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Springfield campus (with video conference)

*REGIONAL DEVELOPMENT:
CONNECTEDNESS, BUSINESS AND
LEARNING:
CREATING SUSTAINABLE
COMMUNITIES*

Conference Sponsors

University of Southern Queensland.

FACULTY OF BUSINESS AND LAW

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The Conference Preface

by Associate Professor Margee Hume

The 2012 *Regional Development: connectedness, business and learning* colloquia at USQ Springfield campus is the initiative of the School of Management and Marketing and the Faculty of Business and law at the Springfield Campus. It is designed to advance the current knowledge in the areas of developing regional and sustainable communities and focuses on the associated areas of connectedness, business and learning.

Regional Development: connectedness, business and learning colloquia

Regional Development: connectedness, business and learning conference complies with the academic research conference guidelines as set down by Department of Education, Science and Training, Australia (DEST), and other organisations. For Australian delegates, the Proceedings are Category E, Conference Publications: E1 * Full Written Paper * Refereed.

Regional Development: connectedness, business and learning also complies with the requirements of the Performance-Based Research Fund administered by the Tertiary Education Commission and other organisations. For New Zealand contributors Proceedings are classed as Quality-Assured Conference Papers (Refereed). All papers have been subject to a comprehensive, double-blind peer review process. All such papers which have passed the competitive review process are accepted for presentation at Building Business Communities: Justice, Performance and Change conference.

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THE CONFERENCE PREFACE

by Associate Professor Margee Hume

Regional Development: connectedness, business and learning colloquia at USQ Springfield campus is the initiative of the School of Management and Marketing and the Faculty of Business and law at the Springfield Campus. It is designed to advance the current knowledge in the areas of *connectedness, business and learning in communities* connecting communities has become one of the latest topical areas of research in particular for regional

areas. The rollout of the national broadband network, the increase in the role of social media and digital devices in work and learning and the ability of socially, emotionally and geographically isolated communities to become connected have positioned this area of research as a vital area of investigation . The colloquia brings together researchers in the area of information technology, management , regional development, education and marketing and engages them in discourse related to community and regional development, digital futures, education in regional environments and sustainability.

Community engagement and connectedness is a term that refers to interaction of people with their community and the connectedness of the community as a whole. Community engagement provides the opportunity for social connectedness, which enables people to achieve shared goals in business and societal values. Social connectedness is linked not only to the health of individuals but to the health of communities. It incorporates employment security service provision, job satisfaction and esteem, well-being, economic strength, social stability and sustainability. Community engagement and connectedness mean different things to different people and the term is advancing to include how we connect and the impact of connectiveness and the digital world. Clearly there is a need to enhance connectedness in local communities; it doesn't occur naturally. The aim of this colloquia is to address the many aspects of how to improve, enable and benefit from improved connectedness, learning and build community resiliency and business practice for future development and performance.

This conference expands the research and practitioner focus in the area of connectedness business and learning capturing the new recognition of the changes and public issues for community consumers and business. The set of the papers presented in the proceedings represents works of considered scholarship and have been produced through the process of double blind peer refereeing. Conferences, however, are more than their published proceedings. They represent a valuable venue for formal and informal exchange among academics/ professional / industry / practitioners and community stakeholders. It is through these interactions that we develop both ideas and collaborations that allow us to advance and evolve the important issues and agendas for building sustainable communities.

We thank the Keynote addresses from Dr Mustafa Ally. We appreciate the interest from international affiliates and research higher degree students including:

City University

SEGi University College – Malaysia

Han Chian College – Malaysia

SEGi College – Kuala Lumpur

SEGi College – Penang

SEGi College – Sarawak

SEGi College – Subang Jaya

Far Eastern Federal University - Russia

Proserve Education Management Development Institute (Thames Business School) – Pakistan

EASB institute of Management – Singapore

The Institute of chartered Accounts – Sri Lanka

AEA Training Centre – Mauritius

South Africa Australian Education Centre (SAAEC) – South Africa

College for Higher Education Studies – CHES – FIJI

UUNZ Institute of Business – New Zealand

And finally, the support and contribution from the Australian centre for Sustainable Business and Development. The many contributions to the conference have focused on the overarching theme of building regions and communities and the drivers of connectedness, business development and learning. Many of the authors are working with international and national collaborators in major projects that form the basis of the discussions and research papers presented. We thank the national collaborators for their support and acknowledge the enriched contributions evidenced by the colloquia to support and contribute to the advancing national and international work in the area of sustainable communities. We thank the contributions and interest from the higher research degree students who reside in many diverse international settings.

Paper 10: Perception of Success in a Nascent Wine Industry

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Abstract

This paper is based on an ongoing research project. Its main purpose is to identify the main factors which contribute to the perceptions of success in the wine industry of Nova Scotia, Canada. The data comes from 17 different case studies related to this regional industry. These case studies take the form of interviews with winemakers, winery owners and industry stakeholders. Local demand, expansion opportunities and growing conditions are amongst the main identified factors. The identified factors were used to build a heuristic model for determining an index for the success perception by the industry. In addition to working out an index, the heuristic model can also help winery managers to perform what-if analyses by altering the weightings of the factors or compare their situation with other wineries. It is envisaged that further work to enhance this model will be carried out as part of ongoing research in this area.

Key words: Wine, Industry, Heuristic, Model

Introduction

It is suggested that winemaking can be traced back to 5000 years ago in the Caucasus. Wine, however, the way we know it has been in existence for at least 2000 years. Hence, 2000 years of experience is more accepted in this case.

Turning grape juice into wine is a natural process, and on the surface appears to be a straightforward task. Over the past 2000 years, however, the techniques have evolved and winemaking has turned into art and science. Growing grapes, harvesting, fermenting and making wine, bottling and closing them require certain skills and specialized knowledge. Wine makers in different parts of the world have added to this knowledge base over the years and wine making has turned into a very unique process. Wine production and wine consumption have certainly been increasing globally. France and Italy are no longer the main wine producing countries in the world. Countries like Australia and South Africa have gained an international reputation and prominence in this field. It is also interesting to note that emerging economies such as China are also becoming quite active and visible in winemaking.

This paper, as part of an ongoing research project, has investigated the emerging and nascent wine industry of the Canadian province of Nova Scotia. A heuristic approach to identify and measure perceptions of success in this industry is also put forward. The factors used in this model are based on interviews with 17 wine producers in the province. The following sections of this paper demonstrate how the research was conducted, data was collected and the proposed model was built.

Data Collection Methodology

Wineries may be found in four provinces in Canada including British Columbia, Ontario, Quebec and Nova Scotia. The wine industry of Nova Scotia is the research site for this study. In 2005, planted acreage of wine producing grapes, vinifera varieties, totalled 21,285 acres in Canada. In 2009, 400 acres could be found in Nova Scotia with sales of Nova Scotia produced wine amounting to \$7.5 million. In general, the Canadian wine industry is small (Statistics Canada, 2006). In 2004, it employed slightly less than 2500 which translated into less than 1% of Canada's GNP as well as manufacturing jobs. In 2005, Canada wide, the average consumption was 14.3 litres per year while the typical Nova Scotia consumed 13.6 litres (Statistics Canada, 2006).

According to the Winery Association of Nova Scotia (2009a) eleven wineries were in operation in 2009 with nine producing grape wines and the other two primarily focusing on the production of fruit wines. The majority of these wineries are located in the Annapolis

Valley. Most of the needs of this industry are supplied from the vineyards of twenty two grape growers located in six grape growing regions. Although traditional European vinifera grapes are grown in Nova Scotia, most are hybrids developed for hardiness and resistance to disease. The most suitable of these hybrid varieties appear to be New York Muscat, Leon Millot and the L'Acadie Blanc (Winery Association of Nova Scotia, 2009b). Specific types of red wine product include Pinot Noir, Marechal Foche, Leon Millot, Castel, Baco Noir and Luci Kuhlmann. Among white wine, varieties include L'Acadie Blanc, Reisling, Chardonnay, Vidal Blanc, Seyvl Blanc, Ortega, and New York, Muscat. As of 2005, exports of Nova Scotia wines were negligible (Canadian Vintners Association, 2005).

Seventeen individuals representing seventeen different organizations were interviewed for this study including winemakers, winery owners, a wine tour operator, the executive director of the regional wine industry association, the wine industry representative of the regional chamber of commerce, the chairman of the regional government regulator and retail corporation, as well as an inn operator and restaurant owners whose business operations benefit from and complement the regional wine industry. All but three of organizations are SME's with two of the remaining organizations being not-for-profit entities. Three of the interviewees were female including two of the wine makers. Representatives of ten wineries were included.

The video interviews and their tagged, transcribed clips are hosted on the Acadia Multimedia Case Management System (AMCMS). This system is a web-based, password protected, scaleable platform designed for higher education business students and the corporate training market. The following section describes formulation of a heuristic model to measure the success perception by any potential wine producer who possess some or most of the attributes and aspects as in Nova Scotia's wine industry.

Building a Heuristic Model

Data analysis and evaluation of the selected cases noted above led to the identification of a set of issues, themes and topics which in turn were grouped into a set of common factors. The groups captured ideas such as demand, opportunities for expansion, and growing conditions due to geography and climate.

For the purposes of this paper, the possible factors contributing to success have been classified under five main categories. As suggested earlier, the rationale for this grouping is based on the frequency of issue topics mentioned in the interviews. The following are the main topics raised and discussed by the interviewees:

- 1). Local Demand
- 2). Expansion Opportunities
- 3). Growing Conditions
- 4). Overall Knowledge

5). Price

The emphasis placed on each category and the frequency of its occurrence in the interviews was noted during the observation. As a result, the categories for the issues were ranked according to their importance. Local Demand has the highest weighting and Price ranks number 5. The higher ranking for Local Demand is evident in the interviews. One should remember that for a nascent wine industry, demand is an important factor especially if the overall national demand for wine is not ranked high compared to other countries.

A factor which has been mentioned frequently by the interviewees is the willingness to explore new expansion opportunities. This move towards expansion also includes passion and willingness by the winery to try new and more appealing products using different grape varieties. For instance, exploring the options of including more exotic and fruity grape varieties is among the frequently suggested factors for success. Traditionally Chardonnay for white and Cabernet Sauvignon for red have been popular all over the world. Varieties such as Zinfandel and Carmenere can be considered. A wine producer in the province has suggested the following:

“Trends are moving towards ever increasingly exotic grape varieties, also, a movement away from the austere production of wines to a more fruit-forward consumer friendly variety of wines. “

As confirmed by an interviewed Nova Scotia wine producer, California and Australia are among the major trendsetters in the world (AMCMS, 2012). The importance of the Californian wine industry is supported by the fact that 3.7 billion tonnes of grapes were harvested in the State during 2009 (Coppola Winery, n.d.). Australia's position as the fourth largest exporter of wine is an indication of its global prominence. It should be noted that Australia has about 60 designated wine regions and 130 different grape varieties are used by commercial winemakers. So, following the trends of the successful producers and exporters would certainly help the wine industry in Nova Scotia.

The factor labeled as Growing Conditions also includes climate. As explained by a wine producer, climate does not seem to be a challenge for the growers in the province but instead the varietal selection is the main issue. Hence, in terms of ranking, this factor was positioned after the Expansion Opportunities.

Finally, price should also enter the equation as it plays a role. As a general rule there is a direct relationship between the price of a bottle of wine and its quality. Hence, the bottles of wine are perceived to be expensive by the customers, they will opt for other beverages such as beer. This factor was ranked as number 5 in terms of importance compared with the other identified factors.

If we allocate weighting values of 5 to 1 to these categories, Local Demand will receive 5, Expansion Opportunities 4, Growing Conditions 3, Overall Knowledge 4 and finally Price 1. Now we may utilize these categories as factors contributing to what we have referred to as the “Success Perception Index”. In other words, these factors can be regarded as the independent variables of our heuristic model and the Success Perception Index will be dependent on these variables:

$$\text{SPI} = \text{Function of } \{ \text{LD, EO, GC, OK, P} \}$$

Where:

LD = Local Demand; EO = Expansion Opportunities; GC = Growing Conditions; OK = Overall Knowledge; and P = Price

In which, the independent variables in the model are assumed to have an additive effect on each other.

Therefore, a prospective wine maker, by inserting values in the model, may approximate a Success Perception Index for their experience in wine industry. This process can be completed by substituting zero for the absence of the factors (independent variables); or I for an Ideal, R for a Reasonable and C for a Challenging situation for the strength of the each factor. The values (weightings) taken by I, R and C are 3, 2 and 1 respectively. These values can then be multiplied by the factor rankings of (5,4,3,2 or 1). Finally all the products (up to 5) can be added up to determine a guiding figure as a Success Perception Index.

It should be noted that this model, as suggested above, provides a figure as a guide which can be used for comparison purposes with other wineries. It can also provide an opportunity for performing what-if analyses. Hence, the user of the model can either relax a factor, increase it

or decrease its percentage and then determine some guiding figures. If the person in question, for instance, decides that they have made some progress in terms of dealing with the expansion opportunities and the factor (EO) deserves a higher ranking then they may substitute 3 instead of 2. It should re-emphasized that this approach is intended to be a heuristic rather than a rigorous model. Hence, the calculated indices should be regarded as guides and used for comparisons.

Conclusions

This paper has investigated the possibility of quantifying and calculating perceptions of success for the wine industry in Nova Scotia and this study is based on in-depth interviews with a number (17) selected winery owners and managers of Nova Scotia.

The paper has demonstrated how a model for determining the Success Perception Index for a winery can be modeled and calculated in a heuristic manner. The model has the potential for comparative or what-if analysis by a winery or the industry to monitor and adjust the challenges facing them in a different situation. It is recommended that enhancements using additional data for testing and further development of this approach be carried out in the future. Hence, future research projects related to the enhancement of this model are envisaged.

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Sustainability and the change in public opinion: Natural disaster empowers Japanese citizens

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Abstract

Disaster is pushing Japan towards more sustainable and ecologically friendly energy technology. Nuclear energy has been a national strategic priority since 1973. Development of new technology in fast-breeder reactors was backed by government ministries, the Japan Atomic Energy Agency and the Federation of Electric Power Companies. Electricity supply by Nuclear power was expected to increase to 40% by 2019. This is now under review following the 2011 Fukushima accident. The 2011 disaster had a major and disruptive effect