significant organisational developments that I believe have enhanced the College's ability to build on its position as one of Australia's leading centres of research and education in business and economics.

In 2012, the College was restructured. The College now comprises four Research Schools, which are closely aligned with the our research and educational efforts. At the same time we have undertaken some significant strategic initiatives to help position the College for the next decade. The major academic and administrative reviews that took place over the last eighteen months will help us give our academic staff the best possible platform to continue to produce the outstanding research and high quality education on which our reputation has been built. Also, the recently formed external College Advisory Board chaired by Arun Abey, one of our College Alumni Hall of Fame members, will provide further invaluable stimulus to our strategic development.

The College has also taken the first steps towards international business school accreditation, initially with the Association to Advance Collegiate Schools of Business (AACSB). This is an important step for the College, not only because AACSB accreditation is an internationally recognised standard of quality, but also because it will enable us to align our activities with best international practice. I am delighted to see the College beginning this process, which will without doubt reap great rewards in the future.

It has been an honour to serve as Dean and Director of this great College and alongside so many talented, dedicated and inspirational individuals. My colleagues, our students



and our alumni make this College one of the finest centres of academic endeavour in the world, and I have no doubt that the College will continue to build our legacy into the future. Our student enrolments in the first half of 2014 have exceeded the high water mark of 2010, indicating strong growth and the value placed on our educational offerings in a highly competitive market. The recent release of the latest QS International Rankings by subject places our disciplines amongst the world's leading institutions.

We are delighted to welcome Professor Shirley Leitch who joined the College as Deputy Dean in January. Shirley will be Acting Dean of the College from April and I am very happy to leave the College in such capable hands.

Professor Jayne M Godfrey
Dean and Director
ANU College of Business and Economics

MARGIN

Margin is published by the Marketing and Development Office ANU College of Business and Economics.

Editor-in-Chief: Stephen Green

Sub-editor: Amy Taylor

T: 02 6125 6726

F: 02 6125 0744

E: mdo.cbe@anu.edu.au

W: cbe.anu.edu.au

Mail: Margin
Marketing and Development Office
ANU College of Business and Economics
Building 26C
Australian National University
Canberra ACT 0200

Design: Stephen Green

Production: ANU Print Services

Front cover:
Dr Mari Elka Pangestu
Photo: Andrew Taylor

Views expressed in Margin are not necessarily the views of the Australian National University.

Autumn 2014

Margin magazine of the Australian National University

Next issue published June 2014

Contents

Features

INDONESIAN SPECIAL

- 10 **MC for the creative economy**
Indonesian Minister for Tourism and the Creative Economy, Dr Mari Pangestu.
- 15 **My Indonesian summer**
Economics and Asia-Pacific Studies student David Duncan shares his observations from a six-week internship in Jakarta.
- 16 **A vision to educate and inspire**
Indonesian MBA student Billy Mambrasar hopes to give back to the West Papuan community.
- 20 **Building from the ground up**
Risa Bhinekawati returns to Indonesia having completed her PhD at ANU and settled her son at university in Australia. Now for politics!

OTHER FEATURES

- 24 **Embracing the communications revolution**
With new Deputy Dean Professor Shirley Leitch
- 28 **Perks, quirks and plenty of work**
Commerce and Software Engineering student Ben Greenwood shares his experiences as an intern with communications giant, Google.
- 30 **A question of tax**
With taxation specialist Associate Professor Alfred Tran.

Regulars

- 04 **News**
College graduate wins Young Alumni award
Australia Day awards for College alumni
New executive appointments
College students win top University honours
- 31 **Recent Publications**



Photo: Adam Da Cruz

College graduate wins alumni award

College alumna Jamila Rizvi, who graduated in 2010 with a combined Bachelor of Commerce and Bachelor of Law degree, has been named ANU Young Alumna of the Year for 2014. The award, which she shares with *Enable Development* founder Huy Nguyen, was presented at the annual ANU Alumni Awards Ceremony on Saturday 1 March.

At only 27 and a mere three year's on from graduation, Jamila has achieved an enormous amount in her brief career, taking the worlds of politics and media by storm.

She is fast becoming the leading voice for young Australian women, breaking down barriers in the media to promote her own very modern brand of feminism and to advocate for a more harmonious and multicultural Australia.

While still studying at ANU Jamila worked in the then Prime Minister Kevin Rudd's media unit and as a Youth Policy Adviser in the office of Minister Kate Ellis, where she was the driving force behind Australia's first

“ I loved every minute I spent studying at ANU. To be recognised in this way by the institution that is so close to my heart is very humbling. ”
Jamila Rizvi

ever National Youth Strategy. She was soon promoted to the position of Media Adviser and then Deputy Chief of Staff to Minister Ellis. At the age of 25, Jamila was one of the youngest people ever to work as a Chief of Staff to a Federal Minister.

In 2012, Jamila made the difficult decision to leave working in a political office and make a move to the media industry. She has always had a deep passion for progressive causes

and was thrilled to take the reins of progressive political opinion website Mamamia.com.au as the Managing Editor.

Jamila was soon promoted to the role of Editor of Mamamia and has recently been appointed Editor-in-Chief across Mamamia, parenting website iVillage Australia and the soon-to-be-launched beauty and health website, The Glow.

Under Jamila's management Mamamia has morphed from a small lifestyle blog into a truly active campaigning organisation that advocates for marriage equality, action on climate change, a more compassionate approach to refugee policy and a child-centred focus for policy making across the board.

Mamamia was named the 2013 Media Brand of the Year, becoming the pre-eminent voice of Australian women online. It's readership has grown from around 25,000 unique browsers per day, when Jamila was first appointed, to more than 145,000 per day in 2014.

Jamila has used her new public profile as an ambassador for Care Australia's Educate a Girl campaign and for progressive asylum-seeker advocacy group Welcome to Australia.

Jamila was named one of Cosmopolitan magazine's 30 Most Influential Women Under 30 in 2013.

Jamila's connection to ANU is very much a family affair, running to three generations. Her grandfather, Dr Saiyid Rizvi was an academic at ANU from the 1960s; her father, distinguished alumnus of the College, Abul Rizvi, and her mother Helen, met while studying at ANU; and her sister and partner were also students here.

Despite her busy life and growing profile, Jamila retains close ties with the University and will host an upcoming function of the ANU Alumni Group in Melbourne. She will also be a guest speaker at the College's upcoming Prizes and Scholarships Ceremony in April. ■

Australia Day honours for College alumni



Emeritus Professor Ron Duncan AO. Photo: David Paterson

Two of the College's alumni were amongst the recipients of Australia Day Honours this year: Emeritus Professor Ron Duncan AO and Peter Achterstraat AM.

Professor Duncan who completed a PhD in Economics at ANU in 1972 was appointed an Officer of the Order of Australia (AO) in recognition of his work as one of Australia's top economists and for his continued efforts to raise living standards in Papua New Guinea and Pacific Island nations through innovative economic policy development.

Professor Duncan's career has taken him around the world, including a long stint at the World Bank in Washington, where he eventually became Chief of the bank's international trade division. He returned to ANU in 1994 as a Professor of Economics at the Crawford School of Public Policy and as Executive Director of the National Centre for Development Studies.

"It is a great honour for me. And it has come as a total surprise," said Professor Duncan.

ANU Vice-Chancellor Professor Ian Young congratulated Professor Duncan on his award.

"Professor Duncan has made an enormous contribution to ANU, to Australia and to the South Pacific. His award is due recognition for a life of service and a passion to help improve the lives of people in our region, and I congratulate him on this well-earned honour."

Peter Achterstraat (BComm '76, BEc (Hons) '77, LLB '79) was appointed a Member of the Order of Australia (AM) for his significant service to public administration through financial management and governance roles, and to the community.

He has 20 years' experience with the Australian Tax Office and served as Chief Commissioner State Revenue

for New South Wales from 1999 until 2006.

Mr Achterstraat was appointed Auditor-General of New South Wales in 2006, holding the position until 2013, during which period he audited hundreds of public sector projects making many recommendations to Parliament for the better government of the state. A major highlight of Mr Achterstraat's seven-year term was developing the Corporate Governance Lighthouse, a model for private and public sector governance which won the Governance Reporting Award Public Sector at the Australasian Reporting Awards in 2013.

Having completed his term as Auditor-General, Mr Achterstraat was appointed as Principal of global infrastructure and resources advisory firm Evans & Peck.

Peter Achterstraat was inducted into the ANU College of Business and Economics Distinguished Alumni Hall of Fame in 2005. ■



Peter Achterstraat AM. Photo courtesy of Evans & Peck

Executive appointments

Three of the College's senior academics have joined the executive team as Associate Deans, covering the education, research and higher degree research portfolios.

Professor Shirley Gregor becomes Associate Dean (Research), Associate Professor Ofer Zwikael takes on higher degree research, and Associate Professor Sigi Goode will look after education.

Professor Shirley Gregor is one of the College's most distinguished figures. She is Foundation Professor of Business Information Systems, and has been one of the top researchers in her field in the world for over a decade. She has led several large applied research projects, notably for the Australian Meat Industry, and published extensively including 4 edited books, 15 book chapters and over 100 conference and journal papers.

She has been Senior Editor of *MIS Quarterly* and Editor-in-Chief of the *Journal of the Association of Information Systems*, and is currently a Director of the National Centre for Information Systems Research.



Professor Shirley Gregor



Associate Professor Ofer Zwikael

Professor Gregor was made an Officer of the Order of Australia in 2005 and was appointed as one of the University's Public Policy Fellows in 2013.

Associate Professor Ofer Zwikael is a specialist in project management. He is the author of two books and over 100 peer reviewed articles, in journals including the *Journal of Operations Management* and the *British Journal of Management*. He is also on the editorial board of the *International Journal of Project Management*.

A certified Project Management Professional (PMP) he has served on the Executive Boards of three Project Management Institute chapters.

His professional work has seen him leading and acting as consultant on projects for a wide range of organisations, including Motorola, Nestle, Teva (Israel), IRL, PINZ (New Zealand) and Nationwide Bank (UK). Dr Zwikael is the recipient of the International Project Management Association's Outstanding Research Contributions Award.

Associate Professor Sigi Goode is one of the College's most highly regarded educators. He was awarded the ANU Vice-Chancellor's Award for Excellence in Education in 2005, and a Carrick Institute National Award for Teaching Excellence in 2006. He is interested in developing new ways to enhance student learning, and has recently successfully employed innovative techniques in his undergraduate teaching.

An information systems specialist, Dr Goode's research interests lie in the areas of technology adoption, policy and use; security behaviour; and open source software. He has published widely in information systems journals including *Decision Support Systems*, the *Journal of Business Ethics*, *Information & Management*, *Journal of Global Information Technology Management* and the *Journal of Computer Information Systems*, amongst others.

The Associate Deans will carry out their roles in conjunction with their existing research and teaching responsibilities. ■



Associate Professor Sigi Goode

All photos by CY Creations

ANZMAC awards for early career academics



Dr Songting Dong (L) and Dr Vinh Lu (R).

Two early career academics in the Research School of Management have won awards at the 2013 Australian and New Zealand Marketing Academy (ANZMAC) conference.

Dr Songting Dong, a Senior Lecturer and Research Fellow within the Research School of Management, has won the 2013 ANZMAC Emerging Researcher of the Year Award.

This is an annual award reserved for "an early career researcher judged to have made the most significant contribution to knowledge in marketing through research of high standing."

Songting's research has been accepted for publication by leading journals such as *Journal of Marketing Research*, *International Journal of Research in Marketing*, and the *Journal*

of Product Innovation Management.

Dr Vinh Lu, also of the Research School of Management, received the 2013 ANZMAC-Pearson Emerging Educator of the Year Award.

This award recognises an educator who has "best demonstrated a course in design, content, process and delivery to advance their students' knowledge and understanding of, and capability in, the field of marketing."

Vinh has previously been awarded an ANU College of Business and Economics Award for Teaching Excellence, and a Vice-Chancellor's Citation for Outstanding Contribution to Student Learning for his International Business Plan Competition (ibcompetition.com).

Coming soon - Margin goes digital

QS rankings show College amongst world elite



The recently released 2014 Quacquarelli Symonds (QS) World University Rankings by Subject saw another strong result for the ANU College of Business and Economics which continues to be placed amongst the world's elite for each of its assessed disciplines.

The College was ranked 18th in the world for Economics and Econometrics, 22nd for Accounting and Finance and 34th for Statistics and Operational Research.

"The rankings are a testament to the quality of the academic endeavour within the College," said Dean and Director of the College, Professor Jayne Godfrey. "They are attributable largely to the care, capability and commitment of staff within the College."

Now in its third year, the QS World University Rankings by Subject is an extension of the overall QS World University Rankings. The subject rankings draw on indicators such as academic reputation, employer reputation, faculty productivity and impact, research citations, and specialist knowledge in order to form an international ranking of higher education institutions.

Visit the Quacquarelli Symonds website at www.topuniversities.com/subject-rankings for more information and a full list of the 2014 discipline rankings.

Top honours for CBE students

Two of the College's most outstanding graduating students have been awarded prestigious University awards.

Bachelor of Economics student **William Gort**, who graduated in December 2013 with First Class Honours, received the University's oldest student honour - the Tillyard Prize.

Established in 1940, the Prize is awarded each year to the graduating Honours student whose personal qualities and contributions to University life have been most outstanding.

Originally from Melbourne, Will moved to Canberra to explore a new city, meet new people and study economics at ANU. He made his mark at the ANU by contributing to both local and national communities and is an obvious candidate for this honour as he boasts an impressive combination of academic excellence and extracurricular activities.

Will lived on campus for many years, acting as Sports Representative, Treasurer and President of his residential Hall, and was elected by his peers as Chair of the Interhall Council and College representative on the ANU Students Association.

He was also a member of the Vice-Chancellor's student leadership program and participated in an ANIP internship placement with the Department of Prime Minister and Cabinet.

Will's passion for this field has made him an excellent economics tutor, and earned him a Bob Gregory Honours Scholarship. He also gained a position as an ANU College of Business and Economics Student Ambassador, where he is able to share his experiences with others.



William Gort, who graduated with First Class Honours in Economics, received the Tillyard Prize for his substantial contributions to University life.

"I enjoy economics because it is a discipline that gives you a rigorous framework to explain and solve complex issues and problems," Will says. "The applications seem unbounded - whether it be to social choice, market equilibrium or monetary policy - it is the broad nature of economics which appeals to me."

His peer, graduating First Class Honours in actuarial studies and statistics student **Tiandong Wang**, was also acknowledged in the recent prize round. Tiandong received a 2013 University Medal, the highest honour available for undergraduate academic excellence.

The prestigious University Medals are awarded annually to recognise exceptional candidates who have obtained first class honours supported by a consistently outstanding academic record.



Actuarial studies and statistics graduate Tiandong Wang was awarded a University Medal, the University's highest honour for academic excellence.

After completing her high schooling in China, Tiandong came to ANU to study a Bachelor of Actuarial Studies.

"Motivated by the challenges of risk and sustainability assessment in contemporary society, I chose actuarial studies for my undergraduate degree," says Tiandong. "I am fascinated by the complicated but intriguing process of foreseeing future events and creating effective strategies to offload financial risks and avoid unfavourable outcomes."

Due to her impressive undergraduate results, Tiandong received an ANU College of Business and Economics Honours Scholarship to pursue further research in the area of statistics. Tiandong used her Honours Year as an opportunity to explore new and advanced ideas related to statistical work and submitted a research thesis of an exceptionally high standard. ■

Indonesian perspectives



In this Indonesian special we gain some fascinating perspectives on our northern neighbour from students and alumni of the University. We hear from a current member of the government and an aspiring politician; plus an Indonesian student eager to share the benefits of his education with his home community, and an Australian student savouring the experience of working in the Indonesian capital.

Australia enjoys a special relationship with its northern neighbour, no better represented than by its students for whom Australia remains the overseas study destination of choice.

The Australian National University (ANU) has hosted many such scholars, some of whom have become high profile figures in their home country and across the world. Four of the current Indonesian cabinet studied at the University including current Minister for Tourism and the Creative Economy, Dr Mari Pangestu, who features in the following pages. Dr Pangestu has been a member of the Indonesian government for 10 years and is a member of the College's Distinguished Alumni Hall of Fame.

At the other end of the political spectrum is Risa Bhinekawati, who, with a successful management career behind her and her PhD at ANU just completed, is standing for parliament in the upcoming election in Indonesia.

We also hear from MBA student Billy Mambrasar, a native West Papuan with a vision to help fellow Indonesians in poor or remote areas realise the same kind of opportunities that he has benefited from. And Economics and Asia-Pacific Studies student David Duncan provides an Australian perspective having spent the summer as an intern in Jakarta.

MC for the creative economy

In December 2013, Dr Mari Elka Pangestu, the Indonesian Minister for Tourism and the Creative Economy, was presented with an honorary degree from ANU. She took time out during her visit to talk to Margin. Here she reflects on her special relationship with the University; her career as an economist and politician; and on the important part that tourism and the creative industries have to play in Indonesia's economy. BY STEPHEN GREEN

For Dr Mari Pangestu, the award of an honorary degree from ANU caps an association with the University that she traces back to early childhood. Pangestu's father, Professor Joseph Panglaykim came to the University in 1966 as part of the team recruited by Professor Heinz Arndt to launch the Indonesia Project. Mari recalls playing hide and seek as a child in the then quite new HC Coombs Building. ANU would become her alma mater as she went on to complete both her undergraduate and Masters degrees (both in economics) at the University.

Mari would in due course follow her father's footsteps, becoming closely involved with the Indonesia Project herself (she remains on the board of the *Bulletin of Indonesian Studies*) and maintaining close bonds with many of the lecturers from her student days:

"The professors that you interact with become part of your life for ever," she says. "At least that is how it's been in my case. A lot of the lecturers that I had, even starting from the first year, have remained friends – and some even became colleagues."

Over the years Mari has frequently returned to ANU – attending conferences, participating in research projects and other collaborations. Indeed, it is hardly surprising that it was while attending a seminar at ANU on China and the world, organised by Ross Garnaut, that she learned that she was to be part of the new government formed by Indonesia's first directly elected President, Susilo Bambang Yudhoyono:

"I remember, I was giving a speech and I was told, 'there's a phone call, there's a phone call.' I had to finish my speech and then it turned out it was The phone call... It was a bit of a surprise – I wasn't really expecting it."

In the intervening years, Mari had established herself as one of Indonesia's leading economists, with a high international reputation, in particular for her expertise in international trade. She held academic positions at the University of Indonesia and the Centre for Strategic and International Studies in Jakarta, and provided policy advice on international trade, investment, reform and sustainable development. She has worked as a consultant with a number of international organisations including the World Bank, the Asian Development Bank and the United Nations. With this weight of experience, and her strong track record as a policy advisor, the value Mari could provide to the new government was not lost on the incoming President.

"I was doing a lot of work then, obviously on trade issues and economic issues and also policy and reforms – we were part of the reform movement, if you like. We had had various interactions, including with the then President to be, Susilo Bambang Yudhoyono. So I was very honoured to be asked to join the Cabinet. Not everyone has a chance to be involved with the reform movement and promoting good policy, and then be given the opportunity to implement the reforms that we have been recommending." ►



Dr Mari Elka Pangestu. Photo: Andrew Taylor



Dr Pangestu addressing ANU graduands at the December 2013 degree conferral ceremony. Photo: David Paterson

Mari would serve as Indonesia's Minister of Trade for seven years, becoming one of the most well-known and respected political figures in the region, as well as something of an icon inside Indonesia.

In a Cabinet reshuffle in 2011 she was assigned to the newly-created Ministry of Tourism and the Cultural Economy, a portfolio which recognised both the enormous importance and the untapped potential of these two closely linked areas of the country's economy.

"Tourism is very important for Indonesia – both directly and indirectly," says Mari. "It contributes about four per cent to our economy, but if you take all the multiplier effects it's actually about nine per cent. Most importantly one out of 12 jobs are being created through tourism. But I think tourism has more than an economic impact. It contributes a lot towards increasing understanding between any two countries, through people-to-people relations. It does a lot to enhance the image of your country abroad. Australia is our third largest source of tourism and so it is an important component of our people to people relations."

Certainly, Bali remains a hugely popular holiday destination for Australians and many other nations, but one of Mari's aims and challenges is to grow tourism in the many other more neglected but equally attractive and fascinating locations around this large and hugely diverse country.

"We have challenges in terms of access and infrastructure, and we have to do a better job, I think, in promoting

Indonesia to the world. It's such a big country with so much diversity that it's difficult to explain Indonesia briefly, succinctly – we have to find the right angle.

"I'd like to see more destinations beyond Bali being developed. At the moment Bali, Jakarta and Batam/Bintan dominate, but there are many other places to visit in Indonesia."

At the same time, Mari emphasises the need for circumspection in the development process and the imperative to look beyond the pure economic goals:

"I'd like to see Indonesia recognised as a sustainable tourism destination," she explains. "We don't necessarily want large numbers of tourists. We want quality tourism that generates income, but also benefits the communities that surround these destinations. Indonesia has a lot of places where it is important that we protect the environment, whether it's the marine biodiversity or the forested areas. That's the vision we are trying to implement.

"Tourism is such a powerful way for economic development to benefit the people directly, because it is exactly that – direct. People interact directly with people. It's such a powerful way to develop any region in the country and this is what we are hopeful for."

Although the challenges are large, there have been changes over recent years which are working in her favour, particularly in the tourism demographic and some of the transport infrastructure.

"The last ten years has seen changes in terms of the source of visitors to the country. Take China for instance. It used to be several thousand visitors per year – now, its 90 million with total expenditure of over \$100 billion. We are seeing a lot more regional visitors. It used to be dominated by Europeans and Americans, but after the financial crisis we started seeing a lot more Asians visiting each other – including Australians.

"Internal tourism has also increased a lot because of increased purchasing power – an increase in the middle class. Also the effect of low-cost air carriers has been huge. That's really been in the last five years. And that improvement in the connectivity between different parts of Indonesia has really opened up international as well as domestic travel."

What draws tourists from around the world to visit a country is a combination of geographical and cultural appeal – the latter that complex blend of heritage and creative activity that represents the national identity. When one talks about the creative economy, it is in many ways a shorthand for the wide range of factors that make a particular nation's economy unique. As Mari explains:

"The creative economy is basically how you create value-added from existing knowledge or technology, and existing knowledge includes your cultural heritage. It includes industries like film, music, the arts, architecture, culinary and design. Then you have the new creative industries like digital content, IT-based industries, animation and games. It's what we call the fourth wave of economic development – after agriculture, industry and information technology-based development.

"We feel that because Indonesia has such a rich cultural heritage we have a very strong comparative advantage in this sector. That's the reason why the President created a new ministry two years ago and gave me this new task.

"We had already started working on how to develop our creative industries even prior to that. It's very challenging but it's also really gratifying because you're dealing with a lot of young people. We have many issues to address, but at the same time it's a great opportunity. Basically its about creating the right ecosystem for creative people and creativepreneurs to grow. That's our job, to facilitate that growth."

If tourism is all about bringing the rest of the world to Indonesia, much of the support for the creative economy is concerned with bringing Indonesia to the rest of the world. A large part of the economic opportunity for creative industries in developing countries like Indonesia is gaining access to export markets. But there are indirect benefits too:

"One area where we see a lot of potential growth is in culinary," says Mari. "We would like to see it become more international. What we call 'culinary diplomacy' or 'soft-power diplomacy' can be so powerful. Whether it is your food, your fashion, your film or your music, it's a really strong way to develop understanding between countries and to promote your country. That's one of the reasons that tourism and creative industries have been put together – they are so closely linked."

Indeed, food is a perfect example of cultural tourism – which of course can take place without anyone necessarily having to board a plane. Think of the success of international cuisines across the developed world and you can appreciate the opportunity. People have an apparently insatiable desire for variety and novelty in food. It is certainly arguable that Indonesia is lagging somewhat behind some of its Asian neighbours in marketing its food. However, it is one of the areas that Mari has been addressing:

"We identified 30 iconic Indonesian dishes and we have been promoting them over the last year in embassies throughout the world. Whenever there's an Indonesian night – that's what they will serve. It'll take time for these ►

“

... tourism has more than an economic impact. It contributes a lot towards increasing understanding between any two countries, through people-to-people relations. It does a lot to enhance the image of your country abroad. Australia is our third largest source of tourism and so it is an important component of our people to people relations. ”



Guests at the ANU Alumni Function held in Jakarta during February, including HE Dr Mari Pangestu and Dean and Director of the College Professor Jayne Godfrey.



Dr Pangestu shares a moment over tea with Professor Jayne Godfrey, Dean and Director of the College. Photo: Andrew Taylor

things to be recognised as Indonesian food, but you have to be there in the first place to be noticed. It’s the same with fashion and film.”

Film is of course a notoriously difficult industry to maintain, let alone grow, given the international competition. However, it is not all about trying to compete with Hollywood. Given the size of the country (with a population of around 250 million), there is certainly space for a domestic industry to operate in. The key, according to Mari though, is to facilitate the improvement of the quality of Indonesian films:

“We want to increase both the quality and the quantity of Indonesian film-making. We’d like to see more quality Indonesian productions for film and TV. A good example is animation. A lot of the animation on our TV screens at the moment is imported. This is an opportunity for us because the market is so big: we have 60 million children between 0 and 14 – that’s a huge market. We’d like to fill that market with our own products, but obviously there has to be an enhancement in the quality.”

With any of these industries, as with tourism, the task in hand is a kind of alchemy. How do you take what sets you apart, what makes you special and unique as a nation and a people and turn it into economic benefits?

“The challenge really is,” says Mari, “how can we take our comparative advantage – our creative and productive people, a lot of whom are also very young (50 per cent of our population is below 29 years of age) - and channel that into more economic value so that being creative can also mean earning a decent living?”

“We want to focus on growing our talent and our creative people. Indonesians are inherently creative because of their lifestyle and their culture. From a very young age, children in the regions learn dancing and music. Arts are a part of their way of life – it’s an inherent part of their nature. But we need to nurture this talent. People need to know that if they want to be the best in anything it takes discipline, and it needs good management and a good business model.”

It is a big challenge, but Mari is well qualified to tackle it. She claims not to have a creative streak herself, but if it is someone to run the show that you need, she has all the credentials:

“I can’t sing and I can’t dance! You know, when you are a student, or you are living overseas, there are these cultural performances – like ‘International Students’ Day’ and so on. Because I can’t sing and I can’t dance, my job has always been MC – I’m a very experienced MC!” ■

Mari Pangestu was speaking to Tegan Dolstra.

My Indonesian summer

Final year Economics and Asia-Pacific Studies student David Duncan recounts his experience of a six-week summer internship in Jakarta.

David Duncan began learning Indonesian in high school and quickly came to love it, practising at home with his father, and then opting to come to ANU where he could continue to study the language in combination with economics.

Now in his final year, David recently spent his summer break on a six-week internship in Jakarta. Two weeks of study were followed by a month-long work placement. Looking to gain an understanding of local governance issues, David’s language fluency helped him secure a place with NGO Indonesian Corruption Watch.

David worked within their political corruption division, which acts as a public voice on issues related to political corruption and governance. This team frequently give press reports and appear on talk shows to discuss current issues, along with compiling and publishing lists of candidates considered either corrupt or clean. An important task, particularly in an election year, as the organisation is well-respected and has significant voter influence.

“Corruption is a hot issue in Indonesia,” says David. “It always makes front page headlines, often with stories of spectacular arrests, including the Chief Justice of the Constitutional Court last year. Indonesian Corruption Watch is often at the centre of important anti-corruption campaigns in Indonesia, so I got a fascinating glimpse into all the current scandals happening in the country.”

The biggest eye-opener, though, was office culture:



David (at the rear) with colleagues at Indonesian Corruption Watch in Jakarta.



Photo by CY Creations

“The office atmosphere in Indonesia is so casual! The office didn’t really get busy until 11am and the staff were free to come and go as they wanted, as long as they were getting their job done,” says David. “Office time involved a lot of joking around, meeting with the press, formulating campaigns and hands-on work. Even when the staff members were writing their own reports, they all sat around the coffee table together on their laptops making occasional jokes rather than sitting at their own desks.”

Another benefit of overseas placements is the learning outside the office:

“The slang is really fun. I’ve picked up a bit that I try to use – much to the amusement of the locals. I also discovered that Indonesians have trouble saying David so I end up being called ‘Dafit’. Initially things there can seem a bit crazy but you do get used to the Indonesian way of doing things.

“Jakarta is such a happening place. I’ve spent time in rural Indonesia before but this was completely different. There were celebrations, protests, concerts and events happening all over the city 24 hours a day. One of the malls had a tank set up for indoor water skiing tricks, and the mall directly underneath my apartment had daily I-Pop concerts [imitations of K-Pop] and fashion shows and so on. There was so much to do, I never got bored.”

“Just by being in Jakarta you have the opportunity to rub shoulders with the bigwigs. Through ANU events, embassy events organised by my internship program, and by working in a really influential NGO, I met so many important Indonesian figures along with fellow Australians who are likely to be doing big things in the region in the future. It was great for networking.”

David graduates in July and while he is not yet sure what is next, he knows where he wants to be working:

“At the moment I’m considering taking a few months off to study Chinese, then returning to Australia and apply for Honours. My dream job would be something in economics but based in Asia so this internship was an amazing experience for me.” ■ BY AMY TAYLOR

A vision to educate and inspire

Meet Indonesian MBA student Billy Mambrasar: an engaging and gregarious character with a smile, and a word (or several) for everybody. Growing up in a small village in West Papua, where resources are scarce and life's challenges can seem insurmountable, Billy's cheerful demeanour complements a determination to now give back to the community that has helped make his education possible. BY AMY TAYLOR

Billy Mambrasar is currently studying a Master of Business Administration specialising in project management. Originally from West Papua, at the eastern end of Indonesia, the story of how he got to ANU is a truly inspiring one.

"It was really tough to study when I was young because we didn't have much money. And I'm not being dramatic. We literally had no electricity until I was in senior high school so I had to study by the light of oil candles. Every morning when I'd go to school I'd be laughed at for having black soot all over my face."

"After junior high school I had to leave my island for a good education. I had to travel 16 hours by a ship to Jayapura, the west Papuan capital city in the mainland where I finished my senior high school. I stayed there for three years, away from my parents, in a dormitory and I could only return to my island once a year because it was very expensive."

Billy never gave up on his dream of studying at Institut Teknologi Bandung (ITB), one of Indonesia's top universities.

"I was inspired by the story of the first president of Indonesia. He was a native Indonesian with very good grades, and he got into ITB at a time when it was only for white Dutch people."

Although Billy studied hard and excelled academically, it was still uncommon for a young boy to leave the village for university and many doubted his success.

"My aunty and my father in particular were very supportive. While others said my dream seemed impossible, my father would tell me not to worry about the money and to just go and study. He'd tell me 'I don't know how but I am going to find a solution.'"

"My aunty went to the capital city of West Papua and visited person after person. She'd tell them of her smart nephew that wants to study and ask for support of any amount of money. And my father was doing the same thing in the village, going from house to house asking our neighbours."

After three months Billy's father and aunty had finally raised enough money to cover his examination entrance fee and buy him a ticket to go to Jakarta to take the national test. And thankfully all of Billy's hard work and dedication paid off, with his test results gaining him admission to an engineering degree at ITB.

Despite the distance from home, Billy was still extremely appreciative and honoured by the opportunity to study at university.

"It was very hard to get into those schools especially as I came from a remote area. Historically not many West Papuan students would be able to study there – at the time I was at university there were only four West Papuan students including me in the entire school."

Coming from a remote background also meant that Billy faced financial challenges in addition to the geographical barriers. ►

“

My vision is to educate my village back home and others in poor or remote areas, make them aware of the opportunities that are out there. The best way to improve a community in the long term isn't necessarily to throw money at it and hope for the best. The key is providing information and access.”

“I really, really struggled for the first year of university. I started singing at events and weddings, anything to make extra money to cover my living costs. Then after looking at my grades from the first year, the government and the university decided to give me a scholarship. I was so lucky! I'd split the scholarship money, keeping half for me and sending half back to my family.”

Billy thoroughly enjoyed his time there, making the most of every opportunity available to him. He auditioned for Indonesian Idol in his university auditorium and ended up advancing through the stages and singing on national television.

He also found himself in the spotlight again as a finalist for local news station Metro TV's Indonesian Young Potential Leader. The competition aimed to find the next generation of Indonesian leaders and Billy participated in the live television panel for the finalists.

“I made it to the top five in the Metro TV competition. I was amongst great company, the finalists with me really are great future leaders doing some amazing stuff and we still keep in touch.”

During the final year of his engineering degree, Billy was also part of the Indonesian delegation for the 2008 Harvard National Model United Nations Conference, with a team of fellow ITB students. They travelled to USA for a month to conduct research and deliver presentations.

As part of the Model UN delegation, Billy wrote a paper about energy policy in Indonesia. That particular paper was read and noticed by the Executive Vice-President of BP Indonesia at the time. Amazingly he contacted Billy asking about his plans after graduation and invited him to take part in their selection process.

“BP first hired me straight out of university as a discipline engineer, doing calculations, modeling and looking at production processes in a gas facility. I did that for one year and then they noticed that I could get along with people easily and had good communication skills.

“So BP asked me to move from discipline engineering, where you deal with computers and software, to project management engineering. I was now able to speak with staff across the different disciplines, deliver presentations, planning and things like that. Meeting people is by far the best part of my job!”

Billy loved his new role but soon found that technical knowledge alone wasn't enough for the boardroom.

“After working for four years I realised I missed school. I was also really struggling because I didn't have a basic knowledge of business. I couldn't understand a lot of the technical decisions being made in the meeting rooms. For instance my colleagues kept talking about NPV – saying

that we have to keep the project NPV to be stable. At the time I had absolutely no idea what that meant! That was when I realised I needed further business and project management knowledge for the role and I decided to look into postgraduate study.”

(For the record, NPV stands for Net Present Value, an indicator of the value that a project is adding to the company.)

Billy began applying for numerous postgraduate scholarships, determined to find funding for his education.

“In my scholarship applications I had to provide strong justifications for what I wanted to study and how it would contribute to my country and my people when I returned. Energy systems in Indonesia are pretty interesting – the companies only act as contractors while the oil and gas itself belongs to the government. So anything that we do is technically at the expense of the government. I proposed that if I gain good knowledge of project management principles then when I return home I can help BP, and therefore the government, be efficient in terms of their resources and capital while maintaining a high quality facility.”

Billy was eventually successful in gaining an AusAID Australia Award Scholarship and was absolutely delighted at the opportunity to study overseas.

“I researched Australian institutions and decided to pick ANU. I had heard a lot of inspiring stories of Indonesian minister's who had studied there and I was really excited about the exposure to government projects and officials due to the location in Canberra.”

Billy settled in to the ANU lifestyle with ease and immersed himself in academic and extracurricular activities.

“I have to make myself busy with lots of activities to keep my academic performance stable. If I'm not busy then I'll spend a lot of time doing nothing, like watching YouTube or sleeping. It's pretty funny but I'm that kind of person – I have to be always under pressure to get the best out of it.”

Billy is an ANU College of Business Economics Student Ambassador, Residential Scholar at Toad Hall, Vice-President of the ANU Indonesian Students Association and a Senior Community Ambassador for ANU Pasifika and Student Equity Division.

Billy also completed an internship in Vietnam with youth-run not-for-profit organisation AIESEC, which he continues to act as a remote consultant for, and works as a teaching assistant for an Indonesian class at a local high school.

“I like being involved in the activities and communities. It's all about networking and experiences. The reason why I join a lot of different groups is because I believe that

maybe we can meet people that we didn't expect and expand our networks in the future.”

Billy remains passionate about the importance of learning and promoting education amongst West Papuans and has founded his own not-for-profit organisation – Kitong Bisa. He has worked to set up learning centres in his home village where students can study English and Maths for free and have access to the internet. Billy's goal is ultimately to educate West Papuans, while also informing mainland Indonesia and the rest of the world about his home town.

“The West Papuan population in Australia is only small. There are only about 30 students studying here overall. My vision is to educate my village back home and others in poor or remote areas, make them aware of the opportunities that are out there. The best way to improve a community in the long term isn't necessarily to throw money at it and hope for the best. The key is providing information and access.

“There's been a really great response in my village when I started the learning centre. The people back home want to help others be like 'Billy the son of Mr Mambrasar'. My story is already proving really helpful for me to invite and persuade children to come study in the learning centre.”

When he completes his MBA, Billy will return to Indonesia to be closer to his family and to put his new project management skills to work at BP. But after some professional experience he hopes to one day return to study and undertake some research.

“I'd like to get some practical industry experience first,” says Billy. “But my long term plan is to complete a PhD and apply to be a resources consultant or policy advisor to the Indonesian government so that I can contribute even more to my country.”

Despite the many challenges and setbacks he has encountered, Billy has already led an extraordinary life and achieved more than he ever imagined.

“Some people assume that to be studying abroad I must be from a rich Indonesian family and my father is an entrepreneur. They are very surprised when I tell them he's actually only a teacher and I share my story. Others that meet me automatically assume I've had a smooth life with a good job and scholarships all lined up. But that's not the full story. They don't know that I applied for five different scholarships before I managed to get one. People need to know that I failed a few times, but I never gave up.

“I want to be an inspiration for the West Papuan people. My family is very proud of me and so is the rest of the community back home. If I can successfully manage to achieve everything I've set out to do, this story can hopefully be an inspiration to other young people that they too can do it.” ■

Building from the ground up

PhD candidate Risa Bhinekawati returned to her native Indonesia in January this year, her thesis only just completed, about to embark on the latest and possibly biggest adventure in her life. In April she will stand for election to the Indonesian parliament. She hopes it will give her the chance to use the insights of the last four years of research to tackle a long-cherished project – building support for small and micro business in her home country. BY STEPHEN GREEN

When Risa Bhinekawati graduates from ANU later this year with her PhD, she hopes to have become a member of the Indonesian parliament. After four years in Australia during which she has balanced the challenge of bringing a research degree to fruition with single-handedly helping her son through the final years of high school and his transition to university, she is ready for the next challenge. Far from being a chance to breathe a sigh of relief and indulge in some down time, she sees this as the moment to give back to her own country:

“When I was younger I went to secretarial school to earn some income so that I could help with my siblings’ education. I finished that task when I was 25. Then I got married and I spent some time helping my husband. He has a good career now and is settled, so that’s kind of done. And then I have a son so I’ve been helping him. Now he’s accepted into university, so that’s done too. So now it’s time to give back. I don’t really have career aspirations now, as such. Basically I want to devote the rest of my life to improving the livelihood of Indonesian people. That’s why I think I have to go into politics, because that’s where the power to make a difference is.”

The thesis may have been completed and dispatched for review, but it is far from forgotten. Much of what Risa has learnt over the last four years has given her an understanding of the causes of some of the fundamental

problems in her home country. Moreover, it has given her confidence in the possibility of effecting change in the area of Indonesian life that she is most passionate about – the small and micro businesses that account for the livelihoods of over 30 per cent of the population.

“Basically, my research is about the linkages between corporate social responsibility, social capital and corporate sustainability performance,” she explains. “The point being that companies should aim at a triple bottom line: rather than just profit they should be aiming for economic, social and environmental performance.”

Using Indonesian conglomerate Astra International as an exemplary case study, her research seeks to support this case empirically and explore how corporate social responsibility (CSR), social capital and corporate sustainability have developed and interacted over the long term. What Risa found is that in fact Astra were engaging in much of what is now recognised as CSR long before such management buzzwords had gained currency and they have continued to do so in a very productive and socially beneficial manner. She contends that this makes Astra a model for how large companies can and should interact with society, the environment, and of particular interest for Risa, with small business.

“If you look at palm oil production,” she argues. “Maybe for some people the connotation will be orangutans being

killed and deforestation, but Astra has made sure that the plantations are sustainable and the land is preserved, because they know that if they torture the land they won't be able to continue running the plantation. And if they don't involve the local community there will be a huge social gap and they won't be able to operate because the surrounding community is poor. Poverty leads to social conflict, and that means disruption. So what they do is empower the smallholders surrounding their plantations to become competent planters and then they guarantee the market."

A second aspect of Astra's CSR strategy involved the creation of fully-funded polytechnics to help bridge a gap in the Indonesian education system and provide a source of the skilled technicians the company desperately needed. "By doing so," says Risa, "they were not only able to have sustainable skilled labour for their own needs, but they were also supplying Indonesian industry overall."

The third element that the research examines is the one that concerns the issue closest to Risa's own heart, and very much the agenda she is keen to pursue in her political career: support for small business. Astra has assisted over 7,000 small enterprises to date, helping them to grow sustainably, providing training and incorporating the standards and working practices that they themselves embody. By doing so, not only are they giving grass roots support to the country's economy, but they are helping to strengthen the domestic supply chain. Astra's business covers the automotive industry, palm oil plantations, infrastructure, banking, IT and mining, and so calls for a very wide spectrum of skilled labour and technical expertise. By helping to develop local business they are therefore reinforcing their own supply base.

"Some of these enterprises have moved up from really small, micro businesses – say, two people working in a garage – to companies employing eight or nine hundred people in the space of 10 years. Now Astra are buying back product from small and medium size enterprises like this up to about \$600 million per year.

"To begin with, they lent money, or provided machinery for small businesses, but they found that without proper training it was useless. So then they built an industrial clinic and then the CSR program started to evolve. It aims to build two things. One is social capital – the relationships, trust and bridging between the company and the farmers, the small enterprises and the graduates of the polytechnics. But at the same time, they are transferring their values – because they have a corporate philosophy to prosper with the nation and to be an asset of the nation.

"They also built non-social capital which is human

capital, financial access and market access. These two things, social and non-social capital, will then reinforce each other and generate financial performance. In the long run, these small enterprises can supply them with components that match their standards."

If Astra are the benchmark of integrated CSR, they are also a fairly isolated case in Indonesia. Risa would like to see other companies following their example, but also government taking more of a lead in encouraging this kind of corporate behaviour.

"I'm fortunate to have found this exemplary case study," says Risa. "Because we can use this knowledge and replicate the model in other companies who are willing to do something. Sometimes companies want to do the right thing, but just don't know how. That's one of the reasons I want to get into government because we can educate them because we *do* know how to do it. And it's not just a matter of do this, do that. There is real evidence that if you really build social capital and the competence of the people then it will guarantee your presence in the long term."

What has driven Risa to carry out this research, and what is the ultimate motivation behind her political aspirations, is the sense that ordinary Indonesians, those running small businesses, farmers and fisherman are being failed by their government and the insouciance of big business.

"One of the reasons I've been doing this", she explains, "is that I've been a practitioner in management for over 20 years, and I have seen the reality of Indonesia's development. While our economic growth was being celebrated – running at maybe seven or eight per cent, there wasn't any consideration given to the damage being done to the environment, or the social structure being destroyed. If you look at it from a sustainability perspective, maybe in fact our growth was zero or less than zero.

"Things have to change – our outlook has to become more sustainable and more caring and it has to help people to uplift their livelihoods. 40 million people in Indonesia still live on under \$1.25 per day. And 120 million people are on under \$2 per day. So what are we proud of?"

It's a story that is echoed across the developing world – resource-rich countries developing fast, reaping the economic rewards but leaving much of their population no better off. When things start to go wrong, as they did for Indonesia in 1997, foreign investors start to move out, taking their expat executives and a lot of the money with them. Micro enterprises meanwhile, which employ in the region of 80 million people in Indonesia, who were largely excluded from the benefits of the boom period, are the

“

You don't need a lot of money to be the government of Indonesia. What you need is to make people work together, make stronger bonds between them, build bridges between community groups and link them to the resources available. ”

ones who carry on through it all, no matter what. As Risa says, these businesses really are the 'backbone of the economy', and they deserve better.

As the example of Astra shows, the solution is not really about providing money – redistributing wealth:

"We have to realise the potential of the local people," says Risa. "Our biggest failure in the past was that we wanted to be very centralised and then apply a one-size-fits-all policy. What you need to do is stimulate the local potential. You don't need a lot of money to be the government of Indonesia. What you need is to make people work together, make stronger bonds between them, build bridges between community groups and link them to the resources available."

It is an issue that has a personal angle for Risa too. She recalls her mother, herself the proprietor of a micro enterprise, struggling to support her children's education, even having to pawn her wedding ring at one stage. Entry into politics is an opportunity to try to get to grips with the challenge and to put her ideas and the benefits of what she has learnt into action, and she's giving herself up to the task totally:

"I want to donate the whole income that I get from the parliament to develop micro, small and medium-sized enterprises. I'd like to do things like strengthen micro finance, build business support and provide better sources of advice.

"Then it's building the linkages between large business and small so that they can be part of the supply chain and the standards of the large companies can be introduced into the smaller businesses. Then they will be able to operate internationally and have the capacity to export as well. That's the journey ahead of me, I guess."

"You can sit and complain about the government, and say they are not doing the right thing, that they are not qualified to do the right thing. Or you can do something about it. If you think you are qualified why not go for it? And then make changes, be brave. There are only two possibilities – you can be successful or you can fail – but I think that the worse failure is if you don't even try."

"It really doesn't matter if I get in or not, but the journey has been very exciting. I have a lot of support, so why not? As long as I'm happy, I won't want to retire. I want to be happy, healthy and useful until the day I die." ■

Embracing the communications revolution

Professor Shirley Leitch joined the ANU College of Business and Economics in January 2014. She has built a distinguished career as a specialist in communication, particularly in corporate branding and public communication and the role of communication in the process of change. Here she shares her enthusiasm for the subject, and in particular the rapidly changing media environment engendered by the social media revolution.

BY STEPHEN GREEN

Nothing sets us apart from our animal cousins more obviously than our ability to communicate. Long since risen above the grunts and grimaces of animal expression, the human race continues to develop new ways of sharing information. Thanks to the digital revolution, this has accelerated over the last decade in dizzying fashion. Texting, tweeting and emoticons may have reintroduced the grunt and grimace to human discourse in some quarters, but they are also part of a paradigm change in human interaction that is presenting massive challenges but also great opportunities to the corporate world and public life in general.

Communications have always been a fruitful area of enquiry, central as they are to everything we do. How we communicate and how communications technologies develop have a pervasive impact on every aspect of human activity – from international relations to preschool education. Indeed, the study of communication is the archetype of a social science, because society is unthinkable without it.

Professor Shirley Leitch, who has joined the ANU College of Business and Economics as Deputy Dean this year has built a distinguished career researching communication and its effects in many different contexts and is quick to point to its all-encompassing nature:

“It’s a field that has enabled me to research a wide range of areas and that’s one of the things that I’ve always enjoyed about it. As a communication professor you can study pretty much anything. It’s a bit like economics in that respect – economics can be all-encompassing. And it’s the same with a communication perspective.”

A quick look at Shirley’s CV is ample demonstration of this. A current Australian Research Council funded project examines the role of communication in the Mineral Resources Rent Tax debate. Another recent project concerned the contribution of communication to firm-level productivity, and much of her work has been in the science arena – particularly concerning biotechnology, science policy and genomics. A common theme unites these diverse projects: ►

“What fascinates me is how new ideas come to be taken up and circulated and then accepted as common sense: how something that was unimaginable five years ago is all of a sudden completely taken for granted. How does that happen?”

“I’m interested in communication during periods of change. What fascinates me is how new ideas come to be taken up and circulated and then accepted as common sense. How is it that something that was unimaginable five years ago is all of a sudden completely taken for granted. How does that happen?”

Shirley traces the origins of this fascination back to her early career working for the New Zealand government. In the mid-eighties, the newly-elected government formed the Ministry of Women’s Affairs and the Minister recruited Shirley for her media and communication expertise:

“It was very exciting and a good thing to do when you’re young and don’t know what you’re letting yourself in for. But as a result, I witnessed first-hand the role that professional communication could play in supporting and driving quite fundamental changes, which is what the Ministry was set up to do.”

With the same Minister, Dame Anne Hercus, also responsible for Police and Social Welfare, Shirley soon found herself working on a much wider portfolio:

“I did a range of really interesting communication campaigns around significant change agendas that the government had. I’m sure it’s that experience – those years working in parliament – that laid the foundation for my whole research career, which is around the role of communication in change, whether it is political, social or organisational change – change of any kind in fact.”

If this experience helped to hone Shirley’s research focus for her ensuing academic career, her initial interest in communication was stimulated during her undergraduate days studying political science at the University of Auckland. The establishment of a new broadcast

journalism program meant the influx of some eminent academics specialising in communication who rapidly became a centre of attention. Shirley was drawn to further study in media and communications, and duly went on to complete her PhD looking at the communication issues around New Zealand’s high unemployment during the 1970s. She credits her two supervisors – Professor Andrew Sharpe, a leading political philosopher with an interest in language, and Professor Robert Chapman, who was the driving force behind the establishment of political communication at Auckland – with a great influence on her future academic career.

It is a career that has seen Shirley build an international standing as a highly regarded business academic, with over 100 peer reviewed papers to her name, and a series of major research projects under her belt. She has held positions at a number of institutions, including the Universities of Auckland and Waikato in New Zealand and Wollongong and Swinburne Universities in Australia. Her high reputation as a communication specialist has also seen her undertaking a number of senior advisory roles for government and industry.

Shirley arrives at ANU as our first Professor of Communication with her passion for her subject as strong as ever. She credits its ongoing fascination to both that immensely broad range of application and the pace and impact of changes occurring in communication right now:

“What makes communication interesting is that it’s not a static object – it’s dynamic, constantly changing, and has an impact on everything. If social media hadn’t come along, maybe I would have become bored by now (although I don’t really think so). But social media has changed everything.”

Those of us in the communication sphere tend to think of new technologies and phenomena, such as mobile devices and social media, more as opportunities than threats, but it is salutary to consider just how much the media and communication environment has changed in recent years and how completely different a proposition it presents to organisations.

“Back in the day,” says Shirley, “there was something called the ‘news hole’, which was the space in newspapers and news shows between the ads. It was a finite and scarce resource – you would compete to fill that news hole. The news hole is now infinite. Think about how we get our news now. Yes, we might still buy the paper. I do, once or twice a week, but most of my news comes to me through customised feeds that I’ve subscribed to in particular areas of interest. I’m also very active on Twitter research and higher education networks. And if I want information on something that is happening right now, I’ll go to Twitter. Social media coupled with mobile

technologies, is enabling connectivity on a global scale. Just look at the rapid rise of social media in China, for example.”

In an incredibly short space of time, social networks have become one of the most important conduits of the news. And because these networks are built between individuals of all types, there is a consequent shift in influence. More and more people have the opportunity to participate, to contribute to the flow of ideas, to be a news provider. “Citizen Journalism,” as Shirley says, “used to be a very small thing, but now it is massive. On the flip side, governments are becoming increasingly interested in surveillance of social media and, in some countries, in censorship and control.”

For those wanting to get their message out, these shifts have meant not just embracing new media and new technology but also adapting the register and structure of their communication. The public is increasingly tuned in to receiving information in different forms. Some sectors have embraced this new challenge and are demonstrating how to exploit its potential benefits. Many others have been slower to adapt out of caution or fear.

“I think many in the corporate sector are doing reasonably badly at social media because they are frightened of it. They can’t control it,” says Shirley. “Corporate communication strategies traditionally talk about controlled media and uncontrolled media. Controlled media would be newsletters, ads, annual reports – anything that they created and distributed. Uncontrolled media was the news media. Now, of course, if they thought that news media was uncontrolled, then social media is uncontrolled and uncontrollable. So, many organisations have put social media in the ‘too hard basket’.

“Our ability to control communication – to control ideas - has always been overstated. There is influence, but there has always been a contestation of ideas. There are always going to be different opinions. Prior to the explosion of digital communications, the relative scarcity of space and bandwidth did give you a greater ability to influence, if not wholly control the flow of ideas, but that has rapidly diminished. However, you shouldn’t underestimate how much resource is going into social media: corporate resource and political resource, particularly.

“Those who excel at social media are often in areas that have very passionate consumers or supporters. There are certain brands that people love so much that they will tattoo them on their bodies. Those brands have embraced social media because their consumer base loves them and is going to engage with them in social media and has a seemingly endless hunger for news.” ■

COMING UP IN 2014

ANU College of Business and Economics Prizes and Scholarships Ceremony

Thursday 3 April

The College's annual celebration of its top performing students at a special ceremony in the foyer of the ANU College of Business and Economics Building.

ANU Graduate Studies Information Evening

Tuesday 6 May

4.00- 7.00pm

Find out about your graduate study options at ANU. Staff from across the University will be on hand to answer your questions. There will also be presentations on a range of topics on the evening.

More information:
anu.edu.au/futureevents

ANU Young Business Leaders Challenge 2014

Friday 8 August

Teams of students from schools in the ACT and New South Wales compete in a range of business and economics related challenges for the title of ANU Young Business Leader of the Year.

More information:
www.yblc.anu.edu.au

ANU Open Day

Saturday 30 August

Visit the ANU campus and discover what you can study, where you can live and everything else you want to know about the University.

More information will be posted on the website nearer to the event at:
students.anu.edu.au/events

For information about study options at the ANU College of Business & Economics, or to arrange an appointment to talk to one of our representatives please email: info.cbe@anu.edu.au



Commerce and Software Engineering student Ben Greenwood.
Photo: Stephen Green

“...in a couple of weeks' time a Google product will launch and my name will be at the bottom of the launch announcement. I can say, 'I built that'. That's pretty cool.”

Perks, quirks & plenty of work

Final year Commerce and Software Engineering student **Ben Greenwood** has just completed a 12-week summer internship working for Google in Sydney. Here he describes how he secured the coveted spot, what it was like when he got there, and how the experience has shaped his ideas about the future.

The selection process

“I specifically applied for a product management internship, as opposed to software engineering, for the experience and diversity of the role. As a product manager you are like a mini CEO, you own this business that you have to grow.

“I remember reading an article about Google years ago and thinking, one day I want to do that. I knew about the APM program – that's Associate Product Manager. The first APM was the guy who actually founded Gmail so it has a pretty good pedigree!

“Google come on to the ANU campus, and predominantly, probably for reasons of scale, they are selling the software engineering roles. They also talk about this small cohort of specialist Product Managers who work together with Google engineers to design and launch new products. It's a very sought after position - there would have been thousands of applications coming into Sydney.

“I met the Google folks on campus and we got chatting. Then I actually got a referral through. It was a little email saying: ‘a Googler thinks you've got what it takes’, and then the recruiters called me that week to follow up.

“I went through the full hiring process. I had three phone screens which weren't as scary as you'd think. I had 45 minutes on the phone with senior product managers in Japan and Singapore – guys working on big scale products. They are asking you questions but at the same time I found it really interesting. I asked a stack of questions trying to get a feel for what they do day to day.

Even if it had gone no further, at least I'd have had an interesting chat with a really smart person.

“Then I had a couple of on-site interviews in Sydney and they asked me to write an essay. I hadn't stressed much about the phone or site interviews but I did with the essay! It's a clever step – I hadn't seen that in the interview process before – but it definitely demonstrates whether you can communicate and express ideas succinctly.

“The last step was a video conference with a director of Google. So it's an extensive process. I think I applied in February and only got the okay in August. When I got the call, I was very excited. I was in my residential College's musical *Cats* last year and I was at a rehearsal and completely out of breath. All of a sudden I got this phone call and I had to very quietly go outside.

“Google took 64 interns on this year, and of those, there was only one product manager and that was me.”

The experience

“I was relocated – put up in the city in Sydney for 12 weeks. You get a very competitive salary and then there are all the perks. Those are great but at the end of the day it is about the experience and being able to actually put your name on something that is Google. I walked out and in a couple of week's time a Google product will launch and my name will be at the bottom of the launch announcement. I can say, 'I built that'. That's pretty cool.

“The environment is remarkably similar to the movie, [*The Internship*, starring Vince Vaughn and Owen Wilson]. But the movie pitched this competitiveness, and it is absolutely not like that. There is no competitive aspect. You are not fighting for jobs. You are there to learn and contribute where you can and get the most out of the experience.

“However the office environment was the same as in the movie – scooters flying about, people on bikes. My first meeting was in a revamped monorail carriage. There was a lot of quirky stuff like that.

“There were perks, but we still got a lot of work done. It is the sort of place where you're happy to get in early and pull long days. You spend a lot of time in the office, but in a reasonably healthy way. There isn't an excessive workload, or too much time in front of a computer screen.

“There's a café which serves breakfast, lunch and dinner;

plus a juice bar and the best barista I've ever seen. There are pool tables, video games, ping pong, pinball – loads of stuff like that. I found it a great way to meet people. I learnt more about some technologies around the pool table that I did in front of my desk. You can have a casual conversation and people will explain things to you. You can write on every wall in the office, so they could take a white board marker and explain something to me. That was pretty special.”

The work

“The Sydney office is predominantly Google maps. I was given a piece of Google maps to do with enterprise business use – the type you see appearing on third party websites. I was handed the reins for that particular piece of technology for 12 weeks.

“The amount of responsibility is crazy, considering you are an intern. You are not just executing somebody else's idea. I've done internships elsewhere where you don't get that sense of achievement at all. At Google, the net outcome is a lot more substantial.

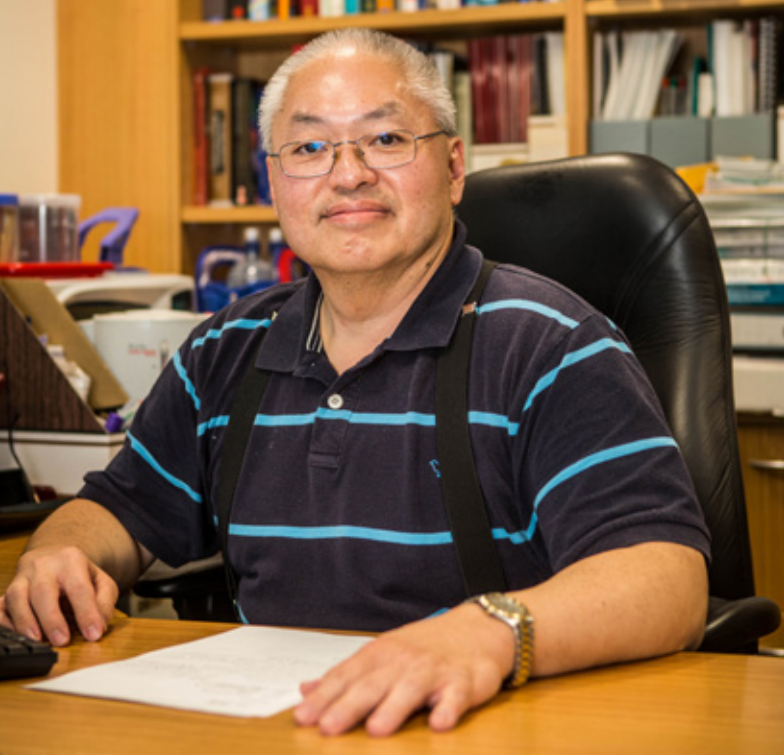
“You have a lot of independence. You have a 'host' who looks after you and makes sure that you know what you are doing. But I would be dealing with people I had seen at conferences, pretty well-known names in the industry. I had free rein – I could just call them up and say, can you do this for me, and they would do it. Stuff just got done. It's part of the value of working at a place like that. There are incredible people working with you. There were a couple of times I was just sitting there smiling and going 'wow!'”

What next?

“I graduate in July and would love to return to the role full-time. I hope to find out soon. If nothing else this internship has been a big confidence boost for me, not just because of the Google brand name, but more because I have seen that I can actually do product management on such a large scale.

“I think I will be more confident walking into other organisations, or potentially taking a more entrepreneurial angle. Having that confidence that, even as a grad straight out of university, you can plan and execute a vision may help me to not be afraid of entrepreneurship and to look at all those opportunities as opposed to just 'safe' jobs.” ■

Ben Greenwood was speaking to AMY TAYLOR



Associate Professor Alfred Tran. Photo: CY Creations

A question of tax

Associate Professor Alfred Tran —
accounting and taxation specialist

In the popular perception, big Australian companies are presumed to be not paying their fair share of income tax. People believe that they are taking advantage of a plethora of tax concessions giving them an unfair advantage over the man in the street.

Recent research by ANU accounting and tax specialist, Associate Professor Alfred Tran set out to test this view by investigating the relationship between taxable income and accounting profit for 20 large and highly visible Australian companies. With the financial support of not-for-profit policy network Catalyst, Alfred and his fellow researchers estimated their effective tax rates (ETRs) using financial statements for the six years between 2005 and 2010. What they found is that, for Australian-based companies at least, ETR is in fact very close to the statutory tax rate.

“Year by year, there are gaps, he explains. “In some years we do find accounting profit bigger than taxable income, but in other years the reverse is true. This is mainly because tax rules and accounting rules are not the same. But what we found was that if we aggregate the whole six years, they are quite close to the statutory tax rate.”

The explanation, says Alfred, is all about incentives:

“Multinational companies that have operations worldwide including Australia have the incentive to shift their profits to a low tax country, because the tax rate in Australia is 30 per cent. However, Australian companies that operate predominantly in Australia may not have the same incentive

because of the dividend imputation system that applies in Australia whereby the company can pass on its income tax to its shareholders as a tax credit and reduce their individual income tax.”

This means that tax paid by Australian companies is not a real cost to either the company or to its shareholders, and the evidence uncovered by Alfred Tran and his fellow researchers does suggest that this is indeed an effective disincentive to avoid corporate income tax.

“In Australia in the past – in the 1970s and 80s for example – corporate tax avoidance was very popular,” he adds. “From 1987 Australia introduced dividend imputation to link company income tax to shareholder income tax. Gradually over the next decade or so the mentality started to change.”

For individuals, the story is probably somewhat different, but analysing this is much more challenging:

“Even though companies now have less incentive to avoid tax, individuals still do - especially high income people and they will try all kinds of ways. I have tried to look at tax evasions by individuals in the past, but I found this wasn't a very fruitful area. There is no data available, so you have to interview people and they may not tell you the truth. And when you ask people about tax they can be very resistant, so it's hard to do research.”

Tax has been Alfred's passion since his first job after graduating with his bachelor degree, working in the Inland Revenue Department of the Hong Kong Government. After three years he then made his first move into academia, teaching mainly tax and company accounting at the University of Hong Kong. When he later migrated to Australia he repeated the process, working first at the Australian Taxation Office in Canberra before coming to ANU.

“I have focused on taxation research in recent years because I find it interesting, and also because there aren't many academics in Australia doing empirical research in tax. We have tax professors in Australia but they are mainly law academics doing legal research rather than empirical research using accounting data. As accountants one of the advantages we have over the legal researchers, is that we can understand corporate financial statements and can use financial statement data in our empirical tax research.”

What the data tells us, in this instance, is that, for corporate income tax at least, the Australian dividend imputation system seems to be working to mitigate corporate incentives to avoid tax. ■ BY STEPHEN GREEN

Alfred's findings are outlined in a paper published in the Australian Tax Forum last year: Shirley Carlon, Alfred Tran and Binh Tran-Nam. *How close are taxable income and accounting profit? An empirical study of large Australian companies.* Australian Tax Forum 28(3), pp. 641-677.

RECENT PUBLICATIONS

- A selection of recent articles by College staff. More on publications and research projects at: cbe.anu.edu.au/cbe/research
- Alison Booth** and Pamela Katic
Cognitive Skills, Gender and Risk Preferences
The Economic Record (Vol. 89, Issue 284 - March 2013)
DOI:10.1111/1475-4932.12014
- Alison Booth**, Lina Cardona-Sosa and Patrick Nolen
Gender Differences in Risk Aversion: Do Single-Sex Environments Affect their Development
Journal of Economic Behavior and Organization (Volume 99, March 2014)
DOI: 10.1016/j.jebo.2013.12.017
- Jun Liu, Chun Hui, Cynthia Lee and **George (Zhen) Chen**
Why do I feel valued and why do I contribute: A relational approach to employees organization based self-esteem and job performance
Journal of Management Studies (Volume 50, Issue 6)
DOI: 10.1111/joms.12037
- Lin Cui**, Yi Li and Zijie Li
Experiential drivers of foreign direct investment by late-comer Asian firms: The Chinese evidence
Journal of Business Research (Vol 66, Issue 12)
DOI: 10.1016/j.jbusres.2013.05.034

- Alex Eapen**
FDI spillover effects in incomplete datasets *Journal of International Business Studies* (Vol 44, (2013))
DOI: 10.1057/jibs.2013.32
- Patrick Garcia**, Michael Milkovits and **Prashant Bordia**
The Impact of Work-Family Conflict on Late Career Workers Intentions to Continue Paid Employment
Journal of Career Assessment (accepted MS September 2013)
DOI: 10.1177/1069072713515631
- Tim Higgins** and **Mathias Sinning**
Modeling Income Dynamics for Income Contingent Student Loans
Economics of Education Review (Volume 37, December 2013)
DOI: 10.1016/j.econedurev.2013.08.009
- Susanna (Shuk Ying) Ho** and **Alex Richardson**
Trust and Distrust in Open Source Software Development
Journal of Computer Information Systems (JCIS) (Volume 54, Issue 1)

Oi ling Siu, Arnold Bakker, Paula Brough, Chang-qin Lu, Haijiang Wang, **Tom Kalliath**, Michael O'Driscoll and Carolyn Timms
A Three-wave Study of Antecedents of Work-Family Enrichment: The Roles of Social Resources and Affect
Stress and Health (online 22 Nov 2013)
DOI: 0.1002/smi.2556
- Bronwyn Loong**, Alan Zaslavsky, Yulei He and David Harrington
Disclosure control using partially synthetic data for large-scale health surveys, with applications to CanCORS *Statistics in Medicine* (Vol 32, Issue 24)
DOI: 10.1002/sim.5841
- Steven Roberts** and Gen Nowak
Stabilizing the lasso against cross-validation variability
Computational Statistics and Data Analysis (Volume 70, January 2014)
DOI: 10.1016/j.csda.2013.09.008
- Hataya Sibunruang**, **Alessandra Capezio** and **Simon Restubog**
Getting ahead through flattery: Examining the moderating roles of organization-based self-esteem and political skill in the ingratiation-promotability relationship
Journal of Career Assessment (Published online 19 Dec 2013)
DOI: 10.1177/1069072713514821
- Ron Stauber**
A framework for robustness to ambiguity of higher-order beliefs
International Journal of Game Theory (Published online 25 Oct 2013)
DOI: 10.1007/s00182-013-0394-6
- Rob Arnott, Feifei Li and **Geoff Warren**
Clairvoyant Discount Rates
Journal of Portfolio Management (Vol 40, No 1)
DOI: 10.3905/jpm.2013.40.1.109



Australian National University

HELP US MAKE A DIFFERENCE

Donations to ANU have helped provide higher education opportunities for talented students, supported cutting edge research and the development of new education programs, and helped us to continue to attract the finest minds in the world.

Your support of the University will be an investment in Australia's future.

Together we can change the world.

To make a donation or find out more: philanthropy.anu.edu.au



Australian
National
University



GRADUATE STUDIES INFORMATION EVENING

Discover your graduate study options in business and economics

The ANU College of Business and Economics has launched new graduate programs in Finance and Actuarial Studies for 2014 and is introducing further enhancements across its suite of programs for 2015.

To find out more about what's new and how we can help you pursue your goals, visit us at the ANU Graduate Studies Information evening. Staff from all areas of the University will be on hand to answer questions and specialised presentations will run through the evening.

Tuesday 6 May 4-7pm

University House, Balmain Crescent, ANU

Register your interest at: **students.anu.edu.au/events**

E student.recruitment@anu.edu.au