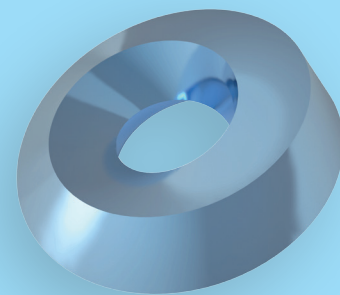


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A CELEBRATION OF WORLD-CLASS BUSINESS, RESEARCH AND EDUCATION 2016/17

*Growing Great
Students
Supporting
Great Businesses*



BROUGHT TO YOU BY AUT BUSINESS, ECONOMICS AND LAW





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Managing Editors

Annie Gandar, Helen Twose

Key Account Manager/Advertising
Mike Sanders

Publisher
Ben Fahy

Designers
Wade Wu
Jessie Marsh

Print
Image Print Limited

Cover design
Wade Wu

Contributors

Ben Mack, Elly Strang, Erin McKenzie, Georgina Harris

AUT

Private Bag 92006, Auckland 1142, New Zealand

AUT Faculty of Business, Economics, and Law, WF Building, City Campus
42 Wakefield Street, Auckland 1142

Telephone: 09 921 9999

Email: annie.gandar@aut.ac.nz
www.aut.ac.nz

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GROWING GREAT STUDENTS, SUPPORTING GREAT BUSINESSES

High quality business support is pivotal in enhancing business excellence in New Zealand. With such support, organisations are able to create more value in more sustainable ways, improving their key points of difference – an important consideration in today's ever-competitive business arena.

The Excellence in Business Support Awards provide a unique opportunity for b2b organisations to benchmark their performance alongside others in their sector and gain recognition.

Auckland University of Technology Faculty of Business, Economics and Law provides business and legal education that is focused on developing highly capable graduates who are well prepared for the changing world. We are pleased to collaborate with organisations that are contributing to the economic, social and legal advancement of our



“ These awards recognise outstanding businesses and law firms across all fields of business support, including financial services, legal services, telecommunications, mentoring, export services, business advice or recruitment. ”

country through these awards.

Real world learning and research that matters are at the heart of what we do. We value our links with commercial and legal partners and work with industry partners on an ongoing basis to ensure that our programmes are innovative and responding to the changing business landscape. Most recently, we have been working on our review of our largest programme – the Bachelor of Business. We continue to focus on developing graduates who are good communicators, critical thinkers and problem solvers, but also creative and agile in their mindset and approach. The proposed degree will strengthen these, through enhanced opportunities to undertake interdisciplinary study, and to engage in complex, messy issues that challenge business and its role in society, while still gaining a depth of knowledge in a specialised area.

On behalf of AUT Faculty of Business, Economics and Law, I congratulate all the finalists in the AUT Business School 2017 Excellence in Business Support Awards for providing outstanding service to business, economics and law in New Zealand. ●

Professor Kate Kearins
Pro Vice Chancellor/Dean of AUT Faculty of Business, Economics and Law

12 Years of benchmarking excellence

The AUT Business School is proud to recognise and celebrate the best quality support available to the New Zealand business sector and the part these services and products play in the development of world-class businesses.

ABOUT THE AWARDS

Now in its twelfth year, the Excellence in Business Support Awards were set up to celebrate those who are contributing to the development of a robust business environment. As an innovative provider of business education focused on developing highly capable graduates who are well prepared to work in industry, AUT Business School is a natural host for the Awards.

The Awards provide a unique opportunity for business support organisations to benchmark their performance against others in their sector and to give a mark of quality to their organisation. The robust entry and evaluation process of the Awards enables finalists to reflect on how effectively their organisation achieves business excellence in all key areas.

THE EVALUATION PROCESS

Evaluation of entries in the 11 categories is done by academics from the AUT Business School overseen by the New Zealand Business Excellence Foundation (NZBEF). Excellence in business

support is assessed using an international criteria of business excellence. The evaluators analyse finalists' full submissions, identify any gaps and then arrange to interview the finalists to discuss their application in more detail.

Undertaking an assessment with an applicant provides a valuable opportunity to see first-hand how businesses at the top of their field are operating. On-site visits and interviews let evaluators verify the written submission accurately reflects the organisation's systems and processes.

Once the site visits are done, evaluators score across five assessment sections. They include: leadership, understanding of customer and market needs, development and delivery of services and products, and an organisation's evaluation of its own performance. The heaviest weighting, however, is reserved for evidence of results in terms of the business support they provide. ●

AWARD EVALUATION THEMES

- Leadership and vision with identified key objectives
- Robust and well-communicated business plan
- Understanding of customers and their needs
- Development and delivery of products and services
- Having the right people with the right competencies
- Monitoring and evaluation of one's performance
- Results

Platinum accessibility rating

The AUT Business School Excellence in Business Support Awards has again achieved the highest Platinum rating for accessibility. This continues the Awards' tradition of continuous improvement in accessibility, with a Bronze rating in 2012, Silver in 2013, Gold in 2014 and Platinum in 2015 and 2016. The Platinum rating from Be.Accessible recognises a sustained effort by AUT Business School to make the event as accessible and welcoming as possible. The first time Be. Accessible bestowed this accolade on a New Zealand organisation was in 2015.



2017 AUT Business School
Excellence in Business Support Awards

FINALISTS

ICG BUSINESS < \$5M T/O

- Connect Global Limited
- Establish
- Masterspec
- Unleashed Software

ICG BUSINESS < \$5M T/O SALES & MARKETING

- EBOSS
- Fresh Focus
- Previously Unavailable
- Wolf & Fox

IDEALOG BUSINESS \$5M - \$20M T/O

- Chancellor Construction
- Fingermark
- True Ltd

FUJI XEROX LARGE BUSINESS

- Christchurch Airport
- MYOB
- NZI

COLAB DESIGN AND CREATIVE TECHNOLOGY SUPPORT

- ADROIT
- ellen&company
- Maverick Digital
- Parrot Analytics
- True Ltd

CPA AUSTRALIA FINANCIAL SERVICES SUPPORT

- Consilium
- MYOB
- NZI

IDEALOG SUSTAINABILITY SUPPORT

- Envirocon
- OptiFleet
- Reclaim

ADVANCED SECURITY GROUP GOVERNMENT

- KiwiRail
- Worksafe

NEW ZEALAND BUSINESS EXCELLENCE FOUNDATION NOT FOR PROFIT

- Ākina Foundation
- BCITO (Building and Construction Industry Training Organisation)
- Home and Community Health Association
- NZ Private Equity & Venture Capital Association (NZVCA)
- Retail NZ

AUT INTERNATIONAL BUSINESS EXPORT SUPPORT

- KiwiRail
- New Zealand Post

FUJI XEROX LEADERSHIP

- Candace Kinser
- Mitchell Pham
- Jane Sweeney



2017 AUT Business School Excellence in Business Support Awards

WINNERS

ICG BUSINESS < \$5M T/O

Connect Global

Connect Global is a multi-award winning Outsourced Contact Centre with a strong vision for social impact, operating across offices in Porirua, Ruatoria and Waverley. It is a privately owned family business, whose goals are centred on the objectives of its clients. Together they set targets, implement and utilise innovative tools and processes to monitor real-time performance and deliver exceptional results for the client.

Clients range across all industry sectors, including publishing, telecommunications, energy, financial, automotive, recruitment, government and non-profit. Success in supporting Connect Global's clients' objectives has had the flow-on effect of increasing the reputation of their brand plus financial strength and revenues, year-on-year.

ICG BUSINESS < \$5M T/O SALES & MARKETING

EBOSS

EBOSS offers a digital platform for architects, builders and specifiers, with a focus on technical architectural product literature. It assists industry to build better buildings through quick access to accurate technical information on building products.

Over 30,000 builders, architects and other building industry professionals subscribe to EBOSS.

Supported by the growing technical product library, EBOSS plans to grow engagement activities for builders, architects and product suppliers,

including networking opportunities, product-specific events and professional graduate training. Over the next 12 months, EBOSS estimates 4,500 industry professionals will attend EBOSS events throughout the country.

IDEALOG BUSINESS \$5M - \$20M T/O

Chancellor Construction

Chancellor Construction is a professional and socially responsible building project management company, partnering with and fostering growth for their contractor businesses. Chancellor Construction builds affordable Auckland homes through a seamless building management process.

Chancellor supports corporate clients, including Housing New Zealand, in delivering high quality products with cost effectiveness and efficiency. Collaboration with competent professionals, including architects, engineers, surveyors, and qualified contractors ensures Chancellor performs at a highly professional level to support the construction market in every possible way.

FUJI XEROX LARGE BUSINESS

Christchurch International Airport

Christchurch International Airport Limited (CIAL) champions the South Island's social and economic contribution to New Zealand.

CIAL is the South Island's largest tourism business. The airport is a major driver of the South Island's regional economy with some 6,000 personnel working at 240 companies on

the airport campus, making it the largest site of employment in the South Island.

CIAL runs the "South" initiative, which sees all 13 regional tourism organisations working collegially to promote the South Island.

BERL economics has independently estimated that for every \$1 CIAL grows by, the wider South Island economy grows by \$50.

IDEALOG SUSTAINABILITY SUPPORT

Reclaim

Reclaim is serious about recycling and is committed to helping businesses achieve their zero-waste goals and reduce their waste costs.

Reclaim is a classic Kiwi business success story. Over 40 years, Reclaim has grown to be the largest privately owned supplier of multi-product recyclable resources in New Zealand. Its unique position in the market allows it to offer respected waste minimisation recommendations. Reclaim employs over 120 people, has a fleet of more than 35 trucks and services in excess of 5,000 clients in Auckland, Wellington and Christchurch.

Recyclable waste is an unavoidable part of any business operation. Reclaim's customers range from large listed companies to thousands of small to medium sized enterprises.

idealog
IN THE IDEAS BUSINESS

ICG



colabo



CPA AUSTRALIA FINANCIAL SERVICES SUPPORT

NZI

NZI is part of IAG New Zealand, New Zealand's largest general insurance company. For 159 years, NZI has been helping Kiwis in all lines of work, in all parts of the country, through good times and bad. As a small business champion, helping businesses succeed is what they do. Businesses are able to depend on NZI for protection, while they get on with the job at hand.

As an intermediated business that sells insurance through independent brokers, NZI is focused on creating strong co-dependent partnerships with brokers, to deliver products and services that are fit for purpose for end customers, which are SMEs and corporate businesses, many of whom have complex insurance needs.

COLAB DESIGN AND CREATIVE TECHNOLOGY SUPPORT

ellen&company

Ellen&company defines a client's unique story and turns it into a powerful tool for growing a business. It creates and implements brands that pull people to a product and/or service to help companies grow locally and internationally.

It has developed a business tool it calls "The Brand Journey", where the "journey" the client business may take is mapped out through workshops, informal and formal visits to the client, discussions and presentations at key stages. The typical process, which uses methodologies developed by Stanford University and championed

by NZTE Better by Design, results in a visual and verbal toolbox of brand elements that inform all communications materials.

NEW ZEALAND BUSINESS EXCELLENCE FOUNDATION NOT FOR PROFIT

ĀKINA

Ākina is a New Zealand social entrepreneurship and enterprise development organisation, working with social enterprises across New Zealand, and with a range of government departments, local councils, philanthropic foundations, businesses and investors.

Ākina believes social entrepreneurs and social enterprise represent a powerful opportunity to build an economy that sustains the environment, while providing the social foundations for all people to thrive. It has the capability, connections and credibility to work at both strategic and implementation levels to coordinate cross-sector activity, unlock co-investment and maximise existing infrastructure to allow more social enterprises to start up and succeed.

ADVANCED SECURITY GROUP GOVERNMENT

KiwiRail

KiwiRail enables New Zealand's growth through a triangulation partnership with Port of Tauranga and Fonterra, resulting in an improved export supply chain, enhanced productivity, positive regional development, reduced CO2 emissions and cost reductions. As a state owned enterprise, KiwiRail plays a crucial role in supporting the Government's Business Growth Agenda, with export being a key contributor.

AUT INTERNATIONAL BUSINESS EXPORT SUPPORT

KiwiRail

The global trend of "Big Ships" herald a change for how New Zealand's domestic and export supply chains operate, calling for increased collaboration between players. By providing an efficient rail transport solution, KiwiRail enables key stakeholders, Fonterra, Port of Tauranga, Metroport (KiwiRail container site) and Kotahi, (Fonterra's export partner) to present a commercial commitment to Maersk for a multi Big Ship call into Tauranga.

FUJI XEROX LEADERSHIP

Candace Kinser

Candace Kinser has held a number of senior roles in the science, business and technology sectors. She has over a decade of experience as a company CEO, including NZ Tech and New Zealand genetics software startup Biomatters. She is a board director on private, SOE and listed companies, including NZX listed EROAD, bovine genetics technology company Livestock Improvement (LIC), global tech recruitment company Talent International, crown SOE Quotable Value, and the New Zealand Health IT cluster. She is highly regarded for her expertise, commitment and achieving results with integrity and compassion. Her driving passion is leveraging growth-focused and innovative companies to succeed on the world stage through exceptional innovation and well-executed export strategies.

AUT BUSINESS SCHOOL SUPREME WINNER

KiwiRail (See profile following page)

Advanced
Security



FUJI XEROX 



Supreme Award Winner

RIGHT ON TRACK

KiwiRail plays an increasingly important role in building and connecting New Zealand businesses and communities, and the state owned enterprise has been awarded the Supreme Award in the 2017 AUT Business School Excellence in Business Support Awards for its focus on improving Aotearoa's supply chain and adding value to our export economy.



Peter Reidy, chief executive of KiwiRail

For over 150 years, rail has been an integral part of New Zealand's economy and KiwiRail today works across three areas: freight, travel and infrastructure.

Moving around 18 million tonnes of freight each year, the company transports around 25% of New Zealand's exports, while also maintaining and upgrading the rail network across the country.

KiwiRail's work has also enabled large commuter growth in New Zealand's major cities, providing the network for 32 million passenger journeys each year.

Rail has become a major political issue, especially during the election campaign, and with demand rapidly increasing there are calls for more investment in rail infrastructure in our main centres to address ongoing traffic issues.

Sarah Stuart, KiwiRail's communications and external relations manager, says train patronage in Auckland has grown 17% in the past 12 months, and almost 80% over the past five years.



“Our network teams are a critical part of that success.”

For tourists and local travellers alike, KiwiRail transports more than one million passengers around the country each year with three scenic trains (TranzAlpine, Northern Explorer and Coastal Pacific) and three InterIslander ferries.

Stuart says KiwiRail has three key strategic goals for 2017: simplify the business to provide reliable services for customers and improve productivity, standardise its assets including an intermodal strategy and integrating terminals and ferries, and invest in its people and partnerships to build upon safety, leadership and growth corridors.

“The benefits of rail to New Zealand, though, are far beyond our bottom lines. We are committed to being a reliable, sustainable and valuable organisation for our customers, our people and New Zealand,” Stuart says.

One example of KiwiRail’s focus on improving efficiency and adding value is the Triangulation Partnership developed in conjunction with the Port of Tauranga and Fonterra.

This project concentrated on the “golden triangle” between Auckland, Hamilton and Tauranga (which carries 29% of all freight moved within the North Island), reducing container supply lead time and inventory to shipping companies, and optimising capacity across Fonterra and Port of Tauranga’s train plans.

Chief executive Peter Reidy said KiwiRail was excited to be recognised as the supreme winner in the AUT Business School Excellence in Business Support Awards.

“The Triangulation Partnership focused on improving efficiency of export supply chains, cost reduction and improve productivity. This demonstrates the value of rail to New Zealand’s supply chain and our export economy.”

VALUES AND VISION

Stuart says KiwiRail’s vision is to be a trusted Kiwi-owned logistics partner growing New Zealand, underpinned by strong agreed values, expressed in what the company does and the expected behaviours.



“The benefits of rail to New Zealand, though, are far beyond our bottom lines. We are committed to being a reliable, sustainable and valuable organisation for our customers, our people, and New Zealand.”

Communications and external relations manager
Sarah Stuart

KiwiRail follows seven core values: care and protect, one winning team, great customer experiences, strive for excellence, deliver results and straight and true.

The ethos of KiwiRail was illustrated following the challenges of the November 2016 Kaikoura earthquake and the February 2017 Midland fires.

Following the earthquake, up to 50% of rail freight was moved to road and coastal shipping.

“We had to find ways to continue supporting our customers, and to provide strategic resilience options in the event of aftershocks,” Stuart says.

The company took a leadership role in finding solutions to the problems the earthquake caused. This included investing in a freight hub in the upper South Island (the Blenheim Freight Hub) to support domestic freight forwarders, securing coastal capacity with major shipping lines, and working with customers as well as local and central government to protect tourism flows around the country.

Its efforts to keep freight moving around New Zealand following the Kaikoura earthquake saw

Supreme Award Winner



KiwiRail take home an Australasian Rail Industry Award for Freight Excellence in July.

"It was a mammoth effort by all involved, and a well-deserved win for the team," Stuart says.

And this award comes just a few weeks after the line between Kaikoura and Christchurch was re-opened, with the Picton – Christchurch freight service getting back on track in mid-September.

In August, Mr Reidy commented that when the work on the Main North Line railway was completed it would "represent one of rail's biggest rebuilds in New Zealand since World War II".

HE TANGATA

KiwiRail employs 3,400 people in 50 towns and cities across New Zealand, and the company provides many opportunities for leadership, training and culture.

Its Māori network, Te Kupenga Mahi, helps employees reconnect with their whakapapa and advises the business of appropriate ways to implement Māori culture into its day to day activities, says Stuart.

"Te Kupenga Mahi is a key part of our public activities and regularly performs karakia (blessings), pōwhiri (welcoming ceremonies) and te pure (ritual cleansings of sites and machinery) at our events."

The High Performance High Engagement (HPHE) programme, a joint project with KiwiRail's union partners, empowers frontline people to find solutions to the challenges facing the business.

"It raises productivity, improves safety, engages employees and strengthens our customer commitment through enhanced performance and more effective processes. The results of early HPHE projects are already making a difference in

our worksites, from small scale improvements to processes that focus on larger logistical procedures," Stuart says.

She says KiwiRail actively invests in employees' leadership and training development.

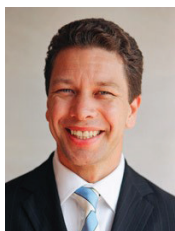
"This drives employee engagement across the business, and enables better prospects by extending the capabilities of our workforce."

In response to the global trend of digital transformation, KiwiRail has modernised its courses by developing an e-learning platform that provides people with the tools needed to develop their skills wherever they may be.

Embracing change, investing in its employees, and committed to sustainable best practice, KiwiRail continues to ensure it will still be working for, and with, New Zealanders, for many more years to come. ●



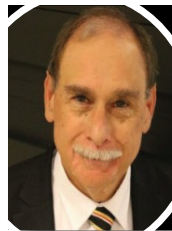
CARL R TANNENBAUM
Chief Economist
NORTHERN TRUST
(USA)



ANDREW GRANT
Senior Partner
MCKINSEY
(Hong Kong)



JOAN WITHERS
Professional
Director



MICHAEL AARON
Blockchain Leader Australia
and NZ - IBM
(Australia)



BOXLEY LLEWELLYN
VP Watson Financial
Services
(USA)



ANDY LARK
Chief Growth Officer &
President - ANSARADA



ANTONIA WATSON
Managing Director, Retail
& Business Banking
ANZ



PAUL NEWFIELD
Chief Investment Officer
HRL MORRISON & CO



MATT WHINERAY
Chief Investment Officer
NZ SUPER FUND



ROB EVERETT
Chief Executive
Officer - FMA



MARK BUTCHER
Chief Executive
NZ Local Govt Funding
Agency



KAREN SILK
GM Commercial, Corporate
& Institutional WESTPAC



CHRIS DE WIT
Executive GM Strategy
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AND MORE

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HIGH TECH, HIGH-TOUCH

A pair of AUT researchers are looking at ways to speed-up, and simplify, the flight check-in process by automating it. But there will still be a need for the human touch.

Admit it: checking in for flights sucks. No-one wants to stand in line for an hour to show someone your ID and drop off bags – a transaction that takes about 15 seconds.

Dr Jessica Vredenburg and Dr Yingzi Xu know this, too, which is why they're working with a major international airline and researching how customers and employees interact when checking in for flights. Potentially, their research could change the way technology is used to simplify – and speed-up – this often-tedious process.

"The employee role is no longer clearly defined and the service process no longer unfolds in a predictable, linear manner," Dr Vredenburg explains. "Employees are required to multi-task, problem-solve, and work in an, at times, physically crowded and demanding environment. Although the check-in kiosks work well in certain situations (such as short-haul, basic travel), some customers are still hesitant to use the technology – they are unsure, afraid they are going to make a mistake or simply don't feel it's their job. This results in potential tension for the employee, who is still expected to provide customer service but in a different way, facilitating the customer to self-serve, but being at the ready to jump in and assist should there be an issue that the kiosk cannot handle (visa issues, complicated travel arrangements etc)."

Automation, Dr Vredenburg adds, can be a good or bad thing. "It depends," she says. "It can be very efficient under certain circumstances, much more efficient than the counter-based check in system. And customers are demanding this efficiency, convenience and control. We are in an era of instant gratification.

"However, technology cannot exist in a vacuum. It requires humans to run it and provide support when its capabilities are exceeded. This is also echoed by customers. They are happy to use technology when it works,



“ Technology cannot exist in a vacuum. It requires humans to run it and provide support when its capabilities are exceeded. ”

when it's faster and easy to use. But as soon as something breaks down they expect to be assisted by a person and for the problem to be solved quickly. There is no doubt that automation is the way of the future, but it is our view that the goal is to find the right balance of tech and touch. So the future of customer service is one in which human and machines work together to deliver the right customer treatment, at the right time and through the right channel."

More broadly, she says, there is also the issue of humans being replaced by technology in their jobs.

"This risk is naturally higher for lower skilled work, which raises questions of societal ethics through such things as contributing to higher unemployment rates."

Of course, there are a number of implications of Dr Vredenburg and Dr Xu's research.

"One important factor is customer education. Initial investment in customer education, both with regards to how to use the technology (often through proper education of employees), but also alerting customers to these changes through

company advertisements etc so they are not surprised when they arrive at the airport. Both customers and employees must be educated on their new 'roles' in the service encounter."

But, Dr Vredenburg says, there's more to it than just that.

"Employees also need to be empowered and provided with latitude in their roles to be able to handle each situation as needed and provided with training and tools to manage differing customer needs, demands and requests. Another important factor is to strategically staff to ensure there are enough employees able to assist should problems arise. Certain situations have been identified where this is more likely to occur. Rostering staff around this will make the experience more pleasant for both the customer and the employee."

And on the topic of future improvement?

"Business practices and technologies in the 21st century are constantly changing and impacting customer and employee behaviour," says Dr Vredenburg. ●

THROUGH THE AGES

Dr Katherine Ravenswood joined AUT University as a senior lecturer in 2012. Her research is based in employment relations and focuses on several themes that have at heart the examination of power, gender and diversity in the employment relationship.

Currently Dr Ravenswood is working on the results from the New Zealand Aged Care Workforce Survey 2016, which was supported by the New Zealand Work Research Institute.

Using survey data, she is working on a journal article looking at the connections between safety and physical and verbal abuse, training, and job satisfaction/turnover. She helped lead the survey in 2014 and 2016.

Dr Ravenswood says her own personal experience of working part-time in aged care work in the 1990s, while she was a student, has helped her understand the key issues faced by aged care workers in New Zealand.

The 2016 survey questioned healthcare assistants, nurses and managers in both residential aged care and home and community aged care.

Conducted online between May and July last year, the survey asked about the characteristics of their jobs, pay, work environment, job satisfaction, skills and qualifications, occupational health and safety, and use of technology.

A total of 592 home and community care workers, 327 residential aged care workers, 362 nurses and 187 managers responded.

The survey leads on from the original 2014 New Zealand Aged Care Workforce Survey.

"In 2014, we were the only ones asking questions around their experiences," she says.

The 2014 survey was based on an Australian survey and Dr Ravenswood worked with a core group of key stakeholders to create tailored questions for New Zealand respondents.

"Between 2014 and 2016 there was a need to keep similar questions, but looking at 'do new questions need to be asked?' We meet regularly on a national level with the Caring Counts Coalition and the Kaiawhina Workforce



Action Plan, which both have links into the District Health Boards, Ministry of Health and key industry stakeholders. We report our survey findings and progress through those networks."

There were several key take-outs from the survey:

STRESS

Stress was an important issue, and levels had increased between the 2014 and 2016 surveys.

"This has been identified as a concern, we are hoping to follow up with interviews regarding health and safety," Dr Ravenswood says.

PAY

A majority of aged care workers disagreed with the statement 'My rate of pay fairly reflects the skills, responsibility and experience needed to do my job.' They also had very high dissatisfaction with their pay.

The 2016 survey was done before the historic aged care workers pay settlement was announced by the Government in April. A \$2 billion package meant from July this year more than 55,000 aged care workers received a minimum pay rise of \$4 an hour.

"It will be really interesting to see 2019 results. The intention is to run the survey

in 2019 to see if there has been a change in response... [The pay settlement] was well-overdue. Care work is hard work."

RESPONSIBILITIES

There is a rising aged population in New Zealand and this means more people require care. The amount of dependency (how much care is required) has increased, with those needing home care less independent than 20 years ago.

"This means the work is physically and emotionally harder for care workers. Tasks that used to be delegated to nurses are now done by caregivers or care workers," Dr Ravenswood says.

SAFETY

Respondents across all occupations thought they had the skills and ability to do their job, and aged care workers felt safe at work.

Dr Ravenswood says the survey and its results are important.

"Aged care workers are a pretty crucial workforce, who have been overlooked for a long time. The survey helps us plan and helps understand the issues of people working in the industry."

AUT supports and values industry engaged research and it significantly supports the New Zealand Work Research Institute, Ravenswood says. ●

A HANDS-ON LAW DEGREE

Opening a law degree in its South Campus alongside the one already offered in the city may seem an odd move, but as senior lecturer Khylee Quince explains, it's more than taking law to the South Campus, it's about taking the learning to the South Auckland community.

Since opening its doors last year, AUT's South Campus law degree is proving to be the ideal place for students to get a feel for and be educated about law as part of Manukau's justice community.

AUT South is located only a couple of hundred metres from Manukau District Court, the busiest court in the Southern Hemisphere with a huge case load of criminal and family law, as well as the police, Crown Law offices, two prison facilities, probation services and community law services.

But it's not just about being close to the justice community, it's about engaging with it in what's called a clinical legal education focus.

“ We want lawyers from these communities to be there to advocate for their people, and to enable students to actually take a professional degree in their community is a really huge thing. ”

Quince says students work with the community on real legal project work and assist with real cases, giving the example of students working with The Salvation Army and shadowing barristers to experience court proceedings.

“It's a balance of academic legal education, which is the traditional Commonwealth model, and practical clinic, which makes them much more prepared for legal practice when they graduate.”

She says this is AUT's core difference when compared to the other law schools in New Zealand.

Also giving AUT's offering a point of difference is its aim to move the law degree into one that champions social justice. Quince says that to embed social justice, New Zealand requires lawyers learning and practising in the community. As Manukau is economically marginalised with a higher proportion of young people, it's the perfect place to do that.

“We want lawyers from these communities to be there to advocate for their people, and to enable students to actually take a professional degree in their community is a really huge thing,” Quince says.

ENGAGING A NEW BODY OF STUDENTS

Not only is the South Campus law degree helping the community, it's made a mark in the types of students taking up law. Last year 60 students enrolled for the degree's first year and Quince says that group had a high concentration of Maori and Pacific students compared to the cohort in the city campus.

The degree is attracting a higher proportion of parents who would otherwise struggle to go to university given the distance to the city and investment in time and transport costs to get there.

As many parents are only available for classes during school hours, having a campus in the South Auckland community opens up the opportunity for them to do something for themselves. ●



SPACE TO LEARN

As well as a new law degree offering, the South Auckland campus has been boosted with the opening of a new \$56 million teaching space that will double capacity to 3,000 full-time students in the next three years.

Called Mana Hauora, which means well-being and uplifting the mana in the community, the purpose built building has been developed with students in mind. It

features lecture theatres, a large atrium space, a green space and classrooms, offices, IT facilities and flexible study areas.

“As a law teacher, I can say it's a really great place to teach,” Quince says, and feedback from students is that it's fit for purpose. It also provides a place for AUT's network of contacts outside of the university to engage with it, without the hassle of traveling into the city.

THE DEVIL IS IN THE DETAIL



Questions around data have become more and more important in our digital world – privacy questions, economic questions, safety questions. People want to know how their personal data is being used. So can companies be trusted?

Taking a step towards getting answers is the Data Futures Partnership. The Partnership is an independent group, which includes AUT. It was appointed and funded by the Government to embrace the opportunities presented by data.

In August it launched 'A Path to Social Licence: Guidelines for Trusted Data Use'. Tasked by the Government, these draft guidelines provide a way for organisations, both public and private, to be transparent about what they want to do with data, in a way that is easy to understand.

To develop the guidelines, thousands of New Zealanders worked with the Partnership to understand how they feel about their data being shared in different situations. These were done through a series of workshops, hui and online sessions.

Individuals and communities can consider the

plan and decide whether or not their trust has been earned, with the ultimate goal being trusted data use and community acceptance – or what it calls social licence.

As part of the guidelines, it has released the eight questions – around protection, choice and value – New Zealanders should expect organisations seeking to use their personal data to answer.

Dr Rhema Vaithianathan, co-director of the Centre for Social Data Analytics at AUT, says during the consultation with the various groups, they found many of the people were concerned about how their data was being collected and used.

"We felt the first thing we should do was to encourage organisations to be straight up with people and we found people responded to that well. They understood that data was a resource and they weren't completely averse to providing their data to organisations to use, they just want transparency about it."

The Data Futures Partnership will be working with public and private sector organisations to test and refine the draft guidelines. ●



CSDA CO-DIRECTOR TO TAKE ON DATA CHALLENGES FOR GOVERNMENT

Head of the School of Economics and co-director of the Centre for Social Data Analytics, Professor Tim Maloney, has been appointed by Statistics New Zealand to the Government's existing Integrated Data Advisory Group (IDAG).

"I'm really pleased to have the opportunity to contribute to future directions for integrated data, and to share what I have learned from my own experience to help others get the most out of integrated data," he says.

The IDAG will advise Statistics NZ on how to best promote the use of integrated (linked) data, and will focus on New Zealand's two major integrated data sets: the Integrated Data Infrastructure (IDI) and the Longitudinal Business Database (LBD). Both databases allow researchers to use rich microdata to study impacts and outcomes.

Professor Maloney says becoming an advocate for integrated data won't be a big change.

"We have a very well-used Statistics NZ data lab here in the School of Economics and I frequently work on projects using the IDI and LBD myself."

SETTLING IN



Starting a new job can be comparable to the first day of school. Nerves mixed with excitement and anticipation. How prepared and welcoming an organisation is for their newcomer can impact on an employee's motivation and how long they stay in the role.

Professor Helena Cooper-Thomas, a professor of organisational behaviour in the AUT Business School looks at how new employees adjust into a new work environment and the help they receive coming into a role, and she says there needs to be a structured process in place.

"Employers need to invest time and effort into making the new employee feel valued. You [the employee] have been through the selection process – worn your best clothes, brushed and combed your hair – while both employer and the candidate are at their best making themselves out as fabulous as possible."

She says research shows most newcomers

don't quite get what they expect when they start a new job, possibly due to unrealistic expectations from the employee, or when the organisation is under prepared.

One example she gives is of a graduate student, who started a role in a large New Zealand company. It took weeks for the student to be provided with a swipe card, which meant each time they needed use the toilet they had to ask to borrow a colleague's card.

"This was embarrassing [for the student]. Having things organised for the newcomer can make a big difference."

The process of onboarding staff may not happen on the the first day or the first week - it may take up to a year for some people to understand their role.

Professor Cooper-Thomas gives the example of someone working in a call centre, who may move into a management role after only a few

months, whereas a lawyer may take a few years to feel they are no longer new.

Through her research, she found that sometimes onboarding for more senior roles can be more laissez-faire.

"For more experienced hires, it is presumed and expected they can jump in straight away. It is still the responsibility of the organisation to guide them, though it is a partnership. Both parties need to be proactive for the employee to have a good experience."

Using samples from AUT graduate students, panel surveys and interviews, Cooper-Thomas says there are four things employees can do to fit in better into their new environment:

- 1 **Positive framing.** She encourages people to look at challenges they come up against in a positive light, with a positive mindset.
- 2 **Build a good relationship with your boss.** Go for coffee and see what their expectations are. Building relationships is an opportunity.
- 3 **General socialising.** Taking opportunities, and invest time, to have the small conversations that happen with your colleagues, such as at the watercooler or in the elevator. By participating you gain useful information about the organisation you work for.
- 4 **Feedback seeking.** She says you don't want to look anxious but it's useful to seek advice, such as the formatting of a report.

For businesses, onboarding is important as organisations spend lots of money on recruiting people.

"Employers want [the hired person] to get in and to fully extend their skills and be motivated. Onboarding shouldn't stop, it should be part of the company's process, don't leave them to sink or swim."

Professor Cooper-Thomas is continuing research at AUT into practical behaviours and proactive steps newcomers can take in new environments. ●

SHARE AND SHARE ALIKE?

Research by AUT Business School senior lecturer Rachel Morrison on hot desking and open-plan spaces has found that they may not necessarily boost productivity and collaboration – in fact, co-working can actually have the opposite effect.

In the digital era, what work looks like, where it's done and what it's defined as is being disrupted due to an increased desire for mobility and flexibility from employees.

This, as well as the soaring costs of office space, has given rise to a boom in co-working spaces.

In Auckland alone, a recent report by real estate firm Bayleys found the number of shared spaces has shot up from three co-working operators taking up around 1,400 square metres of space in 2011 to 13 operators running 13,800 square metres of space in 2016.

But does this increase in shared spaces translate into an increase in productivity and collaboration?

Well, not exactly. AUT Business School's Morrison surveyed 1,000 working people on whether they shared their office space with others, what kind of co-worker relationships they had, as well as any negative effects of that.

Her research found that in shared working spaces, there was an increase in distractions and distrust, as well as less cooperation.

"We measured the extent to which people experience distraction and negative behaviours in open-plan environments, and we also measured co-worker friendships. What I found was pretty damning of these open-plan environments, to be honest," Morrison says.

"The take home is they don't suit everyone, but they will suit some people. Putting people into an open-plan environment for no reason is perhaps the mistake some organisations make."

What's more, the survey found that contrary to popular belief, interpersonal relationships can



“ Her research found that in shared working spaces, there was an increase in distractions and distrust, as well as less cooperation. ”

degrade in open-plan environments, as people feel as though they don't have enough personal space.

"I entered this project with an expectation that increased proximity would improve friendships and result in more friendships. Finding people experienced fewer and less satisfying friendships was for me the most surprising finding," Morrison says.

She says the increased proximity of co-working spaces can give people social fatigue.

"I think when people feel overwhelmed and can't get any space, they'll withdraw and be less social or less likely to go for a drink after work. Having lunch, going out for a drink, or joining the work football team – those create genuine friendships, while having someone in your face every day is perhaps not allowing enough separation for those friendships to form."

But this doesn't mean that hot desking should be completely ruled out as ineffective, either. Morrison says when people are grouped in pods with one or two others, it creates a compromise between the isolation of an office and an open-desk environment.

"It gives people spontaneous interactions and collaboration without feeling overwhelming," she explains.

Another way to avoid these problems is for organisations to thoughtfully analyse the type of work their workers do before embarking on an office overhaul, she says.

"When there's a reason to put people close together, co-working can work really well. Where it becomes an issue is when people don't consider the type of work individuals are doing, so you need a contingency approach – first find whether or not you need it before putting it in place." ●

MIND THE GAP



“The report showed that 80% of the gender pay gap is now driven by ‘unexplained’ factors.”

The discussion about the gender pay gap has ramped up in recent years. And through her research, Gail Pacheco, a Professor in the School of Economics at AUT and the Director of the NZ Work Research Institute (NZWRI), is one of the people leading it.

NZWRI provides high quality research across a broad multidisciplinary programme concerned with people and work and research themes range from digital inclusion to employment regulation and well-being at work.

Engagement with external stakeholders ranks as a high priority, and this is exhibited via its work with such organisations as the Ministry for Women, Productivity Commission and the Ministry of Education.

A major aim of NZWRI is to produce work that is academically rigorous, but also relevant to policy makers. And the gender pay gap project was one such example of this value.

It was led by Professor Pacheco, commissioned by the Ministry of Women, and used Statistics NZ data to better understand the drivers of the gender pay gap in New Zealand. The report *Empirical evidence of the gender pay gap in New Zealand* was released in March.

Professor Pacheco says lowering the gender pay gap makes business sense.

“International research signals that worker satisfaction and retention is higher when they know their pay and opportunities are fair.”

The report showed that 80% of the gender pay gap is now driven by “unexplained” factors.

These are the harder to measure factors, like conscious and unconscious bias, and differential preferences between men and women, and of course any other unobserved information.

The research finds that the proportion of the pay gap that is unexplained becomes larger and more significant for female employees on higher wages. For women on lower incomes, factors such as type of work, family responsibilities, education and age remain important.

More recently, Statistics New Zealand’s figures show that the gender pay gap as of September 1 is 9.4%, down from 12% in 2016.

Professor Pacheco says it will be interesting to analyse the contributing components to this lower figure.

“In a similar fashion to the previous 12% figure, it is not the magnitude of the figure that is important per se, but how much of it can be explained.”

The Ministry for Women have released a set of seven actions for employers and businesses to help lower the pay gap.

These include leading from the top, being aware of bias, redesigning talent management processes, analysing your data and normalising flexible work and parental leave for men and women. ●

WE ARE THE CHAMPIONS

Alongside more than 50 of New Zealand’s top business leaders, Business School Dean Kate Kearins has made a commitment to Champions for Change.

New Zealand’s rich diversity is currently an underutilised pool of skills and knowledge, particularly at senior leadership level, she says.

“Together, as Champions for Change, we have pledged to support a goal of achieving truly diverse leadership in New Zealand by 2020,” says Kearins.

The case for change, developed by AUT Business School’s Professor Candice Harris, shows lifting diversity and inclusion has led to better commercial results, with highly diverse

companies financially outranking their business peers.

Leaders who have led strategies to boost diversity and inclusion say they’re better at attracting talent (90%), their business performance has been enhanced (85%), they’re better at innovating (78%) and they’ve enhanced customer satisfaction (77%).

The AUT Business School has committed to working towards work cultures that are inclusive and flexible, supporting recruitment and development pathways to bring diversity to the organisation and begin monitoring diversity in a way that holds ourselves to account both internally and externally.

MAKING FINANCIAL KNOWLEDGE ACCESSIBLE



Managing your personal finances can be a struggle. There is so much information out there it can be hard to filter and make an informed decision. Financial markets have grown enormously and become very complex with the development of new and sophisticated financial instruments. And the finance industry does not make the average person's job much easier.

Associate Professor Aaron Gilbert and Dr Ayesha Scott from AUT Business School have just reviewed the language used in KiwiSaver product disclosure statements and they found KiwiSaver providers use complex language that makes the statements hard to read. This adds unnecessary complexity to financial decision-making for the average New Zealander.

Associate Professor Gilbert says given the uncertainty around the future of national superannuation, KiwiSaver will become a major component of people's financial future.

"Because it is so important and because small decisions made today can have a huge impact 30 or 40 years from now in terms of how much money people have to retire on, it's really important people are making good decisions when it comes to their KiwiSaver. The first step in making those good decisions is to get people actively seeking information."

With this in mind, the Auckland Centre for Financial Research (ACFR) began offering free workshops for AUT students and staff across all three campuses aimed at demystifying KiwiSaver. It covered a mixture of practical and academic information about key concepts every KiwiSaver should know, including fund types

and choosing the right fund, fees, providers, contribution rates and length of investment.

There were two key messages the ACFR wanted to get across in these workshops.

The first was saving is only one part of the retirement equation. You need to know how much you will need to live on during retirement and how that equates to a total sum needed to be saved. Many of us will have used a website to find out what type of fund we should be in, based on a few questions posed by the website provider.

Choosing the right fund is important, but it is meaningless when you don't know if that fund will help you reach your retirement needs. You need to consider the fees on that fund, your contribution rate, the length of time you have to invest, and most importantly how much you actually need to save.

Most KiwiSaver providers talk about the risk of a fund and whether this suits your investment profile i.e. how you feel about risk? What is not talked about is the risk of falling short of your retirement needs. Over the long term the risk profile of a fund is not an issue. The real risk is whether you reach the sum needed to meet your retirement needs.

The second key message was retirement planning is an ongoing process and down to you to manage. There are some key decisions (fund, fees, contributions) you make during your investment period and you should review these as time goes by.

One key point is changing the risk profile of your

“ Over the long term the risk profile of a fund is not an issue. The real risk is whether you reach the sum needed to meet your retirement needs. ”

fund the closer you are to retirement age, known as 'lifestyle' investing. As your KiwiSaver balance grows, the change in value is greater the riskier the fund you are in. As you approach retirement you 'de-risk', moving to less risky funds, meaning the change in value of your balance is less affected. So long as the fund you are in can still allow you to attain the sum needed to get you through retirement you should seek the lowest risk fund that can do this.

Building on the success of the KiwiSaver seminar the ACFR have developed personal finance workshops that concentrate on empowering individuals to take control of their own finances. These workshops are aimed at addressing the major financial decisions the average person will encounter during their lifetime, such as consumer credit/debt, retirement planning and budgeting.

These workshops will be launched to companies, government agencies, schools, community centres, anywhere an impact can be made to the finances and peace of mind of attendees. ● acfr.aut.ac.nz

ACTION STATIONS

The University Scholars' Leadership Symposium is a week-long leadership development training programme organised by Humanitarian Affairs United Kingdom. And this year, two students from the AUT Law School, Sharleen Shergill and Pavee Patanasiri, attended the conference.



The symposium brings together the world's most promising leaders, with the programme designed for young people committed to making the world a better place.

Held annually in a developing country in the Asia-Pacific region, more than 4,300 young people from over 60 countries have attended the event. The 2017 symposium was held from August 1 – 7 at the United Nations Conference Centre in Bangkok, Thailand.

Delegates spent the week listening to a range of world-renowned life coaches and motivational speakers, participating in workshops and humanitarian service projects, and networking with other delegates from across the world.

The pair shared their experiences from the symposium. ●

SHARLEEN SHERGILL



I would like to begin by saying that no matter what words I use, it will not be enough to describe the journey I went on. The symposium gave me the opportunity to learn from youth leaders and listen to panel discussions hosted by people working in the UN.

The talk that touched me most was by Indian motivational speaker, Simerjeet Singh. He spoke

on living a purposeful live, finding your purpose and gaining results based on your priorities.

The highlight of his speech was 'kill the lizard', i.e. the part of your brain that always tells you to sit down, not take initiative and do nothing. The only way you can kill the lizard is by taking action and stepping forward, even though it might feel unsafe.

Service Day was my favourite part. We went and spent the day with primary school aged children. Even though we couldn't speak each other's languages, we could still communicate through bringing out our inner child. It made me realise that life is all about how you make people feel and the impression you leave with them.

Looking ahead, there's still a lot that needs to be done if we want to achieve these [17 Sustainable Development Goals the UN has introduced] by 2030. This conference was a great way to raise awareness and start the conversation.

PAVEE PATANASIRI



This was one of the most memorable weeks of my life. Meeting people from all around the world with different worldviews and learning from leading humanitarian workers was an eye-opening experience for me.

Each day we heard from a range of wonderful speakers with amazing stories, including a

woman who escaped the Taliban and her inspiring experiences as a refugee.

For a soon-to-be graduate, this symposium opened many new career options I had never thought about. We learned about career pathways in the UN as well as humanitarian aid roles in Southeast Asia and the Middle East.

I intend on applying for the trip to a refugee camp in Jordan, organised by Humanitarian Affairs. The highlight of my trip was spending a day in Bangkok's slum community, delivering food parcels and witnessing their incredible strength and sense of community.

I walked away from this symposium inspired, passionate and ready to do my part in building life and giving hope. I learned that one person can make a difference. I will leave you with what one of our speakers said: "What you are looking for is also looking for you."

INVESTING IN MĀORI AND PACIFIC ACADEMICS

Māori and Pacific peoples are underrepresented among the academic ranks of universities in Aotearoa, but AUT is doing something about it – thanks to an innovative programme aimed at helping new academics get tenure.

The Early Career Academic Programme offers up to six Māori and Pacific scholars their first, full-time, permanent appointments as research-active lecturers. It also provides a dedicated support network to help new academics develop their skills in teaching, research, academic supervision and graduate mentoring.

This year, AUT Business School appointed two new lecturers as part of the initiative.

Early career academics contribute to teaching programmes in their respective departments and support Māori and Pacific student achievement. They play an important role as change agents by incorporating cultural values and perspectives in their teaching and research.

Nimbus Staniland (top) recently came on board as a lecturer in Management.

“I’m using te reo in my classes, drawing on Māori perspectives in my teaching and trying to illustrate that there are different ways of conducting business and managing people,” she says.

Increasing the number of Māori and Pacific academics remains a challenge. New Zealand universities employ more than 10,000 academics, but only 5% are Māori and 2% are Pacific.

The problem stems from secondary school, where only 33% of Māori students and 43% of Pacific students achieve a NCEA Level 3 qualification or above.

Megan Phillips, a newly appointed lecturer in Marketing, Advertising, Retail & Sales, says Māori and Pacific advancement is all about the



students, and making sure that they succeed.

“If we can get more students into degrees and postgraduate studies, then we can get more of them into academic roles,” she says.

The Early Career Academic Programme was established with the support of the Vice-Chancellor in 2015.

AUT Group Director, People and Organisation, Beth Bundy says the first-year’s salary is shared equally between the university and the faculty.

“The investment and wraparound support enables and supports faculties to appoint new academics. The hardest step for an early career academic is to secure that first tenure,” she says.

AUT Vice-Chancellor, Derek McCormack, says: “We are determined to increase the participation and success of Māori and Pacific academics and students in all of our disciplines.”

This certainly sounds like a good way to go about doing just that. Ka pai. ●

COURAGE UNDER FIRE



“The name has significance and that’s what we want when women wear our bras; to feel beautiful, empowered and bold.”

While a cancer diagnosis can be a frightening and uncertain time, AUT Business School alumna Kamya Ghose, 25, turned her personal situation into an empowering business idea.

Diagnosed with ductal carcinoma in-situ (DCIS) at 23, Ghose experienced the distress of diagnosis – and then the distress of bra shopping after her surgery.

“After having a mastectomy, I understood the difficulty that women face to look and feel confidence and feminine,” she says.

Her business, Queen Zaria, makes mastectomy bras for cancer patients, to improve the quality of life for women who have had these operations, and to raise awareness of breast cancer.

Ghose recently received the first pre-production Queen Zaria sample from China.

“It wasn’t all perfect, there were a few things to change. I’ll be sending it back, but we’re making progress, which is good. It’s such an intricate product.”

The business was founded at the end of 2015, and the idea came after Ghose’s own operation.

“I found it really hard to find any kind of lingerie or nice bras. It was to the point

where I went into a shop and the lady said, ‘you’re not going to find anything, you should just wear a jacket over all your clothes.’ I thought ‘you can’t be serious.’”

Based in Auckland, Ghose studied international business and marketing at AUT Business School and says the connections she made there were the best part of the degree, including people who would become part of Queen Zaria.

Queen Zaria won the 2016 AUT Venture Fund Kickstart Competition, came second in the innovation challenge and took home the audience’s choice award.

Teams had to make a 10 minute presentation to a panel of judges outlining their business plans, followed by a question and answer session.

“It was pretty amazing. I was shocked, I’d never done anything like it before,” Ghose says of the win.

“It’s a great opportunity to get good business advice, mentorship and money. We were able to stay in touch with the mentors and the money comes in handy, and they don’t take our equity.”

Queen Zaria received \$5,000 for winning the competition and \$5,000 for the innovation audience’s choice award.

Ghose says the money is still sitting in the bank as they’ve had so many people helping them out, but would be used in the future for paying suppliers.

There was lots of discussion about a name for the business.

“We wanted to choose an historical figure. Queen Amina of Zaria ruled over Nigeria and she cared about women in parliament and women in leadership. We wanted a Queen Zaria bra to mean something, and to be more than a name. The name has significance and that’s what we want when women wear our bras; to feel beautiful, empowered and bold ... to feel like themselves.”

When developing the product, Ghose talked to women going through similar experiences to her.

“I was still going through treatment at that stage so it was quite handy. When I went up to the hospital, I would ask the nurses if there was anyone I could talk to. Everyone at the hospital was really good about it, they were telling me things I hadn’t even thought of yet.”

And so far, the response has been extremely positive.

“There was an article in the *New Zealand Herald* and after the article I had so many women contacting me. I was overwhelmed. I thought ‘wow, there are so many people who need this.’”

Her future plans are to go international.

“It’s a big need around the world, it’s just getting out there. [Eventually] we want to expand into medical accessories.”

Her advice to others wanting to start their own business would be to research, and talk to people.

“Do a lot of research because what you think might not be the case. The best idea is to talk to people, and tell them your idea. Talk to customers, get out there and really meet people.” ●



AUT

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AUT BUSINESS SCHOOL

UP, UP AND AWAY

As the managing director of Huawei in the Shanghai region, AUT MBA alumnus Daniel Zhou is now responsible for an annual turnover of US\$1.5 billion and manages over 400 employees across Huawei's carrier, enterprise and consumer business groups.

Zhou first joined Huawei after completing his AUT MBA in 2007, initially working at Huawei's European office. During his eight years in Europe, he quickly advanced his career from account manager to managing director for the Czech Republic, Slovakia, Austria and Slovenia.

Now living in China and working as the managing director for the Shanghai region, Zhou says he continues to enjoy working for Huawei.

"I love working for a company with such a strong brand, good company vision and excellent team."

Zhou first studied engineering, followed by a successful career in IT. In 2004, he decided it was time to upskill and enrolled in an MBA at AUT.

"I was planning my career in IT sales and marketing at that time, and wanted get some business knowledge in a practical environment.

"I chose to do my MBA at AUT because it has a very good reputation in the business area. I also appreciated the flexible class times, which enabled me to work full-time while completing my MBA," says Zhou, who was working as an IT systems support analyst at for the Manukau City Council during his studies.

He says he valued his time at AUT and still draws on what he learned during his MBA.

"The three most important elements I gained from AUT are cross-cultural communication skills, teamwork skills and problem-solving skills. All of these skills are very important for my day-to-day job."

And he advises other students to make the most of their time at university.

"Enjoy the time spent studying at AUT, and treat it like a real business environment. Be disciplined and work hard." ●



“ The three most important elements I gained from AUT are cross-cultural communication skills, teamwork skills and problem-solving skills. All of these skills are very important for my day-to-day job. ”



CONNECTING THE DOTS

You can leave AUT. But AUT never leaves you. And the alumni department, in conjunction with the AUT Business School, showed that at an exclusive networking event for over 50 prominent MBA and Masters in Professional Accounting alumni at the Auckland Art Gallery. The event also saw the launch of a digital alumni platform for this group.

'AUT Connect' piloted in 2017 to be rolled out to alumni groups right around the university. Working across both desktop and a mobile app, AUT Connect lets alumni find each other across the world, allowing users to message, list events and jobs and select their availability for mentoring.

Director alumni relations, Sam Mickell, says this is an important step in AUT providing a contemporary alumni offering that reflects the dynamic nature of the university and its graduates.

"Our alumni are innovative and working in a rapidly changing world. To remain relevant and stay connected to them it's important to provide useful ways for them to connect with

the university and the global community of over 75,000 graduates," he says.

The MBA event also featured a private showing of Explore Aotearoa, a temporary exhibition, which explores New Zealand's rich history through more than 120 historical Māori and Pākehā portraits by our most prolific colonial painter, Gottfried Lindauer.

Vivien Zhou (MBA, graduated 2014 with distinction) said the event was "a great way to connect with other AUT alumni in the business community".

Luke Liu (MBA, graduated 2010) said alumni events are an important way for him to connect with AUT and expand his business network.

"I studied at undergraduate and postgraduate level at AUT, and six years later I'm still here attending the University's events – that says a lot about how I feel about AUT. It's also a great way for me to build my network," he says.

Ken Lee, director, MBA and Professional Masters at AUT, said he's excited about using

technology to connect alumni and sees targeted events providing key opportunities for alumni to network in the community.

"By creating a platform where people can network and build links, our graduates can leave with the critical connections to industry that make AUT graduates stand out," he says.

Mickell says further events aimed at specific alumni will be rolled out next year.

"This year alumni events have taken place in Ho Chi Minh City, New York, San Francisco, London, Norway and Auckland. Creating face to face networking opportunities is still important and an effective way to maintain the lifelong connection between AUT and its alumni."

To see how you can connect with AUT and over 75,000 AUT alumni, visit:

alumni.aut.ac.nz

PRIDE OF PLACEMENT

When it comes to learning, theory is crucial. But some would argue that getting to put that theory into practice is even more important. So, as part of their degree, all AUT Business School students get to spend nine weeks working with a company in their specialist area.

But it's not just about fitting in with their interests. The programme also attempts to give students practical skills for the job seeking process. Students must go for interviews and may or may not be successful first time around. Once they have a position, maintaining it

involves learning how to work in a business environment and behave professionally.

At the end of the programme, some students are offered full-time jobs and others are given the opportunity to do graduate programmes.

Participating organisations include Air New Zealand, DDB New Zealand, Ernst & Young, Vodafone NZ, Farmers Trading Ltd, Sovereign, The Warehouse and TVNZ.

And, in keeping with the globalised economy, many students also seek positions overseas.

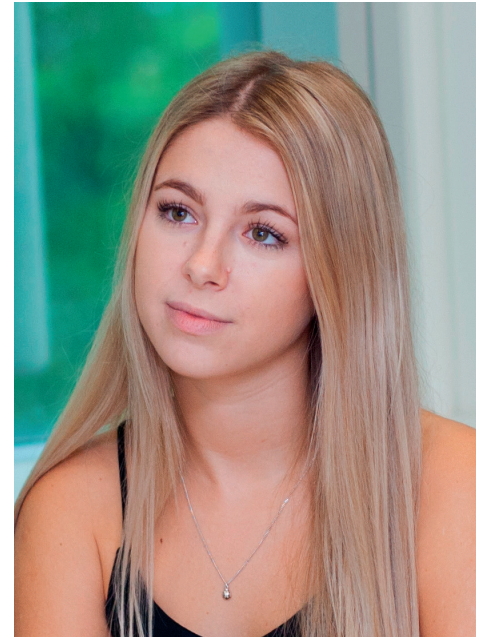


CHANTEL POASA

**Recruitment Manager
Farmers Trading Company**

Over the last seven years, Farmers has been involved with the AUT Co-operative Education programme, with many students going on to continue in full time employment. Their practical focus, motivation and agility in linking theory and practice mean that AUT students are able to hit the ground running. In our programme we expose students to a range of different business activities depending on their major, which gives students and us the opportunity to identify where their interests and

expertise lie. Beyond the Co-operative Education placements, we have also been involved in the annual AUT Co-operative Education Showcase and AUT Live (the annual open day). These have proved very fruitful in terms of meeting and speed interviewing top business students at varying stages of their degree programme, in addition to sharing the value and importance of this programme with prospective students and their parents. Our relationship with AUT and their Co-operative Education programme is a valuable part of our recruitment processes.



IZZY STANGL
Idea Lab, San Diego

My Co-operative Education placement as a 'Design For Business' student has allowed me to work at my dream job in my dream location. I am working at the Idea Lab, a Design Thinking studio, in San Diego, California. I was able to secure this placement after completing my Overseas Exchange Programme at San Diego State University earlier this year. As a student, I was introduced to the real world. Ironically, my experience as a working adult so far consisted of playing with Lego, doodling and building prototypes out of Play-Doh. At the Idea Lab, my role is to be a 'professional kid' and help others unleash their creativity through using design thinking. Some of my responsibilities have been to run interactive workshops, teach lectures and work one-on-one with startup businesses. Every day at the Idea Lab is a new and exciting challenge and I have learned so much about my industry as well as myself. Overall, the experience has made me realise that I am extremely passionate about what I do and I am exactly where I need to be in order to begin my future career as a design thinker.



NATHAN D'MELLO

Valet Apartments, London

I graduated from AUT with a double major in International Business and Market Insights. One of the reasons I chose International Business is because a requirement was that a part of the course had to be completed overseas. I was fortunate enough to secure a Co-operative Education placement in London at Valet Apartments Ltd. and it was without a doubt one of the best experiences I've had. Going into the placement, I had never been to Europe before and didn't know anyone there. As well as this, I had never really worked in a corporate environment before and had no experience in the marketing and hospitality industry. However, in a few short weeks, I came to love the city, people and my job. This experience has solidified my passion for travel and set me up well for my future. I have now secured a role with Farmers Trading Company.



ALEX CHARSLUND

Rose & Thorne

I started my Co-operative Education placement at a New Zealand Lingerie brand, Rose & Thorne. Six months later I was running all marketing activities, had my very own intern and was growing our online business by 20% each month. Call it a bit of luck or a lot of hard work; my Co-operative Education started it all. One of the most valuable insights I gained from my studies was the importance of trial and error. At Rose & Thorne we have a list of what we call 'small fires'. We ignite these ideas, if they fail we extinguish them, but if they take off we put more fuel on the fire and watch our ideas take off. These ideas included an annual Bra Census allowing us to collect customer data at no extra cost as well as using targeted Facebook advertising to target particular bra sizes.



HOLLY ELLIS

Vodafone New Zealand

For my Co-operative Education I was fortunate enough to work for Vodafone New Zealand in its Human Resources Department with an awesome team. I was given challenging tasks, which have given me experience in my chosen field of study and taught me new skills. The culture at Vodafone is friendly and welcoming. I loved my experience working with many different people and working within a team that is dedicated and motivates me to work to the best of my ability. I am lucky enough to be continuing my position full time with Vodafone and will hopefully stay on for the future ... I feel the placement has given me an amazing opportunity with such an awesome organisation and has given me a foot in the door working within Human Resources.

OUT OF THE SHADOWS



While plenty of learning takes place in the classroom, there's no substitute for the real thing. And that's what AUT Business and Law Schools' Shadow a Leader initiative is all about.

Now in its fifth year, Shadow a Leader matches a year 13 secondary student from Auckland and an AUT business or law student with a business leader.

On 4 July, 78 students from 40 schools across Auckland and 78 AUT Faculty of Business,

Economics and Law students were exposed to the day-to-day workings of leadership in action, including strategy meetings, negotiations, video conferences, team building meetings and client sales presentations.

Students were selected based on their leadership capabilities, potential and overall achievement.

"We piloted Shadow a Leader back in 2012 with just four teams made up of four high school students, four Business and Law

students and four leaders," says Dean of AUT Faculty of Business, Economics and Law Kate Kearins.

Shadow a Leader has grown to more than 150 students with the generosity of business leaders prepared to share their time and expertise, Professor Kearins says.

"AUT's close connections with business offer the next generation of leaders a unique insight into what great leadership looks like."



MISSION TO MARR

The launch of Shadow a Leader day was also an opportunity to recognise Mike Marr, group CEO of Advanced Security and TPT Group, which owns businesses in the electronic security, SaaS, technology, finance and leasing, asset inspection, and commercial industrial property sectors.

Marr was awarded a Medallion for Entrepreneurship from global business honour society Beta Gamma Sigma – one of only two in the world given out this year. Roger Stokell, Associate Dean, International and Engagement at AUT Business School, says the medallion celebrates those who contribute significantly to the economy and society and who display the characteristics of an entrepreneur in so doing.

Advanced Security Group provides scholarships to two marketing students of AUT Business School.

"It's a great opportunity to understand the latest trends in the market and utilise the fresh thinking of students."

Orbit World Travel similarly offers a Business School Student a scholarship. Managing director Brendan Drury, who participates in AUT's Shadow a Leader and the 12 week Co-Operative Education placements, says it is another extension to the relationship.

"We have worked closely with AUT for a number of years ... We felt the scholarship allowed the students to put in place all their learnings in a live environment with Orbit, House of Travel Parnell and House of Travel Ski."

“ It was great to see the corporate world in real life instead of relying on what we imagined it to be. The experience has motivated us to work harder to strive towards being leaders who do important work and inspire others to be their best as well. ”

Richard Keys, CEO of listed company Abano Healthcare Group, which owns New Zealand's largest dental network, Lumino The Dentists, attributes the support of business colleagues to his success.

"I was very fortunate to have strong mentors and people who have been very generous with their time and advice, and this has been a key to me succeeding in my career goals."

Keys, who has been at Abano for more than 15 years, the last two as CEO, says building great

teams of talented people is the most essential role of a good leader. He was lucky to be exposed to a business environment from an early stage and involved in different areas.

"This really opened my eyes to the different opportunities within businesses, seeing what makes a business tick and the creation of successful teams and culture."

Bradley Hagan, an AUT Business School student and co-creator of Beta Energy, a healthier energy drink option, says his day with



Foodstuffs North Island CEO Chris Quin taught him that becoming a leader isn't easy.

"You have to work extremely hard to get there and not only be skillful, but be a role model and team member.

"It was great to see the corporate world in real life instead of relying on what we imagined it to be. The experience has motivated us to work harder to strive towards being leaders who do important work and inspire others to be their best as well," says Hagan. ●



SWINGS AND ROUNDABOUTS

Brent Gibson, NZ General Manager – Leading Edge, shares his endorsement of the Shadow a Leader programme and the two young leaders he hosted.

I hosted Amy Chow from Epsom Girls Grammar and Bella Wicks from AUT at Leading Edge, in what turned out to be a fairly left field but insightful day, where we tackled a number of people and leadership challenges together. It was an eye-opening day for me and I wanted to tell you why.

They are both independent and confident people, so I really liked how they chose to be sensitive, respectful and supportive of each other to get the best out of the day. I also liked their courage and confidence; they contributed in full and in an entirely appropriate manner, at times leaving my senior leaders a wee bit stunned with their astute observations.

Bella is a natural leader, a conceptual thinker and has a very intuitive sense of things that will serve her well in leadership roles. She knows her marketing and

effortlessly held court with our very experienced marketing manager. Bella also showed that she has an impressive array of business skills and knows how to apply them too. I also suspect that she can find the good in everyone and her warm and endearing nature would bode well in leadership and team environments.

Amy is an enigma, still at school, yet she regularly flummoxed me with outrageously astute observations, mostly in the behavioural science teamwork and leadership domain. She is clearly very smart and a critical thinker who can process a lot of detail quickly. But it is her logic that stood out. Amy said she has always found leadership pretty logical. Aha!

I just wanted to let you know that they were fabulous ambassadors for the Shadow a Leader programme. They gave my team something to think about. And frankly, they make a mockery of the 'me generation' rubbish we so often hear about our youth and young adults. If Amy and Bella are representatives of our future, we are in very good hands."

NEW FRONTIERS

Occupational Health, Safety and Wellbeing (OHSW) is more than slips, trips and falls; it's about managing the health, safety and wellbeing of employees in complex, dynamic work environments and changing demographics.

People are meant to be a company's biggest asset. But, when you look at the poor occupational health and safety record in industries, such as forestry and construction, it doesn't always seem that way in New Zealand.

These worrying statistics, as well as major events like the Pike River coal mine disaster, have influenced new Occupational Health and Safety legislation, policy and practice reforms. So making sure employees are safe and well is something all businesses now need to think more carefully about.

To tackle this need, AUT Business School's new Graduate Diploma in Business Occupational Health, Safety and Wellbeing (OHSW) is launching in 2018.

The course will offer managers new and innovative ways of integrating OHSW and risk management systems into their businesses so they can tackle present and future risks, create transformational change and improve productivity.

Associate Professor Dr Felicity Lamm, co-director of the Centre for Occupational Health and Safety Research, says she is thrilled to announce the diploma, which is currently accepting enrolments for beginning of 2018 for its foundation papers, Occupational Health and Safety and Risk Management.

"What makes the diploma unique is that it will provide students with an opportunity to explore the 'soft skills', such as leadership, negotiation, communication, as well as an opportunity to understand the concrete principles of risk management, law, economics, all of which are essential in managing OHSW in all workplaces."

The diploma will also provide an opportunity for students to look beyond the traditional focus on accidents and instead address the wellbeing of staff in a more holistic way, she says.



“ OHSW is fundamentally about looking to the future and creating safer and healthier people, organisations and communities. ”

The programme is aimed at professionals within organisations who are looking at transitioning into a management position in OHSW, looking for accreditation for existing practical knowledge, or required to manage their organisation's internal occupational health and safety.

Design of the programme was done in collaboration with the Centre for Occupational Health and Safety Research and in consultation with the Health and Safety Association of New Zealand.

It is interdisciplinary and linked to key management competencies such as organisational behaviour, operations management and human resource management, including the wellbeing of employees and organisations. Throughout the course, participants acquire management tools within the context of new and changing forms of work to create resilient individuals and organisations.

Assoc Prof Lamm says the demand for OHSW has been growing steadily prior to the legislative changes and continues to do so.

"OHSW issues have now assumed major significance for governments, employers, employees and professionals and there is recognition that improvements in OHSW can translate into improved performance in organisations and enhanced positive social impact."

While it may make some people's eyes glaze over, Assoc Prof Lamm says more businesses are thinking about and taking OHSW seriously.

"There is a real mood shift. We have had tremendous support from businesses and from industry sectors, such as construction, hospitality, and health. This desire to improve OHSW is supported by a recent survey of subscribers of the *Safeguard Magazine* in which almost 70% of respondents indicated that they would be keen to undertake a business degree with an OHSW component."

The programme investigates current and future issues in OHSW and also demands an applied project. The topics covered include leadership for change, risk management, training and development, health and safety law, employment regulations and dispute resolution, and occupational stress and resilience.

OHSW is fundamentally about looking to the future and creating safer and healthier people, organisations and communities. And, if businesses hope to survive and prosper, it's something they all need to grasp. ●

EXPORT YOURSELF – STUDY OVERSEAS



ANIMESH PANDA

Indian international student who went to University of Missouri St Louis for his MBA exchange



I spent a spring semester at University of Missouri, Saint Louis, USA, popularly called UMSL. Not long before the exchange, I had moved to New Zealand from India. Believe me when I say it was a big transition – culturally, professionally, academically and emotionally. When I got accepted for the exchange at UMSL, I thought, 'I have gone through the India to New Zealand transition so I am prepared for New Zealand to US transition'. Though I was quite used to living away from my home, it still took me a while to get acclimatised to the local culture and weather in the US. Luckily for me, language was not the barrier and variety of food was the motivation.

Apart from meeting amazing people, making friends for life and personal growth, the student exchange programme pushed me closer to my career goals. This overseas experience has given me greater awareness of my own national identity and ethnicity. My horizon and outlook towards the world has grown many-fold. In the end, my student exchange is an experience that I can never forget. It shaped part of my character and transformed my perspective on life. I truly feel privileged to have gone through the journey of being an exchange student.



BORAM KO

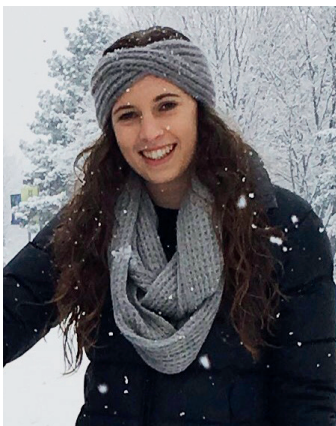
Korean international student went to HEC Montreal in Canada for her exchange



My exchange university was HEC Montreal, which has amazing business courses offered both in French and English. To be honest, I had some doubts in the beginning. What if I don't enjoy this time like previous exchange students have? What if I won't have the incredible and life changing experiences that I've been hearing about for so long? However, I realised that I was worrying unnecessarily. Just a few days after I arrived in Montreal, I met lifelong friends. These friends speak different languages and have different cultural backgrounds, but it didn't matter. Having meals together, studying in a dining room, sharing

each other's day over afternoon tea made us become like a new family.

It's been more than a year now since I first arrived in Montreal. I talk almost every day to some of my closest friends from the exchange. We have plans to get together again and travel like we did a year ago. I believe making the decision to do the programme was one of the best things I have done in my life and I will cherish these memories forever. I was surprised at how much I grew and learned in four months.



JOSEPHINE CANE

Kiwi student went to Butler University in the US for her exchange



Studying abroad for a semester was a life-changing experience that I would recommend to anyone wanting to be pushed out of their comfort zone and be exposed to different cultures.

Studying at Butler University in Indiana, USA, was an opportunity to be enlightened by what a new environment had to offer and experience a different type of tertiary education. Studying abroad gave me the chance to see a side of my business degree that studying in New Zealand may not have exposed me to and, on return, I gained a new perspective on culture,

enhanced my language skills and discovered a deeper willingness to learn.

Additionally, Butler University gave me the chance to immerse myself in new customs, traditions, and social atmospheres that American colleges had to offer. Butler is a very patriotic university that made every student feel at home and proud to be a Bulldog. My life is forever changed by the friends and experiences I made while attending homecoming, basketball games and travelling to the surrounding states.



STAND AND DELIVER

AUT's Faculty of Business, Economics and Law is deeply committed to maintaining strong connections to, and working relationships with, our stakeholders. Whether it is through research or placements or a whole raft of other activities, our staff and students are ready to stand beside business, industry and the community.

The AUT Business School Excellence in Business Support awards demonstrate one way we do this and we have been delighted to engage with the companies and individuals who have so willingly put themselves forward for scrutiny and evaluation. This event celebrates the winners and finalists who are truly world class in what they do.

Many of the people running their businesses and operations understand that sharing their knowledge is essential if they hope to develop the leaders of the future. Many have shown an amazing willingness to help our students improve their skills and capabilities, to believe in themselves and strive for greatness.

These leaders always find time to give their expertise to the next generation in whatever way they can, from sitting on advisory boards that influence what our students learn, to allowing students to follow them for a day as part of the ever-popular Shadow a Leader scheme, to creating internships through our Co-operative Education programme that lets AUT students experience how the workplace functions and how they might



“ **These awards recognise outstanding businesses and law firms across all fields of business support, including financial services, legal services, telecommunications, mentoring, export services, business advice or recruitment.** ”

ultimately participate in it.

These experiences are inspiring for our students. However, it goes both ways. The energy and enthusiasm of our students and their natural tendency to challenge the status quo and innovate can also be inspiring for leaders who are looking for insights into what the future might look like.

Our academic staff from our various departments and schools also look for ways to integrate with our external stakeholders, whether this be through our Executive Education programme for staff development or through our extensive research activities.

Our research partners work with us to identify specific problems of relevance to them and to co-create knowledge to solve these problems. Establishing such research activities enables us to develop multidisciplinary teams that can tackle issues, produce research of relevance and value to our external stakeholders, and contribute to New Zealand's social and economic goals. They provide opportunities for our staff and students to conduct research that matters, and inform what takes place in our various learning environments.

The Faculty of Business, Economics and Law at AUT is a place of energy, ideas, vision and connections. Please approach us. We want to work with you. ●

Key Contacts:

Executive Education:

Ken Lee

ken.lee@aut.ac.nz

Community:

Agnes Naera

agnes.naera@aut.ac.nz

Business Relations

Annie Gandar

annie.gandar@aut.ac.nz

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