



THE MARKETING ASSOCIATION OF AUSTRALIA AND NEW ZEALAND

What is disturbing is that much of the business community always resists this concept, despite what inevitably will prove to be inevitable and beneficial change for them. It will in fact benefit of their bottom line.

A socially responsible organisation ends up being a better investment bet than one which tries to cut corners for short-term gain.

Corporate social responsibility is not only the right thing to do; it tends to be good for the organisation. Yet I'm amazed that there are some who actually think they benefit from the fact that it pays to be irresponsible. They argue that they believe it is to the benefit of their short-term bottom line, when of course it may not be the case in the medium term.

Corporate social responsibility ratings are as inevitable as credit ratings were some time ago. In the future, organisations will be required to have an appropriate CSR rating. They will protest just as they did with credit ratings. But the world will dictate otherwise.

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Get Real Value From Your Membership

MAANZ sponsors a number of quality marketing Seminars each year. Members can expect to receive between 10-15% off the regular price for attending. In many case this savings will multiply exceed your annual membership fee. The following is one example:

Australian Advertising & Marketing Summit

26th & 27th October 2004, Sydney Convention Centre

Chaired By Brian Monger
Executive Director MAANZ

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US Manufacturing Recovering

Jeannine Aversa Washington August 26

US factories saw orders for costly manufactured goods in July post the biggest gain in four months. New-homes sales, meanwhile, slid, according to a pair of reports that offered a mixed picture of economic activity.

The US Commerce Department reported today that orders for durables goods – big-ticket items expected to last at least three years – rose 1.7 per cent in July from the previous month – lifted by stronger demand for goods including airplanes, machinery and communications equipment.

The increase – the largest since March – followed a 1.1 per cent advance in June. The showing in July was stronger than the 1 per cent rise that some economists were forecasting.

Jerry Jasinowski, president of the National Association of Manufacturers, said the latest durables report offered "solid evidence that the manufacturing recovery is on track."

A second report from the department showed that sales of new homes declined by a sharp 6.4 per cent in July from the previous month to a seasonally adjusted annual rate of 1.13 million units. The decline was steeper than analysts were expecting and left home sales at their lowest level since December.

Sales in June declined 5.6 per cent, according to revised figures, which showed sales were even weaker than previously reported.

The drop in home sales comes amid a sluggish jobs climate and high energy prices, which may have made some people wary of making a big financial commitment, analysts say.

Even with the slowdown, David Seiders, chief economist at the National Association of Home Builders, said he thinks sales of both new homes and previously owned homes are still are track to hit new record highs for all of 2004. "There's been some cooling, but the housing market is still in very, very good condition," he said.

The Federal Reserve, wanting to keep inflation under control, boosted interest rates on August 10 to



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Sell-Yourself Better

As an executive, manager or consultant, you are continually selling yourself to managers, committees or clients. Being smart means presenting the best product you can.

Here are some tips

Rehearse your opening. You have only thirty seconds to grab the interest of your audience. Don't waste it.

Wrong: "Ladies and gentlemen, thank you for the opportunity..."

Right: "In the next ten minutes I am going to convince you that the best decision you can make is to invest in my services."

Focus on the bottom line. Stress the results you will get for them. Don't offer backup information unless or until you are asked for it. It can interfere with the "big picture."

Be "up." Low energy and monotony will kill any presentation. Show genuine enthusiasm.

Be visual. People remember what they "see" in their imaginations. Paint a vivid picture in story form of how things will be when you have the job. "...six months from now, when your business has increased 15%, your market share is 5% higher and your sales teams are in harmony for the first time..."

Have a strong closing. For example, "Your next decision is not whether to hire me, but whether can you afford not to!"

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Digital Fun Set To Grow

Caroline Adam August 26

An expected boom in broadband and digital technology would drive growth in Australia's media and entertainment industry over the next four years, PricewaterhouseCoopers said.

In its Australian Entertainment & Media Outlook for 2004-2008, the accountancy house has forecast the industry to grow at a 7.0 per cent compound average growth rate (CAGR) to be worth \$25.3 billion by 2008.

"Next generation technologies and distribution are presenting opportunities for every entertainment and media segment," PWC's Australian entertainment and media leader Steven Bosiljevack said.

Television and radio have either upgraded to digital signals or are in the process of doing so; broadband technology is providing new distribution channels for recorded music, interactive games,



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consumer books and video content.

"DVD has been a massive boon for the filmed entertainment industry, and sophisticated print capabilities are evolving the newspaper industry with the introduction of colour, inserts and supplements."

Mr Bosiljevac emphasised the need for the industry to meet consumer needs for innovative technologies and new distribution channels growth in order to realise its potential.

Out of the 11 industry segments, PWC said the strongest growth during 2004-08 was forecast for the internet, interactive games, subscription television and filmed entertainment sectors.

PWC has predicted internet revenue to grow by 13.9 per cent CAGR in the period from 2004-08.

Mr Bosiljevac said an increase in broadband internet content, fuelled by more interactive online games and digital distribution of music being available, was driving a shift away from dial-up internet and towards broadband.

Competitive broadband pricing was also attracting consumers, he said, adding that online advertising was also booming.

For subscription television, PWC has forecast revenue to grow by 14.6 per cent CAGR in the period from 2004-08.

"The introduction of digital television and some of the interactive applications that are coming through will help drive increases in subscriptions," Mr Bosiljevac said.

He said a positive for the sector was the anticipated introduction of digital video recorders into Australia within the next 12 months.

"We see this as being a key plank in subscription television's strategy to increase subscribers over the forecast period," he said.

PWC forecast interactive games revenue to grow by 19.2 per cent from 2004-08.

Matthew Liebmann, the co-author of PWC's industry outlook, said the sector had not been given the respect it deserved.

"In Australia we have a very vibrant interactive games industry - we serve some of the leading publishers around the world with some of their leading titles," he said.

"But this industry has developed on its own with no federal government support."

Filmed entertainment on the whole was expecting strong growth for 2004-08, but while film production was closer to crisis than ever before, this would be offset by a very strong home filmed entertainment sector, Mr Liebmann said.

This sector was moving towards a mature status, with 65 per cent of the population now able to play DVDs, he said.

"While growth will continue to be really buoyant going forward, it will start to drop down and we'll see an average growth rate of 16 per cent," he said.

AAP

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PC Sales Rise To Continue



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Betfair was established in the UK in 2000 and in early 2003 the organisation decided it would attempt to gain an internet betting license in Australia.

But the racing industry, led by the TABs and ably supported by the nation's bookmakers, had different ideas. Their opposition to the UK outfit led to an aggressive campaign waged against Betfair, resting on the premise that the organisation has the potential to ruin the local racing industry.

The essence of the argument against Betfair is the organisation's modus operandi, which is different to traditional forms of wagering with bookmakers and the TAB.

Betfair is an internet betting exchange, where punters bet directly against each other, setting their own odds. The Betfair site merely facilitates the bets, with the organisation making its money from a 5 per cent fee on all winnings.

Betfair allows punters to not only bet on winners but also on losers - an issue that has sparked controversy here and in the UK, where a jockey jumped from his horse following a raft of bets on Betfair against the horse winning.

Despite the opposition, Betfair, with the help of lobbying firm Government Relations Australia, won its first major battle in July when the federal Government announced it would leave open a loophole in the Interactive Gambling Act that has allowed it to operate on Australian events.

The win came despite an aggressive campaign by the NSW TAB, which was last month taken over by Victoria's Tabcorp. It began with a series of newspaper advertisements, one of which rhetorically asked whether jockey Darren Beadman would consider jumping off the popular horse Lonhro if there was a profit to be made via Betfair.

The NSW TAB also hired the lobby group Crosby Textor to help with the campaign, which claimed that Betfair - despite it having offered to match TAB license fees - would erode a share of the money that flowed directly out of TAB coffers to the race clubs.

Led by chief executive and former rugby league player Warren Wilson and corporate affairs manager Graham Cassidy - the former press secretary to NSW Olympics minister Michael Knight - the TAB dismissed the betting exchange model as the root of all evil.

Wilson likened Betfair to the Great Train Robbery, saying its business was the "greatest con job in the world". The campaign included a series of television commercials featuring, among others, racehorse trainer Bart Cummings, cricketer Mark Waugh and Chester Carter from the Wesley Mission, who called for the Government to ban the betting exchange.

Sky Channel, owned by the NSW TAB, went to great lengths to cast Betfair in a negative light. During a live feed from Britain, an interview with the chairman of the British Horseracing Board, Martin Broughton, was abruptly cut short. "I'm not against betting exchanges ..." Broughton said, before the screen went blank.

Davies says the biggest challenge has been that the argument against Betfair lends itself very naturally to sound bites. "But the argument for us requires a lot more thought and a lot more explanation - so people have been able to make alarming statements which get published," he says.

Just over a week after the federal Government's mid-July decision to open the door to foreign betting exchanges, the dynamics of the press coverage shifted dramatically when Betfair announced it had landed a prized coup. The organisation had signed a deal worth more than \$20million for a 50-50 joint venture with Kerry Packer's Publishing and Broadcasting Limited.

The deal is not yet in place because it relies on Betfair winning its next challenge - gaining a licence from one of the states or territories so it can continue operating on Australian events.



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Despite conceding that there remains a challenge ahead for Betfair in Australia, Davies is well aware that having Packer on board will help the organisation's cause. The finance pages have already discussed at length the merits or otherwise of PBL's move, and Alan Jones - a noted friend and ally of the Packer family - has come out in support of Betfair.

Davies, however, insists that Jones was not influenced by the Packers, saying his first supportive comments in relation to Betfair were made in April, long before the PBL deal was signed.

Davies says the biggest challenge has come from the racing press in the News Limited tabloids, Melbourne's Herald Sun and The Daily Telegraph in Sydney, both of which have commercial arrangements with the TABs to provide racing form guides.

But News Limited chief executive John Hartigan dismisses claims of bias, saying the organisation does not have a policy on Betfair and any views are left to individual editors and columnists in the business and racing sections.

The Australian

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Secrets Of Persuasion

Do you want to boost your persuasive power? Then, add power to your persuasion.
But how can you add power to our persuasion? How can you become more effective at persuading?

Let's look at the way the skilled professionals put power into their ability to persuade.

The 10 P's of persuasion.

1) Be positive.

One of the most successful insurance salesmen in America is a country fellow from South Georgia, who says, "You can no more sell something you don't believe in, than you can come back from some place you ain't been."

Successful salespeople are positive people.

They have positive mental attitudes about themselves, the organisations they represent, the products or services they're selling, the prospects they're attempting to persuade, the country they live in. They're positive about everything.

Enthusiasm is contagious. When you're excited about life and the work you're doing, you can persuade with power, because you can get other people excited.

2) Prospect.

Successful salespeople have learned to direct their persuasive power toward people who have the resources to buy and have good reasons to buy what they are selling.

Professional salespeople pinpoint prospects that are likely to provide long-term profitability. They analyze the possibilities for cross-selling. They know that it takes an average of three calls to cross-sell an existing customer but seven to sell to a new customer.



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In short, the powerful persuader targets all efforts at the person who has the resources, the motivation, and the authority to buy, and the potential for profitable repeat sales.

(3) Prepare.

Red Motley, who started Parade magazine, said that the average salesperson will work like crazy to get an appointment, then blow the opportunity with a poor presentation after the decision-maker has agreed to the interview.

You don't make sales to busy people by rambling on for 40 minutes about features and benefits. Usually, after such disjointed presentations, neither the salesperson nor the prospect can summarize what's just been said.

Professional salespeople always do their homework. They know that the better they're prepared, the more persuasive they'll be when they walk in to make a presentation.

They research to find out everything they need to know about the prospect. They plan what they will show and what they will say. And they practice, practice, practice.

(4) Perform.

Amateur salespeople complain furiously when they are beaten out by a competitor. How could that customer buy that overpriced, poor-quality product? He must be an idiot!

The customer was no idiot. The complainer was just outperformed by a more competitive salesperson.

Remember: People don't buy; they're sold. In fact, nothing is ever bought. Everything has to be sold. If you don't make a strong presentation, you can't persuade your prospect to buy.

Powerful persuaders are like stage actors playing to a full house. They are artists at making their presentations. They're entertaining and informative to watch and hear.

To succeed in business, you have to make every second of every minute of your "action time" count.

(5) Be perceptive.

Powerful persuaders are alert to everything that happens during a sales interview.

They are not preoccupied with personal problems, with airline schedules, or even with the next call they are going to make. They know that reaching a sales goal always begins with making the sale at hand.

Powerful persuaders tune into their prospects and look for the motivating forces in the life of each. Once they discover that motivating force, they play to the motivation.

To add power to your persuasion, learn to read your prospects and to discover the motivations they have to buy or not to buy.

(6) Probe.

Average salespeople do a lot of talking. They can give you a 30-minute speech on any subject you want to name.

That's why silence is so threatening to most salespeople. The instant a prospect pauses to take a breath, the amateur will jump in with a sales spiel, just to break the silence.

But powerful persuaders use questions to diagnose the needs and concerns of a prospect much as a skilled physician uses them to diagnose the problems of a patient.

They become masters at asking penetrating questions, and they use those questions to draw



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prospects into the selling process.

(7) Personalize.

The most powerful word in selling is you.

The emphasis on you marks the difference between manipulative and non-manipulative selling.

Manipulative selling is self-centred. It focuses on what the salesperson wants and needs.

Non-manipulative selling is client-centred. It focuses on the needs and desires of the prospect.

A person who is looking at the business proposition you are offering wants to know just one thing: What's in it for me?

If you want to add power to your persuasion, personalize every part of your presentation to meet your prospect's own personal needs and wants.

(8) Please.

Powerful persuaders seek to close sales by pleasing their clients. When prospects become excited about the idea of owning what you're selling, they become customers.

Professional salespeople know that they can't force their prospects to buy. Their challenge is to make them want to buy. So they seek to please them in so many ways that they create the desire to buy.

(9) Prove.

Salespeople with selling savvy don't make statements they can't back up with facts.

And they don't expect their clients to accept at face value everything they say. They are always prepared to prove every claim they make -- to back up those claims with hard data, with test results, and with performance records.

One of the best ways to persuade by proving is to give proof statements from people who are happy with your products or services. Third-party endorsements go a long way in building credibility for your claims, and for your products.

Facts and testimonials are very persuasive. Learn to use them, and become a powerful persuader.

(10) Persist.

Call on good prospects as many times as it takes to sell them. About 80% of sales are made on the fifth call or later. Yet studies have shown that:

- * 50% of salespeople call on a prospect one time, and quit
- * 18% call on a prospect twice, and give up
- * 7% call three times, and call it quits
- * 5% call on a prospect four times before quitting
- * Only 20% call on a prospect five or more times before they quit.

It's that 20% who close 80% of the sales.

You don't have to become a dynamic personality to sell. You don't have to put pressure on people, or out-talk people to sell.



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But investors immediately pounced on disappointing returns from the wine division, which is battling a glut of Californian plonk in the US.

Shares in the organisation suffered their worst fall for 10 months, sliding 10c to \$4.57, with shareholders also disappointed by the promise of "modest" profit growth for the group in the coming year.

Returns from the traditional beer business have been overshadowed by the travails of the wine division, which is battling the wine glut, the emergence of extreme-value wines and Foster's management lethargy in reacting to changes in the sector.

Analysts said investors were getting impatient, wanting evidence that the \$2.9 billion purchase of Beringer Wine Estate in 2000 is the growth path for the organisation.

Asked if the Beringer business could return to its former glory days, new Foster's chief executive Trevor O'Hoy reaffirmed the organisation's commitment to the wine business.

"I think it is going to obviously take longer, but the strategic reason for buying that business have not changed one bit," he said. "What has changed is the market, or some structural change and so we just have to be a bit more flexible in dealing with that change. Certainly it is going to be a very significant contributor to Foster's growth in the future."

Foster's full-year profits, struck on a 10.9 per cent rise in revenue to \$5.84 billion, including one-off gains totalling \$329.9 million.

Profits from the sale of its former pubs business Australian Leisure & Hospitality of \$551.9 million, which were offset by previously announced \$258.6 million in write-downs of wine inventory and rationalisation of vineyards and wineries, mainly in the US.

Normalised net profit was flat at \$549.2 million, up just 1.5per cent on the year before.

Mr O'Hoy described the 2004 financial year as "very, very challenging" and 2005 as one of "consolidation", with the group expecting to achieve moderate earnings per share growth of less than 10 per cent.

The result lobbed in the middle of analysts' forecasts. "The negative thing was probably a little bit more muted outlook as far as 2005 was concerned," said UBS food and beverages analyst David Robertson.

He said while investors were expecting a reasonably solid 2005-06, single-digit growth of about 5-7 per cent in the coming year - with a large part of that growth driven from rises in earnings per share from the share buyback - implied the underlying performance was going to be lower than expected.

Mr O'Hoy described the group wine result as "unacceptable", with a decline in earnings before interest, tax and amortisation of 32 per cent to \$291.7 million. This fall was mainly due to a drop in North American earnings of 45.8 per cent to \$138.2 million.

After a sweeping wine review, the organisation is addressing the situation with a number of strategies, including more promotion and advertising.

Mr O'Hoy said there were indications of improvement in the market such as better bulk wine prices, a slow rise in the price of extreme-value wines and the likelihood that the 2004 Californian vintage might be down by at least 10 per cent.

Once again the group's beer business Carlton & United Beverages was the bright spot, increasing EBITA by 9.5 per cent to \$520.1 million. The result was also boosted by growth in RTDs (ready-to-drink), which make a higher margin than beer.



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The latest data appeared to show consumers flagging.

A consumer sentiment barometer, compiled by the University of Michigan, eased to 95.9 points in late August from 96.7 in late July.

On Monday, Wal-Mart, the world's biggest retailer, with 1.5 million employees worldwide, cut its forecast for August sales growth to a maximum of two per cent from two to four per cent previously. At the same time, however, Corporate America seems to be picking up the baton from consumers.

Orders for big-ticket "durable" goods rose a seasonally adjusted 1.7 per cent in July from the previous month, boosted by demand for civilian aircraft, a government report showed this week.

Agence France-Presse

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British Bars Ban Burberry Clothes

London August 27

Two pubs in the English city of Leicester have banned men wearing Burberry clothing - a label once the marque of choice for many British gentlemen.

The bars in the central England have introduced strict clothing rules, with anyone seen wearing Burberry's distinctive chequered pattern being refused entry, a spokeswoman said.

The ban has been prompted because of the increasing fondness of British hooligans for the classic brand.

The regulations also apply to items from another venerable British clothing brand, Aquascutum, as well as the Stone Island and Henri Lloyd chains.

Burberry, a 146-year-old organisation famous for its invention of the gabardine waterproof raincoat and its kitting out of officers in the British armed forces during World War I, has seen profits soar in recent years

Agence France-Presse

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India's OS Market Faces Challenge

August 27

Emerging nations in Southeast Asia and central Europe could eat up 45 per cent of India's share of the booming outsourcing market as the sector failed to draft a long-term strategy to stay ahead, Gartner says.

Offshore business process outsourcing (BPO) earned India an estimated \$US2.3 billion (\$3.3 billion) in 2003, representing a more than 80 per cent share of the global market, according to US-based Gartner.



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"We're saying India would stand to lose 45 per cent of that 80 per cent share by 2007. India will have a 55 per cent market share while other countries will have about 45 per cent," Gartner research director Sujoy Chohan said.

The government and the industry had "suffered from the erroneous belief" the sector could match booming growth of its software and other mainstream information technology activities without devising a long-term roadmap to do so, he said.

"India as a nation has been complacent," he said.

Revenues at India's outsourcing firms, which provide such services as call centres, insurance processing and credit card billing, have rocketed in recent years.

US and other firms have made a beeline for India, drawn by its vast educated English-speaking workforce and labour costs much lower than in the West.

But what India has failed to realise is that outsourcing "can be delivered by any graduate without the technical skills needed for information technology," Mr Chohan said.

"A lot of emerging countries have English-speaking graduates."

Unlike other emerging nations such as Thailand, Malaysia, Fiji, Mauritius, the Czech Republic, Poland and South Africa, India has failed to draft a long-term plan to train workers for the industry.

"Philippines has put into place a strategic roadmap for attracting foreign direct investment in business process outsourcing. Does India have one? It needs a long-term strategy like that," he said.

Mr Chohan said the Indian government needed to ensure schools and colleges offered skills that would allow them to be employed in the outsourcing industry, while other smaller countries were taking huge strides.

He said New Delhi needed to sit down with outsourcing corporate leaders to identify specific skills required for the industry and design curriculums accordingly.

"It could be language skills or whatever the industry needs. The government of India needs a strategy and a roadmap for the sector," Mr Chohan said.

Mr Chohan said India's IT services raced ahead because few emerging nations could match students trained at Indian technical institutes who were comparable to leading industrial nations such as Britain and the United States.

"On the other hand in BPO, all English speakers are potential challengers for India. Look at the countries who have them - Thailand, Malaysia, Fiji, Mauritius, New Zealand, Czech, Poland and South Africa," he said.

The number of people employed by the Philippines in their call centres now stands at 50,000, while smaller countries such as Mauritius had outlined a roadmap of employing 10,000 people in the industry over the next five years.

"No single country is going to challenge India, but the competition from a number of countries together will put pressure. Even small countries are going to chip away. At the end of the day, India will lose the jobs," he said.

India had a tremendous advantage because of the "mindshare" it enjoys with overseas clients for mainstream IT services, but needed to wake up to long-term planning to maintain its dominance.

At the moment, Mr Chohan said the Indian industry was too narrowly focused on English-language outsourcing and was not trying to diversify into new markets by mastering other languages.

"There are opportunities and opportunities. You can't turn around and say we can't operate in another



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List your key skills, experiences and achievements. Consider what career achievements you are proud of as this will help you examine how your skills could apply to a new field. For instance a teacher might decide to work as a corporate trainer.

Take a bigger picture. Ask yourself if you are just unhappy with your job, or if there are factors in your personal life as well. You might find there is a need to achieve a greater work/life balance.

Identify your strengths and weaknesses in a work capacity as this will help you choose a career you will enjoy as it makes the most of your talents. Most people are happiest in a job they are good at.

Make a plan for a transition into your new chosen career. Make a timeline and list the steps, such as training, you need to take to get you there. This will help keep you focused and optimistic.

Finally, it's important that you be realistic when looking to start a new career. One of the first changes you might notice is a drop in salary if you have to start at entry level again.

The Daily Telegraph

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Nervous Sheep Calmed By 'Loved Ones'

August 27

British scientists have found a seemingly unlikely way to soothe anxious sheep - by showing them photographs of other sheep.

Much as humans find a picture of loved ones a reassuring item to carry in their wallet, the sight of a friendly face appears to lower stress levels in sheep, London's *Daily Telegraph* newspaper said.

Scientists in Cambridge placed individual sheep in a darkened barn and measured their stress levels, based on signs such as heart rate, blood samples and bleating.

When the animals were shown the faces of other sheep, they had fewer signs of agitation than when they saw goat faces or images of triangles, the report said, citing findings in a publication by British science organisation the Royal Society.

"In this sense, sheep may provide a comparison with us carrying around pictures of our loved ones in our wallets, handbags and so on," said Professor Keith Kendrick, who led the study.

In Australia we look at pictures of our political leaders?

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Torn On Porn's Net Effect

Emma-Kate Symons and Kate Mackenzie August 17

Pornography is good for people, the academic leading a taxpayer-funded study of the subject said yesterday, as the Coalition and Labor traded jibes about an Opposition push to stop online porn reaching home computers.

Alan McKee, who with academics Catharine Lumby and Kath Albury is conducting the Understanding



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Pornography in Australia study, said a survey of more than 1000 porn-users must be taken into account as Labor considers forcing internet service providers to filter hardcore porn to protect children using home computers.

"The surprising finding was that pornography is actually good for you in many ways," Dr McKee said. "When you look at people who are using it in everyday life, over 90 per cent report it has had a very positive effect."

Dr McKee said porn users reported it had taught them "to be more relaxed about their sexuality" and marriages were healthier, while porn made people think about another person's pleasure and made them less judgmental about body shapes.

"The more we try and turn porn into something that's seen to be bad and has to be kept away from families, the more problems we might be causing for ourselves."

Asked whether such results meant pornography was good for children, Dr McKee said: "I think you come there to an issue we can't answer -- should children who are 16 years old be allowed to be sexual?"

But the author of the policy before Mark Latham's office - supported by senior Labor figures including ALP national president Carmen Lawrence and communications spokesman Lindsay Tanner - Australia Institute executive director Clive Hamilton said: "No man who regularly uses pornography can have a healthy sexual relationship with a woman.

"The question is - how much are we willing to pay to protect our children from damaging pornographic images?"

The internet industry is up in arms at the proposals, which it says would be unworkable, and would punish smaller ISPs.

Chief executive of the Internet Industry Association, Peter Coroneos, said there were "technical and economic consequences", such as slowing down internet connections, to the approach recommended by the Australia Institute.

Complaints about internet porn are handled by the Australian Broadcasting Authority agency Netalet.

Communications Minister Helen Coonan accused Labor of "sheer hypocrisy" over the push to crack down on internet porn because its approach had been to "do nothing".

But Opposition IT spokeswoman Kate Lundy said Labor had pushed Canberra into legislating on spam and called for greater spending to educate parents, and increased funding for Netalet.

The Australian

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Plan To Make Singapore A Hub For Islamic Financial Services

The new Monetary Authority of Singapore chairman wants to turn Singapore - which has already made a name in wealth management - into a hub also for Islamic financial services.

Disclosing that one of his priorities as Senior Minister is to build close ties with a changing Middle East, recently-appointed MAS chairman Goh Chok Tong also sees business opportunities there for Singapore. 'I want to enlarge our economic space into the Middle East.

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bright window. If you don't apparently have a choice, don't be afraid to ask. Ensure that you have room to move and reposition yourself if you become stiff or restless.

To begin with, you need to set yourself up in a confident and comfortable position to help avoid negative body language habits. Make sure you are comfortably seated in an upright position ensuring that no particular part of your body is under strain (e.g. your neck).

Keep your hands rested in your lap, your head raised showing an expression of interest, and relax your shoulders without slumping into the seat.

Although we'll cover specific body language signs later, here are the obvious ones to watch out for.

- Fidgeting shows boredom and restlessness
- Crossing arms indicates an unwillingness to listen
- Tapping your foot is distracting and a sure sign of boredom
- Doodling on paper shows you're not paying attention
- Touching your face or playing with your hair can be a sign that you're hiding something
- Looking away or hesitating before or while speaking indicates that you're unsure of what you're saying
- A fixed, unfocused stare shows your attention is elsewhere

Voice

A good CV and all the right answers to the toughest interview questions won't land you the job if your voice gives off an entirely different impression. It is important to project yourself confidently in a clear, controlled and steady voice that can be easily understood.

Take some time to practise, even staging a mock interview with a friend or colleague. Try to be aware of the following:

- Speak clearly in a controlled range of tones, avoiding a monotone
- Always pause before speaking. This avoids instinctively reacting and saying the wrong things
- Speak slightly slower than normal, but don't overdo it
- Vary your tone and dynamics, but try not to speak too loudly or too softly
- Don't mumble or gabble on excitedly
- Keep your hands away from your mouth as you speak
- Watch your pitch. High-pitched voices are tough on the ears, and avoid a 'sing-song' tone
- Let your voice show your enthusiasm and keenness

Body signals

Whether we intend it or not, our body language gives off subtle signs which are subconsciously interpreted by the other party. We likewise read the same into other people's behaviour.

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Imagine conducting an interview with someone behind a two-way mirror. We wouldn't have the benefit of responding to their facial expressions and would feel quite unnerved by the experience.

Every little frown or smile gives us the caution or confidence to make our next statement and it is a sublime skill which every human being has developed since childhood.

Some people are more receptive to body language than others, but as a candidate striving to make a good impression, it is important to be aware at all times of the body language that may give out a negative impression.

Guide to body language:

POSITIVE

Responsive/eager: Leaning forward, open arms, nodding

Listening: Head tilted, constant eye contact, nodding and verbal acknowledgement

Attentive: Smiling

NEGATIVE

Bored: Slumped posture, foot tapping, doodling

Rejection: Arms folded, head down, subconscious frowning

Aggression: Leaning too far forward, finger pointing, grinding teeth

Lying: Touching face, hands over mouth, eyes averted, shifting uncomfortably in your seat, glancing

Signals for a successful interview:

- A smile is the most positive signal you can give. It reaffirms your enthusiasm and good nature, but be careful of over-grinning stupidly.
- Maintain regular, attentive eye contact but remember to avert your gaze from time to time to avoid staring.
- Relax! Give off calm signals and don't rush through the interview. Be mindful of time, but let the interviewer dictate the pace of the interview.
- Mirror the interviewer's techniques. If they laugh, laugh with them, if they lean forward to impress a point, respond by leaning forward to show your attention.
- Do not hurry any movement. If you're challenged with a difficult question, remind yourself about negative body language habits before answering the question.
- Try to maintain an alert position. Sit up straight and adjust your position slightly if you get uncomfortable, but don't fidget.
- Always try to adopt an open, honest and confident attitude. This is the starting point of managing subconscious body language



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