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Entrepreneurship and Innovation Program

Annual Report



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Cover image: Tjuntjuntjara Women's Centre, Western Australia.



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Entrepreneurship and Innovation Program

Annual Report

Entrepreneurship and Innovation Program

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Entrepreneurship and Innovation Program Director's Letter

It is my pleasure to introduce this report and firmly anchor it with thanks. Our program is guided by two core philosophies. Firstly, that there can be no learning without action and no action without learning. Secondly, that we learn from taking on other people's problems – not from copying their solutions.



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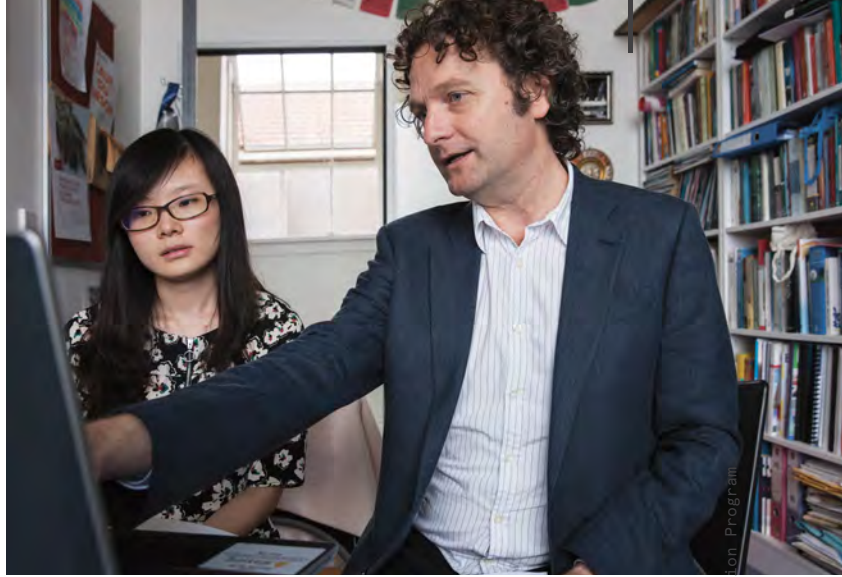


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- 1/ The University of Sydney Business School students
- 2/ Entrepreneurship Development Network Asia (EDNA) Program, Myanmar
- 3/ RARE Program, Kings Canyon NT



Dr Richard Seymour, Entrepreneurship and Innovation Program Director, The University of Sydney Business School

I believe this 2014 annual report is the manifestation of these philosophies. It sets out our teaching and research activities and achievements, and shows how our programs such as Remote and Rural Enterprise (RARE), Genesis, and Entrepreneurship Development Network Asia (EDNA) act as catalysts for community and action.

Our community of practice and learning operates across the University, the city, our country and South East Asia. We have our part to play – education – and I believe this report shows we play it well. We have much more to do, but we are taking strides towards achieving our goal of inspiring entrepreneurial leaders.

Our increasing research success is communicated by our team's contributions to influential publications and prestigious conferences. In 2015, the Entrepreneurship and Innovation Research Group (EIRG), run by Dr Aegean Leung, will further develop this arc of focus. Success with small applied research is also evidenced by our links to the power and passion of the periphery – we have much to learn from our friends in the disability sector, Indigenous communities, and from remote and rural enterprises.

Our teaching success is clear, with students learning more and becoming entrepreneurial in spirit. Our work with the MBA and EMBA programs challenged our students to excel. Across our broader program, hundreds of students worked with dozens of enterprises and learned countless skills, attributes and knowledge. They also developed networks, harnessed opportunities and continue to be recognised as graduates capable of highly innovative and impactful work.

EDNA Myanmar performed beyond expectation in 2014, with 650 entrepreneurs in rural areas enrolling in our Grassroots six-month program. Thank you to the Livelihoods and Food Security Trust Fund and other supporters, donors and universities in the region for supporting this work. The expansion of both our RARE and Genesis programs into South East Asia has solidified our role in the region and formed an excellent basis for further achievements with our partners in 2015.

Thank you to all sessional staff, mentors and tutors and to our experienced guest speakers. You enrich our program's impact and relevance and your insights add great depth to the learning experience. Thank you also to the businesses and enterprises that provide challenges for our students to work with. The practical application of classroom-acquired knowledge is an invaluable and celebrated part of our degree programs. Thank you also to Daw Wah Wah Htun, Daw Kyi Kyi Nyein and your team in Myanmar. Auntie Wah your presence is missed and we know your speedy recovery will continue.

Looking forward, I am happy with our growing footprint and team. I'm confident that we will continue to increase our impact and influence in Australia and South East Asia. And for that I'm grateful for the part that you all play.

Dr Richard Seymour
Entrepreneurship and Innovation Program Director,
The University of Sydney Business School

Entrepreneurship and Innovation Program

Our approach to entrepreneurship

The Entrepreneurship and Innovation Program at the University of Sydney Business School focuses on identifying, nurturing and strengthening entrepreneurial communities of learning and practice. Since our inception in 2006 we have built a cross-disciplinary program that is widely recognised and respected in Australia and Asia.

Developing an integrated program of education, research and engaged practice is important, as entrepreneurship and innovation are as much a mind-set as a set of functional skills. We must be embedded in the contexts of opportunity, uncertainty, risk and loss, as well as success, if we are to educate and research.

Why Entrepreneurship?

There is near universal recognition of the importance of creativity, innovation and entrepreneurship for ensuring the growth of a dynamic modern economy. Similarly, there is a growing understanding that successful and resilient institutions and firms require innovative thinking and the development of collaborative relationships with others in their region.

We celebrate the OECD-Eurostat definition of entrepreneurial activity:

The enterprising human action in pursuit of the generation of value, through the creation or expansion of economic activity, by identifying and exploiting new products, processes or markets.

OECD-Eurostat definition of entrepreneurial activity

Our emphasis is on identifying, understanding and strengthening this enterprising human action, on the search for commercial, social or cultural value creation and the dynamics of change.

Our Purpose and Objectives

Purpose

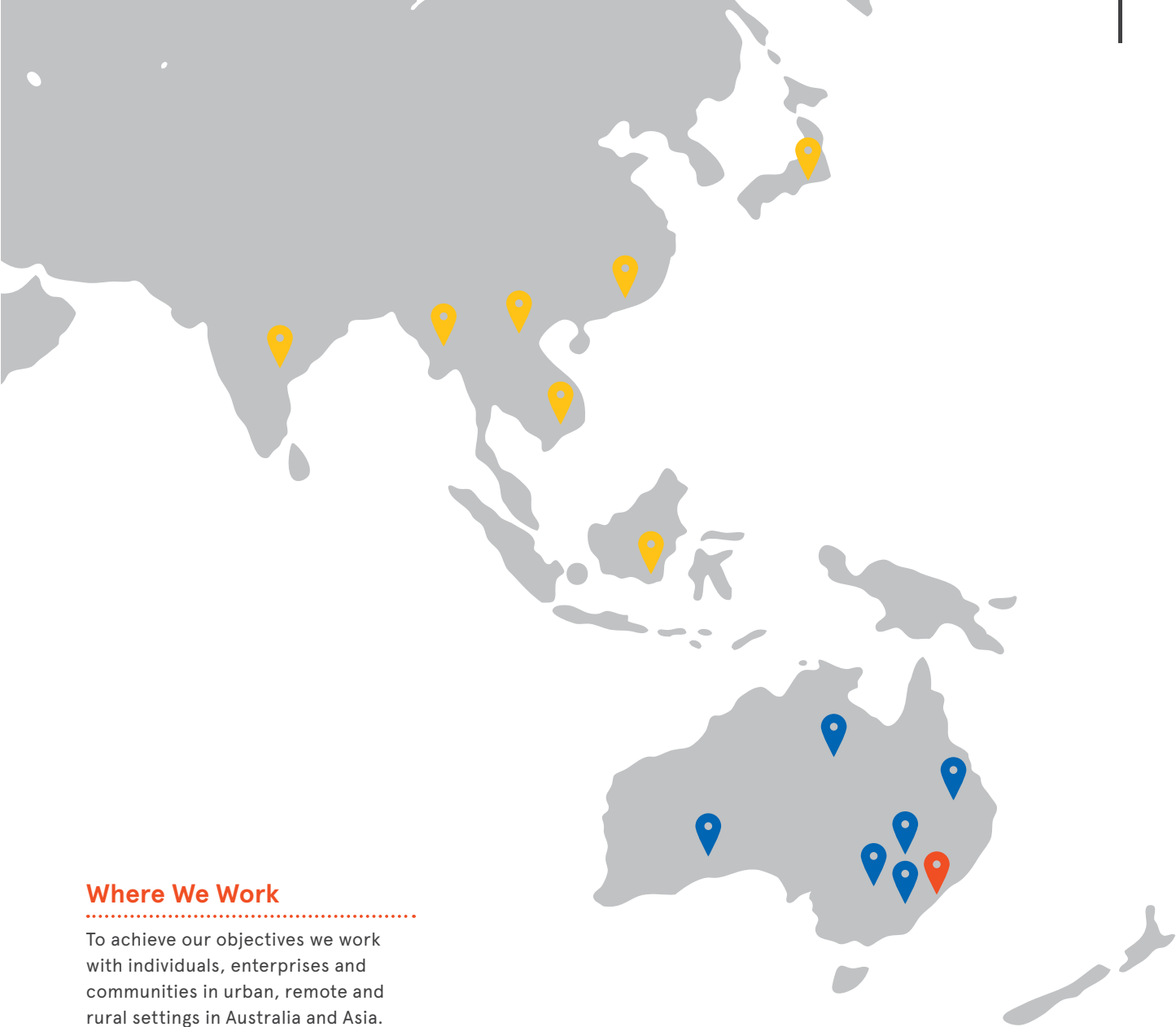
To build and sustain leading learning communities in entrepreneurship and innovation education and research across Australia and Asia.

Objectives

- Inspire and educate entrepreneurial leaders
- Initiate and deliver influential research
- Showcase valuable research and experience
- Develop and engage communities of learning

Our Activities: Research and Education

Our program is organised into two core activities: research and education. While we focus on the phenomena of entrepreneurship, we are deeply engaged in a number of contexts, including commercialisation and start ups, remote and rural enterprise, entrepreneurial women, and people with disabilities.



Where We Work

To achieve our objectives we work with individuals, enterprises and communities in urban, remote and rural settings in Australia and Asia.

Urban

The majority of our urban research and education work occurs in Sydney. We educate hundreds of students in our coursework units of study in postgraduate and undergraduate programs such as the Global EMBA, MBA, Master of Commerce, Master of Sustainability and Bachelor of Commerce. We facilitate numerous engagements with local enterprises as part of our research and education programs. Outside the classroom, we engage our students in Sydney Genesis, the start up program that is offered to students across all faculties of the University.

Remote and rural

In 2014, we continue collaborating in research and education with various Indigenous and non-Indigenous enterprises. Remote and rural Enterprise (RARE) students worked with various communities in New South Wales, Queensland and the Northern Territory. We grew our research and education work with various Aboriginal Land Councils in Orange, Broken Hill, Wilcannia and Dareton. Our partnership with Paupiyala Tjarutja Aboriginal Corporation in remote Western Australia continued through our applied research program.

Asia

Throughout 2014 we focused our work with universities, women's organisations and leading entrepreneurship groups in Myanmar, Vietnam and Indonesia. Our relationships with education institutions in China, Japan, Cambodia, Laos and India were further strengthened through the Entrepreneurship Development Network Asia (EDNA) and the expansion of our start up program Genesis across Asia. Myanmar continued to be a strong focus in South East Asia as we educate many thousands of women through EDNA Myanmar.

Map of where the Entrepreneurship and Innovation Program works with individuals, enterprises and communities in urban, remote and rural settings in Australia and Asia.

Research

Business research with purpose

In 2014, the EIRG contributed a total of **108** research pieces. These included **49** conference papers, **20** journal articles, **14** book chapters and **11** reports. Our broad research themes included internationalisation, agencies for change, marketing, human resource management, sustainability and reporting, social entrepreneurship and impact, and growth.

Entrepreneurship and Innovation Research Group

The Entrepreneurship and Innovation Research Group (EIRG) is a cross-disciplinary team of researchers who concentrate on entrepreneurship and innovation and how they manifest in the context of new markets, new products, and new business processes.

Our members include scholars and practitioners from across the University, including the Business School, Faculty of Engineering and IT, the Faculty of Architecture, Design and Planning, and the Faculty of Agriculture and Environment.

In 2014 members supervised multiple honours, masters and doctoral students to completion and have a productive cohort of current candidates. To further our work, we secured new fully funded research projects across Australia and Asia. The largest of these projects is a US\$2 million project in Myanmar to grow the strength of local entrepreneurs.

This traditional research activity is bolstered by our applied research projects – funded through donations and fee-for-service engagements. These projects generate independent applied research.

Entrepreneurship and Innovation Research Group Members

- Shanie Atkinson
- Professor Marian Baird
- Professor Donnel Briley
- Associate Professor Marylouise Caldwell
- Bronwyn Darlington
- Anne Dickson
- Dr Massimo Garbuio
- Jacqui Gilligan
- Melanie Feeney
- Professor Sid Gray (Co-Director)
- Professor Hans Hendrichke
- Associate Professor Paul Henry
- Alexandra Iljadica
- Professor Ron Johnston
- Dr Aegean Leung
- Professor Gwynnyth Llewellyn
- Associate Professor Olivera Marjanovic
- Cayetana Martinez
- Associate Professor Robyn McConchie
- Dr Jordi McKenzie
- Professor Bruce McKern
- Linh Nguyen
- Jarrod Ormiston
- Professor Greg Patmore
- Associate Professor Leanne Piggott
- Professor Alan Randall
- Heather Robson
- Dr Jim Rooney
- Joe Seisededos
- Dr Sandra Seno-Alday
- Noah Stewart
- Dr Richard Seymour (Co-Director)
- Betina Szkudlarek
- Professor Michael Tawa
- Dr Russell Toth
- Dr Ranjit Voola
- Associate Professor Catherine Welch
- Professor Chris Wright
- Dr Zhan Wu
- Dr Gracy (JY) Yang

Academic Output and Impact

As listed in the introduction, our portfolio of research shows our breadth of experience and cross-sector approach to investigating entrepreneurship and entrepreneurial innovation.

For a complete list of our publications, books and book chapters, conference presentations and reports please visit:

- sydney.edu.au/business/eirg/pubs



Riverboys perform to celebrate the returning of property at Calooma and Nulty Springs



Professor Sid Grey, Co-Director of the EIRG

Visiting Scholars and Entrepreneurs

Our Entrepreneurship and Innovation research program was enriched and encouraged by visiting scholars, entrepreneurs and community leaders from across the Asia region.

These individuals provide our team and students with important insights into international approaches to entrepreneurship and innovation. Our research students – honours, masters by research and higher degree research – strengthen our program by honing in on particular entrepreneurship phenomena.

Visiting Scholars and Entrepreneurs

- Professor Kumar Kothandaraman, Indian Institute of Management, Bangalore, India
- Ms Nguyen Thi Van, Will to Live, Hanoi, Vietnam
- Ms Kyi Kyi Nyein, EDNA Myanmar, Yangon, Myanmar

Visiting Scholars from Vietnam

In February we hosted a group of academics from the University of Economics and Business, Vietnam National University. Together we discussed and shared new approaches and issues facing commercial and social enterprises in Asia.

- Chi Dung Canh Head of Human Resource Office (MBA)
- Viet Thang Pham Head of Administration Office (MBA)
- Dr Manh Tuan Nguyen Associate Professor, Head of Academic Affairs
- Dr Anh Tai Tran Associate Professor and Vice Rector
- Thi Thu Nguyen Vice Head of Academic Affairs Office (MBA)
- Thi Hoang Yen Tran Vice Head of Human Resource Office (MSc)
- Minh Tuan Pham Head of Planning and Finance Office (MBA)

Research Students

In 2014, we supervised a number of research candidates with a focus on sustainability in corporate finance, social investment, and social impact measurement

- Anne Dickson, *Innovation or mediocrity? Sustainability disclosure as a facilitator of corporate financial and environmental advantage*, supervised by Professor Chris Wright.
- Linh Nguyen, *Contextualize social impact measurement in social entrepreneurship setting: Multiple case studies in Vietnam*, supervised by Dr Richard Seymour and Dr Betina Szkudlarek.
- Jarrod Ormiston, *Assessing impact and performance in Social Investment: Navigating diverse logics in cross-sector collaboration*, supervised by Dr Richard Seymour and Professor Alex Nicholls (Saïd Business School, The University of Oxford).

Research

Applied research projects

We understand the unique challenges and opportunities faced by enterprises in changing or new markets. Through our applied research projects we work with entrepreneurs, commercial and social enterprises, communities and government to conduct independent project-based research and create lasting change in the regions in which we operate.

We apply a mix of creative, novel and established research tools and approaches to tackle pressing and complex problems facing entrepreneurs and enterprises. These projects are funded through donations, jointly secured government grants or fee-for-service. Projects range from small one-off engagements, to large multi-year projects that cross over with our Entrepreneurship and Innovation education program. We work alongside individuals, enterprises and communities so that together we can catalyse insights, develop innovative solutions and create outcomes that have an impact far beyond the engagement. This section showcases five applied research projects from 2014.



Jarrod Ormiston hosting a Impact Investing round table in Sydney



Strategic planning with Challenge Community Services

Research

Case studies

BaptistCare Community Services

In 2011, we developed StrategicFrame, a methodology that helps organisations to meet their mission, better their performance, and report their impact to stakeholders. In 2014, we continued our work with Baptist Community Services as they sought to improve the understanding and management of their BaptistCare services using StrategicFrame.

About the Project

Together, we ran a pilot study into the use of the StrategicFrame approach to understand, measure and report the social impact of BaptistCare Community Services at Mayfield in Newcastle, New South Wales.

Anne Dickson led six group discussions with a mixture of senior, middle and frontline staff. Structured interviews with Mayfield clients and volunteers ensured their insights formed part of the combined understanding. Once shared understanding was established, the team identified ways to measure and systematically record indicators for these understandings.

Initial indicators were collected. In late 2014, the team delivered a report detailing the social contribution of Mayfield BaptistCare Community Services to the Baptist Care Board, along with recommendations for service improvements.

Project Update

Since the successful pilot at Mayfield, we undertook a further StrategicFrame study in the Illawarra region. This study was led by Ross Coleman from BaptistCare with mentoring by the university team members. Further studies have now been planned for three additional BaptistCare sites.

Challenge Community Services

This year we significantly grew our work in the disability sector – a sector that is going through rapid change as the National Disability Insurance Scheme continues to be piloted across the country. Challenge Community Services approached us in late 2014 to assist with their strategic planning in light of this disruption, to ensure the organisation remains commercially sustainable while maintaining its social impact.

About the Project

Together with key Challenge staff, we planned and executed a strategic planning day to revisit Challenge's mission and vision and identify new business goals for its three business units: disability services, children's services and their suite of Australian Disability Enterprises. This planning day included a two-part analysis of the internal and external environment of the organisation; a facilitated session with senior, middle and frontline staff; and a detailed desktop literature review.

Project Update

In 2015, we will continue to work with Challenge Community Services on ways to understand, measure and improve Challenge's performance and impact. Building on the insights from the strategic planning day, we are working on a State of Play report of the disability sector. This report will identify key business risks (internal and external), as well as recommending how to address these risks. The report will share how policy and regulatory frameworks can (and cannot) foster innovation, prioritise impact and ensure core business activities remain supported.

North West Land Trust

The North West Land Trust (NWLTL) – a representative body of 17 Aboriginal Land Councils in north-west New South Wales – approached us to explore economic development opportunities for two parcels of land located in Bourke (Calooma and Nulty Springs).

About the Project

Federally funded through the Indigenous Carbon Farming Fund, the study considered the biophysical suitability of the land, the potential economic benefit from the activity, the capacity of the activity to engage with the local community through education and employment opportunities, and the suitability of the current and future political climate (due to the change in government).

Inakwu Odeh (Faculty of Agriculture and Environment) and Melanie Feeney (Discipline of International Business) conducted a two-day site visit of the Calooma and Nulty Springs properties, accompanied by Kate Aubrey-Poiner (NSWALC) and Tony Sutherland (NSWALC – Western Zone).

The team undertook an intensive biophysical analysis and observed the site's features, such as terrain, soil type and vegetation. They conducted an industry analysis which included the status of the current carbon market within Australia and the properties' compatibility with current carbon farming initiative (CFI) methodologies. Recommendations centred on potential economic options, costs and risks involved in developing a carbon project.

Project Update

While the political climate to support carbon farming activities placed carbon farming of the two properties on hold, we have continued to work with NWLT to investigate other renewable energy opportunities. This includes an investigation of the socio-cultural, environmental suitability and economic benefits of pursuing wind, solar and biofuel enterprises.

Tjuntjuntjara Women's Centre

Tjuntjuntjara Aboriginal Community is one of Australia's most remote communities – with the closest regional town, Kalgoorlie, is 700km away. The Women's Centre in Tjuntjuntjara, operated by Paupiyala Tjarutja Aboriginal Corporation (PTAC), provides a secure place where women can gather, discuss and engage in matters related to their lives such as health, social issues and child welfare, and participate in basket making, painting and cooking. The centre runs a café, child care facilities and an op-shop.

About the Project

We have been working alongside community leaders (including Fiona Pemberton, PTAC General Manager) and the women's centre coordinator (Kirsten Grant) to encourage participation in women's centre activities and were invited to perform a financial and operational assessment of the centre to ensure these activities can be secured ongoing.

In December 2014, we travelled to the community to run a series of business workshops with PTAC staff and community members, and analyse in detail the women's centre's operations. Our aim was to identify and refine the centre's current products and services, and determine new business opportunities.

Project Update

The project will continue in 2015, as we work together to develop a set of accounting tools and document. This intends to assist the Women's Centre with financial management of the products and services it offers. We will investigate cost-saving activities, including negotiating with current and new suppliers, and instigate mutually beneficial partnerships. In April 2015, we also plan to pilot a new approach to the centre's catering service – providing ready-made meals to the community.

Impact Investment in Australia

In 2013, we began exploring the emergence of impact investing internationally and in Australia. We sought to understand how impact investments could be added to investment portfolios, including Australian institutional investors, charitable foundations and high net worth individuals.

We conducted case studies with 10 organisations across Australia, Europe and the United States that had implemented impact investment practices. This was accompanied by a review of relevant legal and regulatory frameworks, conducted by Scott Donald from Herbert Smith Freehills, to provide practical insights into how Australian superannuation funds and charitable trusts and foundations can engage with impact investing. Our first report, *Impact Investing: Perspectives for Australian Superannuation Funds*, was published in October 2013.

About the Project

In 2014, we released a second report from the research, *Impact Investing: Perspectives for Charitable Trusts and Foundations*, which was well received by the burgeoning impact investing community in Australia. We launched the report at expert roundtables in Sydney and Melbourne, with over 100 interested parties attending.

The report received significant media coverage by Reuters, Pro Bono Australia, The Sustainability Report and SVA Consulting Quarterly among others. Notably, the research was referenced in the Federal Government's Financial System Inquiry Interim Report in July 2014.

Project Update

We are incorporating the findings of the reports into a practical guide to impact investing for Australian charitable trusts and foundations.



Entrepreneurship Development Network Asia Network

The Entrepreneurship Development Network Asia (EDNA) was established in December 2011 to connect leading Asian region universities that have the desire and capacity to develop coordinated entrepreneurship and innovation teaching, research and outreach.

Entrepreneurship Development Network Asia is designed to ensure local institutions are networked with each other, have access to specialist resources and are able to leverage each other's strengths. EDNA's mission is to address the issue of economic growth in Asia by helping to develop commercially aware and empowered entrepreneurs.

EDNA aims to achieve four key outcomes:

- Strengthen the entrepreneurial capabilities and business skills of local people to initiate and build successful small and medium enterprises (SME) in their respective countries.
- Strengthen the educational capability of member universities in business and entrepreneurship.

- Build a local research focus that do complement teaching and outreach programs already existing at member universities, advancing their ability to develop insights to inform education and practice.
- Build productive networks within each country - between industry, government and educators.

The network currently consists of:

- The University of Sydney Business School, Australia
- The Indian Institute of Management, Bangalore (IIMB), India
- University of Economic and Business, Vietnam National University (UEB-VNU), Vietnam
- Vietnam Women's Academy, Vietnam
- University of Battambang, Cambodia
- Zhejiang University, China
- The National University of Laos, Laos
- University of Islamic Studies (UIN)- Sunan Ampel, Surabaya, Indonesia
- Chiba University of Commerce, Japan
- Co-operative University, Myanmar



“A lot of people have ideas, but there are few who decide to do something about them now... The true entrepreneur is a doer, not a dreamer.”

Nolan Bushnell, Founder of Atari Inc.,
Engineer and Entrepreneur

Education

Developing future entrepreneurs

Our education programs are designed to inspire, educate and encourage capable and respected entrepreneurial leaders.

To achieve this, we offer award and executive education programs that are guided by the principles of problem-based learning and engaged practice (i.e. learning through real business problems and contexts).





Our award programs have taught many thousands of students and engaged with a diverse range of businesses. In 2014 the Entrepreneurship and Innovation education program taught 15 units of study, across nine different faculties to over 700 students. Our units and courses are offered within the University of Sydney's Global EMBA, MBA, Master of Commerce, and Graduate Certificate in Innovation and Enterprise, Master of Sustainability, Master of Management and Bachelor of Commerce degree programs.

Our executive master classes involved the development and delivery of dozens of programs throughout remote and rural Australia and Asia. Program funding came from corporates, philanthropic foundations, Livelihoods and Food Security Trust Fund (LIFT), AusAID and Department of Foreign Affairs and Trade, the Asian Islamic Development Bank, and a number of local government agencies. Our programs included women entrepreneurs and people with disabilities in Vietnam, Myanmar, Cambodia, Indonesia and Indigenous communities in remote Australia. In the last three years we received over \$4 million funding for such undertakings, and our current programs include over 10,000 participating entrepreneurs.

Education

Degree programs

Degree Programs

Bachelor of Commerce Units

This revitalised degree offers core units of study that have been designed to progressively develop knowledge and skills throughout the duration of the program. This integrated learning approach allows for a transition from school to university and then to the world of business with ease.

Graduate Certificate in Innovation and Enterprise

The course is designed to provide students with the ability to identify opportunities for change and innovation, and acquire the skills necessary to develop a successful local or international business.

Master of Commerce specialising in Strategy, Innovation and Entrepreneurship

Students undertaking this degree and specialisation combination can tailor their studies to gain exposure to the practical and theoretical aspects of launching, growing and reinvigorating a venture. The teaching is structured around engaged practice and ‘problem-based learning’.

Master of Management Units

This is a pre-experience program that equips students with the skills and knowledge necessary for a career in management in a chosen field. Students work directly with leading companies on real business problems. The program was designed with input from prominent global corporations and business schools.

Global Executive MBA Unit

The University of Sydney Business School has built a world-class Global EMBA in collaboration with international thought leaders to help reshape Australian business and put the degree in the upper echelon of excellence on the world stage. The course spans four continents and five countries, focuses on all aspects of a business life cycle and challenges students in the way they approach business. The entrepreneurial unit is set in Bangalore, and taught with the Indian Institute of Management Bangalore.

Master of International Business

This is a specialised program tailored to students seeking to build a career with a global outlook. The program’s emphasis on the effective management of people within multicultural settings is essential for managers working on an international scale.

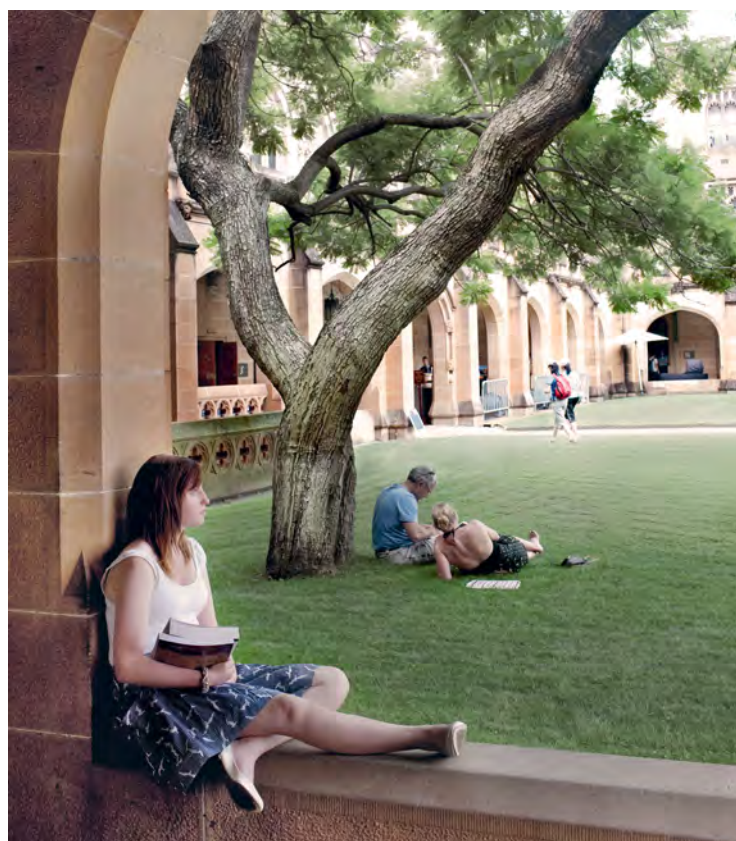


“I wanted to send my appreciations for the CEB sessions we had today. It was arguably the most effective business education I have had in a while. Many thanks to Patrick who ran the morning project management course who helped refine my business value proposition.”

Waiho Wong
University of Sydney student

Entrepreneurship and Innovation Education Enrolments

Entrepreneurship Enrolments	Year									
	Unit of Study	2006	2007	2008	2009	2010	2011	2012	2013	2014
IBUS 3103 Global Entrepreneurship and Enterprise			41	31	71	67	55	75	48	81
IBUS 3081 Social Entrepreneurship										30
IBUS 5001 Strategy, Innovation and Global Business							160	158		
IBUS 5002 Strategy, Innovation and Entrepreneurship									120	119
IBUS 5011 Foundations of Entrepreneurship				103	263	216				
IBUS 6011 New Business Opportunities and Start Ups	61	36					76	125	50	65
IBUS 6012 Business Growth and Innovation	35	43	66	44	31	41	67	55	37	
IBUS 6013 Business Restructuring and Renewal		21	46	19	26	28	37	27	22	
IBUS 6014 Intellectual Property Management		17	29	55	73	59	41	16	8	
IBUS 6015 Innovation and Enterprise Special Project		8	24	16	32	24	53	14	4	
IBUS 6016 Social Entrepreneurship				12	15	14	38	37	47	
IBUS 6017 Enterprise and the Creative Industries				16	14	24	19	12		
EMBA 6004 Creating and Developing New Opportunities					14	15	19	18	19	
SMBA 6106 Innovation and Corporate Venturing										49
MMGT 6001 Strategy and Entrepreneurship				73	71	71	94	121		
SUST 5006 Sustainability: Business and Leadership							17	28	22	
BUSS 6509 Innovation and Enterprise Special Project Broken Hill								15	14	
Total	96	166	299	569	559	567	743	561	517	



Education

Master classes



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Master Classes

Our master classes are purposefully differentiated from our award-teaching program, as they do not result in a degree or other formal recognition from the University. In our master classes, we include executive education, specialist workshops, and our ambitious program educating Asian entrepreneurs.

Entrepreneurship Master Class, Myanmar – November 2014

In conjunction with EDNA Myanmar, we delivered a five-day workshop with academics from several universities, including the Co-operative University, Sagaing. Seminars were also held at Yangon University and Yangon University of Economics. Academics explored and workshopped approaches to incorporating entrepreneurship units of study in their current programs. Participants also discussed the importance of localising materials to the needs of Indigenous and rural and remote communities.

CEB Professional Development Workshop – May 2014

In partnership with research and advisory leader, Corporate Executive Board (CEB), students from Genesis, RARE, Enactus and 180 Degrees Consulting attended a full-day workshop to develop and strengthen their respective social enterprise projects. Participants worked alongside industry professionals and academics to improve their communication skills, and learn how to effectively gather data and manage competing stakeholders.



1/ Woman weaving from Craft 2 Inspire, during RARE International, Ha Giang Vietnam
 2/ Entrepreneurship Development Network Asia (EDNA) program, Myanmar

“You shouldn’t focus on why you can’t do something. You should focus on why perhaps you can, and be one of the exceptions.”

Steve Case, Co-Founder of AOL

Education

Remote and Rural Enterprise

Our education programs are designed to develop and engage communities of learning, ensuring our students and researchers are embedded in the phenomena and context of entrepreneurship.

All our programs encourage 'learning by doing' through inspiring and supporting students to be entrepreneurs, creating communities of lifelong learners, and allowing students to participate in complex problems faced by entrepreneurial communities.

Our programs extend and complement both our education and research activities. These projects intentionally engage a cross-section of the entrepreneurial community in Australia and abroad. This includes students (undergraduate and postgraduate, Australian and international), enterprises and entrepreneurs (from a range of social, commercial and Indigenous enterprises), industry and government.

Remote and Rural Enterprise (RARE) Program

RARE is a community-engaged learning program that connects postgraduate and undergraduate students at the University of Sydney with remote and rural enterprises to collaboratively complete action-research projects.

The program is not a unit of study; rather it brings authentic problem-based learning opportunities into the classroom across multiple entrepreneurship units across the university. RARE ensures the University's entrepreneurial activity benefits some of our more challenged communities and businesses while increasing students' social and cultural empathy and respect.

Students are selected based on rigorous criteria, including academic performance, work experience, extra-curricular activities and motivations. Students work with enterprise owners to prepare business plans and feasibility studies through action-research projects as part of their units of study. Final deliverables are completed as coursework and supervised by academic staff, earning students credit towards their degree. In 2014, we had students from business, sustainability, engineering and architecture backgrounds participating in the RARE Program.



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1,2,4,5/ Growing the Burnett project, RARE Program, Kingaroy Qld
3/ Maranoa Kangaroo Harvesting project, RARE Program, Mitchell Qld

RARE projects aim to deliver practical and accessible recommendations, backed by rigorous academic literature and market relevant data and information. Emphasis is placed on community consultation, reviewing local markets, researching best practice internationally and locally, and adapting business models to suit Australia's challenging remote environments and socio-cultural differences. Students share their skills, expertise and time with the enterprises while learning to manage uncertainty, multiple stakeholder demands, and the human and economic influences affecting businesses.

The communities currently involved with RARE, located across Australia, represent a range of industries and include both Indigenous and non-Indigenous, commercial and social.

RARE Enterprises 2014

- ALEC Solar (Alice Springs NT)
- CAT Kings Canyon Indigenous Tourism (Kings Canyon NT)
- CAT Wanmarra Community Business Planning (Kings Canyon NT)
- Growing the Burnett - Regional Food Security (Burnett Region Qld)
- Gulaga Forest Board of Management (Narooma NSW)
- Hunter Valley Cheese Co (Pokolbin NSW)
- IN-STeP Alternate School Centre (Townsville Qld)
- Maranoa Kangaroo Harvesting Co-op (Maranoa Qld)
- Narooma Oyster Festival (Narooma NSW)
- NSW Aboriginal Land Council (Bourke and Broken Hill NSW)
- Orange Local Aboriginal Land Council Nursery (Orange NSW)
- Outback Stores (Berrimah NT)
- The Palace Hotel (Broken Hill NSW)
- Shaman Creative - Story Maps (Alice Springs NT)
- Ungooroo Aboriginal Corporation (Singleton NSW)



IN-STEP Alternate School Centre (Townsville Qld)



Alec Solar (Alice Springs NT)



Outback Stores (Berrimah NT)



RARE Annual Gathering 2014



RARE Annual Gathering 2014

The RARE Program held its second RARE Annual Gathering in November 2014. The event provides an opportunity for RARE's numerous participants and supporters to meet and share their experiences.

There were more than 90 attendees, including students, industry practitioners, academics, government and not-for-profit representatives, and remote and rural enterprise owners. During the evening, a number of RARE projects were showcased and presented by RARE students and enterprise owners such as Cath Peachey (Narooma community leader), and Steve King (RARE student) who worked with the Palace Hotel in Broken Hill.

For more information about our RARE students and enterprises, follow the link below to watch a brief video showcasing our 2014 accomplishments.

– bit.ly/RARE_2014Film



RARE Annual Gathering 2014



RARE International Pilot, Ms Van Thao and her students, also pictured is Dr Richard Seymour

RARE International Pilot

In December 2014, RARE piloted its first international student project. 12 postgraduate students from three faculties (Business, Engineering and IT, and Science) completed pre-departure cultural competence training before travelling to Hanoi, Vietnam for their intensive unit of study.

The student groups were tasked with assisting 3 social enterprises to scale their businesses, all within a foreign cultural and business environment.

The 3 social enterprises were nominated by Thrive Hanoi, an international NGO that provides sustainable pathways out of poverty through job creation in developing nations. Students worked with one of the 3 social enterprises to provide insights on how to scale their operations and enhance their social impact.

The action-research projects focused on:

- Understanding the environment of start up social enterprises in Vietnam
- Exploring the challenges of scale and financial sustainability
- Juggling the dual goals of financial returns and a social mission
- Enhancing knowledge sharing on best practices in sustainability
- Overcoming IT/engineering problems in the development context.

The 12 students successfully presented their findings to the 3 social enterprises. We plan to continue our involvement with these social enterprises and additional businesses in October 2015 when a second cohort of business students head to Vietnam. The successful pilot will also be used as a template for a further rollout of the RARE International program into Indonesia and Myanmar in 2015.

Education

Sydney Genesis

Sydney Genesis Start Up Program

Sydney Genesis is the longest running start up program at the University of Sydney. It is a pre-incubator program dedicated to helping bring ideas to life through workshops, mentoring, networking, funding and prizes.

We believe that when business and technology start ups work side by side with commercial and social entrepreneurs, a truly unique exchange of knowledge and inspiration flourishes. Our program is open to students and alumni from all backgrounds who are passionate about their ideas in business, technology and social entrepreneurship.

Sydney Genesis' four objectives are to:

- Extend and enhance the University's entrepreneurship teaching at all levels from undergraduate students to executive education
- Assist research into entrepreneurial learning to inform teaching programs and meet the challenges of industry, the government and the broader community
- Provide practical networking opportunities and bridge the gap between students and entrepreneurial communities, both locally and abroad
- Support and develop promising new ventures and world-changing ideas.

In 2014, Sydney Genesis ran over two semesters. In total, 91 teams and more than 200 individuals attended a series of workshops to test their ideas and develop robust business plans. Eight finalists were chosen each semester and paired with experienced mentors to work on their business plans and pitch presentations. The winners received in-kind and cash prizes, contributed by our sponsors and donors, to continue the development of their businesses.

In 2014, prizes were awarded for:

- Best Commercial Idea (\$2000 per semester)
- Best Social Idea (\$2000 per semester)
- Best Woman Leader (\$1000, awarded Semester 2 only)
- Best and Most Cohesive Business Plan (\$1000, awarded Semester 2 only)
- Best Team Effort (\$1000, awarded Semester 2 only).



EDNA Genesis Start Up Program students

Education

EDNA Genesis

EDNA Genesis

Our start up program, Genesis, is currently in the process of expanding into South East Asia through collaborations with EDNA.

In 2014, thanks to partnerships developed with local organisations, EDNA Genesis was held in Yangon, Myanmar, at the National College of Management, and in Surabaya, Indonesia, at Sunan Ampel University. In 2015 and 2016, we plan to broaden the program's reach even further and expand into Vietnam, India and Japan.

EDNA Genesis' four objectives in Asia are to:

- Create an international network of young undergraduate and postgraduate students and academics interested in entrepreneurship
- Promote social entrepreneurship and women in business while teaching business and communication skills
- Share knowledge, online materials and networks among the region's programs
- Encourage partners to engage in sponsorships with local businesses and organisations to make the program sustainable.

Similar to Sydney Genesis, the teams attended a series of workshops where they tested their ideas and developed robust business plans. Eight finalists were paired with experienced mentors to continue the work on their business plans and pitch presentations. As the teams entering the competition were in the first stages of business development (ideation, intellectual property, prototyping), the workshops and mentoring sessions helped them to identify potential business opportunity and to develop a comprehensive, viable business plan. The winners received in-kind and cash prizes to start their businesses.



Inside view

Binthia Exemay

Finalist at E2014 EDNA Genesis finalist, Myanmar

Binthia Exemay is a young student from Yangon, Myanmar. She is currently in her second year of the English for Professional Purposes program at the National Management College, Yangon. Her team entered EDNA Genesis with their business Storybrooke. In her words, "this business is the combination of history, culture and cartoon for children in order to give them knowledge in English and Burmese about our country, our traditions and our history". For Binthia, the EDNA Genesis Myanmar Program "is a chance for young people to take their first step towards their dream, nourish their hidden talent and creativity, and to develop courage to penetrate and explore the business world".

Education

EDNA Myanmar

EDNA Myanmar

In 2013, the Entrepreneurship and Innovation Program was awarded funding for the Grass-Roots Entrepreneurship Education and Pro-Poor Enterprise Development project, Myanmar. This project built on experiences in Vietnam and Cambodia, and was an ambitious attempt to link education, research and impact on a scale never before attempted in the region.

Our project purpose remains to alleviate poverty through education and business development initiatives that encourage growth of pro-poor entrepreneurial businesses. The year 2014 was one of initiation and foundation, with a focus on baseline surveying, localising materials, developing mentors, publicising the program, and delivering education. We are grateful for the support and input given by LIFT, and believe we are well placed to deliver a refined and proven program of learning and coaching across the country.

In 2014, EDNA Myanmar performed far beyond expectations with over 650 entrepreneurs in rural Myanmar enrolling in our six-month Grassroots program, with a further 3,500 looking set to enrol in 2015. We are pleased to note that about 80 percent of these entrepreneurs were women, underlining the impact this program has on various communities in the country.

This significant project is made possible thanks to LIFT, and continues to expand and grow because of significant local cash and in-kind contributions from other individuals, universities, agencies and corporates.



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1/ Entrepreneurship Development Network Asia (EDNA) Myanmar workshop, Yangon Myanmar
2/ EDNA Myanmar Director Ms Kyi Kyi Nyien and Entrepreneurship and Innovation Program Director Richard Seymour, Yangon Myanmar
3/ EDNA Myanmar workshop, Tawkamal village Myanmar

Education

Enactus

Enactus

Enactus is an international student-led organisation that runs social entrepreneurship projects, and is represented on 1600 campuses worldwide.

Each student team, representing a member university, runs a program of social enterprises throughout the year. The programs are overseen by senior business advisers and a faculty representative.

A formal competition to present these projects against Enactus criteria takes place annually. In July 2014, the University of Sydney Enactus team won the Australian competition. In October of that year, 25 students went to Beijing to represent Australia in the Enactus World Cup, attended by over 5000 students, coming equal fifth out of the 38 competing nations.

The scope and scale of projects run by Enactus have grown rapidly in 2014. Two examples of projects include:

- *The Artability Project*, which aims to empower artists with disabilities to commercialise their art through the leasing and sale of their works while building meaningful relationships in the wider community. To date, over 100 artworks have been created, leased and sold, generating revenues of over \$60,000.
- *Culinary Tales*, which aims to connect refugees with the local community through the love of food. Culinary Tales runs cooking classes to showcase exotic cuisines from across the globe and provide an opportunity for refugees to share their personal stories with the community. In 2014 Culinary Tales generated more than \$600,000 in revenue, almost entirely returned to participants as wages.

The program continues to go from strength to strength with a mixture of new projects, expanding existing projects and moving others to a sustainable future outside of Enactus. An internship program is now in its second year. Running from December to February, it comprises three cohorts of 15 students working full time.



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“Sometimes uni assignments feel inconsequential, but working with a start up means there are high stakes, real world applications and payoffs.”

Pearl Tan, postgraduate student
Start Ups and New Opportunities, 2014

Finances

Impact

We have a longstanding commitment to cultural and social sustainability.

We recognise that as a leading program within the Business School and the University of Sydney we have an important role to play in preparing tomorrow's leaders and decision-makers to contribute to a sustainable future.

At the Entrepreneurship and Innovation Program, we apply sustainability thinking to our yearly strategic planning and to the initiatives we pursue and create.

We blend traditional and progressive approaches to research. We apply alternative and rigorous research methodologies to design research, capture and analyse data. We are dedicated to producing research outputs that are culturally appropriate and authentic and have an equal impact for us and for our research collaborators.

We focus our work on sustained, mutually beneficial engagements with enterprises in urban, remote and rural Australia, as well as organisations and communities in South East Asia.

Here we report our impact against our four program objectives, and provide an overview of three themes arising from our annual impact analysis: business with heart; women entrepreneurs; and developing practical wisdom.



Impact

Objective 1

Inspire and educate entrepreneurial leaders

In 2014, we inspired and educated 785 local and international students through our education offerings. 12 students participated in our flagship RARE International program, travelling to Vietnam in December 2014.

We awarded \$11,000 worth of prizes to our Sydney Genesis participants in 2014, the largest award amount in the program's seven-year history. Genesis, our start up program, grew into Asia, with 120 students participating across Myanmar and Indonesia.

These numbers indicate our sustained program growth in Sydney and solidifies our place in inspiring and educating entrepreneurial leaders in South East Asia.

Objective 2

Initiate and deliver influential research

We worked with 31 enterprises and businesses in 2014 to deliver an impressive 66 research outputs including business plans, opportunity assessments, market entry strategies, finance tools and processes, industry analyses, workshops and board presentations.

Similarly, 91 business proposals were created by students in Sydney Genesis, while 80 were created by EDNA Genesis students in Indonesia and Myanmar.

Approximately \$138,000 was secured for research activities in 2014. We are proud to reveal the broad spectrum that our research engagements covered in 2014.

On one end we collaborate with small Indigenous organisations and communities in remote Western Australia and New South Wales, while on the other we partner with Top 100 companies such as Goodman Fielder.

Objective 3

Showcase valuable research and experience

We held six public events in 2014 to showcase our valuable research and education activities.

The RARE Annual Gathering saw more than 90 individuals from the RARE community come to Sydney to celebrate this forward-thinking program and all it achieves for enterprises, our students and the University.

The Sydney Genesis Final Pitch evening was attended by 120 people, a mix of students, entrepreneurs, academics and investors.

To showcase our impact investing research in 2014, we held three roundtables across Sydney and Melbourne, attended by 100 impact investing practitioners.

Objective 4

Develop and engage communities of learning

Through our programs we have engaged communities in both research and education. In 2014, this community expanded into South East Asia, with two of our programs, RARE and Genesis, growing into Vietnam, Indonesia and Myanmar.

Through EDNA Myanmar we trained 480 entrepreneurs, the first cohort of the 10,000 entrepreneurs to be trained through the program by 2017.

Eleven academics and two entrepreneurs visited us in Sydney from India, Vietnam and Myanmar. Sydney Genesis engaged 46 leaders as mentors, speakers or judges.



Business with Heart

The Entrepreneurship and Innovation Program, while recognising the importance of commercial businesses, seeks to help our students and entrepreneurial communities build businesses that operate in a way that is profitable, smart and with heart.

In 2014, the Entrepreneurship and Innovation Program worked with 31 companies from a range of different industries. Of these engagements, 71 percent were businesses that have a social or environmental outcome as their core mission. Similarly, 78 percent of RARE projects were with enterprises that have social or environmental outcomes as their core mission.

“RARE helped me to understand the social impact that a business has and that it is important to consider cultural and social impacts and influences.”

Christian Kiefer, 2014

“Approaching a practical business problem from a sustainability perspective has greatly developed my understanding and value of sustainable business practices and their importance in producing a comprehensive business model. So much so, that I am strongly considering changing my second major from business information systems to sustainability.”

Litia Kirwin, 2014

The Entrepreneurship and Innovation Program has worked to develop a Social Entrepreneurship unit of study that is aimed specifically at strengthening student capabilities for supporting and building businesses that meet our social objectives.

“Traditionally, social entrepreneurs are people who have identified new and innovative approaches that help address entrenched social problems in the community.”

School for Social Entrepreneurs, 2014

We are proud to announce that in 2014 we were able to broaden our reach by offering the Social Entrepreneurship Unit to both postgraduate and undergraduate students for the first time. We engaged with a total of 50 students throughout the year.

One hundred percent of our short-term research consultancies involved assisting enterprises or organisations that have strong social outcomes as their core mission. The EandI Group currently supervises four PhD candidates, with four out of four exploring topics surrounding businesses with heart. Candidates are broadly exploring sustainability reporting and corporate value, social impact and investing.

Women Entrepreneurs

The Entrepreneurship and Innovation Program has a longstanding passion for supporting, developing and engaging with women entrepreneurs through our activities across Australia and South East Asia. In 2014, 48 percent of our EIRG members were women, as were 53 percent of our core team.

Our support for women entrepreneurs is shown within our research and education programs. In 2014, for example, of the more than 480 entrepreneurs in rural Myanmar who enrolled in our six-month EDNA Myanmar Grassroots program, about 80 percent were women.

Within our education programs, women feature prominently in our units of study. Women made up 51 percent of all students and 54 percent of RARE participants.

Genesis Sydney saw a 15.7 percent increase in the number of Genesis women leaders in 2014; \$1000 prize money was awarded in Semester 2 for Best Woman Leader. In 2014, we launched EDNA Genesis in Yangon, Myanmar, and an inspiring 80 percent of participants were women. Graduates from the University of Sydney are brought into our Genesis program as guest speakers and judges to offer inspiration to young women in business. One of them, Whitney Komor, is featured right.

Also in 2014, we began a strong relationship with Rare Birds and we will continue to strengthen this relationship with major initiatives to be rolled out in 2015. Rare Birds is an organisation giving every woman globally the opportunity to become an entrepreneur by choice. They offer mentoring support for entrepreneurs and connect them to funding.



Inside view

Whitney Komor

Founder, The Best Day, and Sydney Genesis judge

Whitney Komor is a University of Sydney graduate and entrepreneur who founded the event planning start up The Best Day. She also has experience in marketing and sales with Coca-Cola Amatil. She participated in the on-campus group Incubate to hone her entrepreneurship skills and help her business get up and running. Whitney has since been invited to act as one of our judges with the Sydney Genesis Program and to share her experiences and expertise with upcoming budding entrepreneurs.

Developing Practical Wisdom

The Entrepreneurship and Innovation Program has a strong focus on building students' capacity to immediately engage and flourish when they enter or re-enter the workforce. We achieve this by developing students' 'real world skill sets', including cross-disciplinary and industry engagements, and cultural empathy.

To achieve this, our Sydney Genesis and EDNA Genesis programs have delivered 71 workshops with a total of 142 hours of content across Australia and Asia since 2008. Workshop content included developing robust business plans, understanding finances, and perfecting a business pitch.

Our cross-disciplinary programs now engage with more university faculties than ever before. In 2014, we offered our units of study and RARE to undergraduate and postgraduate students from the Faculty of Business, the Faculty of Science, the Faculty of Architecture and the Faculty of Engineering and IT. These engagements prepare students for working with diverse groups of people with varying skill sets and understandings – an invaluable skill for any graduate.

“Start Ups and New Opportunities is both terrifying and awesome. It pushes you to challenge your assumptions and create something of real value. We were encouraged not to just learn from our lecturer but from our peers, constantly engaging in group discussion.”

Sarah Segal, 2014

Our programs maximise students' cultural understanding and empathy, with 53 percent of student-led research projects collaborating with Indigenous enterprises in 2014. Our engagements with Indigenous communities and enterprises are evidence of how academia can work with communities to tackle complex social problems.

“My entrepreneurial endeavour has gained another level of cultural and social dimension. Having the exposure to Indigenous communities opened my eyes to challenges and opportunities that I have never previously considered or considered in such depth.”

Victor Huang, 2014

We believe that the combination of working within diverse student teams with real-world businesses helps to develop robust and useful skill sets for our students, and they appear to agree.

“The program was a great teamwork experience, while also introduced me to an exciting industry with actual challenges for a real company. Knowing that my recommendations could yield realistic outcomes made me more critical of my work and increased my interest in the case.”

Glen Bartal, 2014

These student engagements also hold great value for the enterprise in which the students work, by offering fresh eyes in exploring their business challenges.

“Working with the RARE Program was a very worthwhile experience and the feedback we received from the students was invaluable. Through discussion and research, the students provided thought-provoking ideas and concepts which helped us explore the best path forward. We will take the insight gained and confidently proceed with our plans to create an Alternate Learning Centre.”

Dean Wilson, CEO of IN-SteP



“To make real change, you have to be well anchored – “not only in the belief that it can be done ... but belief about who you are and what you can do.”

Twyla Tharp, Choreographer, dancer and author

Finances

Treasurer's report

Treasurer's report

The Entrepreneurship and Innovation Program continues to demonstrate its strong financial performance. 2014 was another great year of raising external funding, which enables the program to expand and strengthen its impacts on society.

The research portfolio shows a healthy financial balance towards the year end with potential funding coming up in the near future. Impact investing, applied projects, EDNA and EIRG have made significant progress with optimal spending in critical research areas. The project team has done tremendous work, continuing to meet and exceed the expectation of funding donors.

The education portfolio has sustained its long-term financial funding through different teaching programs and internal financial support from the University of Sydney Business School. RARE and LIFT programs continued to expand their impact with available funding for future years. Genesis, Enactus and other education programs continue to report a healthy financial performance.

Lindy Vu

Associate Director Finance
The University of Sydney Business School



Entrepreneurship and Innovation Finances - Research

Research	Impact Investing	Applied Projects	EDNA	EIRG	Total Research
Opening Balance	16,469	33,769	13,612	15,572	79,421
Income					
Faculty / USYD Fund	15,000	80,000		3,000	98,000
External Income	0	29,273	10,460		39,733
Total Income	15,000	109,273	10,460	3,000	137,733
Expenditures					
Salary and Wages	10,995	97,841			108,837
Travel Related Cost	4,892	114	2,425	3,144	10,575
Student Related Cost	0	0	0	0	0
Other Cost	8,881	0	20,341	0	29,223
Total Expenditures	24,769	97,955	22,767	3,144	148,635
Closing Balance	6,700	45,086	1,306	15,428	68,520

Entrepreneurship and Innovation Finances - Education

Education	Rare	Genesis	Enactus	EDNA			General	Total Education	Total Research and Education
				MWEA	LIFT (Myanmar)	Projects			
Opening Balance	98,789	(1,762)	710	44,514	438,592	2,483	11,152	594,478	673,899
Income									
Faculty / USYD Fund	43,000	124,055	10,000	0	0			177,055	275,055
External Income	96,500	17,226	74,369	0	288,785	57,000	0	533,879	573,613
Total Income	139,500	141,281	84,369	0	288,785	57,000	0	710,934	848,668
Expenditures									
Salary and Wages	102,309	81,192	0	0		31,881		215,382	324,219
Travel Related Cost	11,705	52			19,468	18,400	257	49,881	60,457
Student Related Cost	47,894	24,749	84,944					157,587	157,587
Other Cost	30,483	9,682			539,874	7,598	1,877	589,514	618,737
Total Expenditures	192,391	115,675	84,944	0	559,342	57,879	2,134	1,012,365	1,161,000
Closing Balance	45,898	23,843	134	44,514	168,035	1,605	9,018	293,047	361,567

Our team

Faculty staff

Professor Sid Gray

Co-Director, Entrepreneurship and Innovation Research Group

Sid Gray is Professor of International Business at the University of Sydney. He is currently Chair of the International Business group and is the Founder and Co-Director of the Entrepreneurship and Innovation Research Group. He has a Bachelor of Economics (Honours) degree from the University of Sydney and a PhD from the University of Lancaster. His research interests include internationalisation and entrepreneurship processes, the effectiveness of cross-cultural and expatriate management, the global convergence of accounting standards, and international corporate governance and transparency.

Sid's many professional engagements include serving as a member of the National Advisory Council of the Export Council of Australia. Sid is an elected Fellow of the Academy of International Business and Fellow of the Academy of the Social Sciences in Australia.

Dr Richard Seymour

Director, Entrepreneurship and Innovation Program, Co-Director, Entrepreneurship and Innovation Research Group

Dr Richard Seymour joined the University of Sydney in 2006, and has been responsible for building its Entrepreneurship and Innovation Program into one of the leading programs in Australia. Prior to this, Richard worked in the corporate, NGO and consulting sectors. As well as having run his own business, he has over five years' experience advising small and medium-sized enterprises on corporate divestments, capital raisings and cross-border transactions.

Richard's research interests include the creative industries, innovation and entrepreneurship (both social and commercial). His current research projects include defining and measuring entrepreneurial activity and exploring the value created by entrepreneurial activity, including via: technology-driven innovation, design and creativity-led innovation, and social entrepreneurship.



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1/ Dr Richard Seymour
2/ Professor Sid Gray



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Dr Aegean Leung

University of Sydney Business School

Dr Aegean Leung is a senior lecturer in cross-cultural management for the Discipline of International Business at the University of Sydney. Aegean’s most current research interests are in the area of women entrepreneurship, community-based enterprises, and social change, in cross-cultural settings. She also conducts research on human resource challenges faced by fast-growing entrepreneurial firms, exploring how relatively young and small companies recruit and select their core team members, and how the change and stability of their employment models may affect employee attitudes and behaviours.

Dr Massimo Garbuio

University of Sydney Business School

Dr Massimo Garbuio is a lecturer in entrepreneurship at the University of Sydney and currently teaches entrepreneurship, business growth and innovation. He holds a PhD from the University of Western Australia and prior to joining the university in 2009, Massimo worked as a consultant in the area of regulatory economics and competition policy. His research interests are in strategic decision-making, with particular focus on the psychological aspects of strategic decisions and the management of innovation.

Professor Hans Hendrichske

University of Sydney Business School

Hans Hendrichske is Professor of Chinese Business and Management, University of Sydney Business School and Chair of the executive committee of the China Studies Centre at the University of Sydney. His main research focus and publications are on emerging local entrepreneurship and business institutions. Professor Hendrichske leads the Business School’s Australia China Business Network and heads a multi-year strategic cooperation with KPMG which reports regularly on Chinese outbound direct investment in Australia and publishes thought leadership reports on Australia–China business relations.

1/ Dr Aegean Leung
 2/ Dr Massimo Garbuio
 3/ Professor Hans Hendrichske

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Jarrod Ormiston

Sessional Lecturer and Researcher Social Entrepreneurship

Jarrod Ormiston is a sessional lecturer and researcher at the University of Sydney Business School. Jarrod is the course coordinator of Social Entrepreneurship at both the undergraduate and postgraduate level in the Business School and he co-lectures on social entrepreneurship in the Master of Sustainability in the Faculty of Science. Jarrod's action research projects include coordinating EDNA workshops, encouraging impact investment in Australia and developing the StrategicFrame impact measurement framework in remote Australia. Jarrod is currently completing a PhD exploring the role of impact assessment in social entrepreneurship and social investment.

Linh Nguyen

Researcher and Vietnam Coordinator

Linh Nguyen is currently a PhD candidate at the University of Sydney Business School and was awarded an Australian Development Scholarship (AusAID). Linh works with the Entrepreneurship and Innovation program where she coordinates and delivers projects in Vietnam. Prior to the University of Sydney, Linh worked at University of Economics and Business, Vietnam National University, Hanoi – as a lecturer and vice-director of research and partnership development. Linh has over ten years' experience working in both private and government organisations within the education sector. Her research interests are in areas of social impact measurement, social entrepreneurship and impact investing.



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Bronwyn Darlington

Sessional Lecturer and Coordinator, Start Ups and New Opportunities

Bronwyn Darlington is a sessional lecturer and researcher at the University of Sydney Business School. Bronwyn is the course coordinator of Start Ups and New Opportunities at the postgraduate level and she co-lectures on and coordinates the on the Sustainability, Innovation and Growth unit. Bronwyn was the founding Research Manager at the STAR Lab, an initiative of the Business School and Harvard University focusing on consumer behaviour. She has over 20 years industry experience in a variety of sectors, including mining, engineering, local government, finance, and textile and apparel manufacturing. Bronwyn is currently completing a PhD exploring how moral identity and happiness affect consumer behaviour when purchasing pro-social or sustainable products.

Our team

Professional staff

Cayetana Martinez **Sydney Genesis**

Cayetana Martinez joined the University of Sydney in 2012 as the Genesis Start Up Program coordinator. Cayetana develops our educational programs for entrepreneurs in remote Australia and Asia. She holds a BA in Philosophy, an MA in Cultural Management and an MA in Philosophy of History. Cayetana has supported profit and non-profit entrepreneurs to develop their projects more sustainably. She also founded a number of associations to educate entrepreneurs using lean and innovative methodologies.

Noah Stewart **RARE Program**

Noah Stewart manages the development and delivery of the RARE student placement program within the University of Sydney Business School. Noah works with remote and rural communities throughout Australia to build capacity aimed at increasing success in social and commercial enterprises targeting regional employment, economic and social development initiatives and opportunities. Noah also undertakes sessional lecturing within the Discipline of International Business and has been involved with multiple research projects since 2010, including the New South Wales Aboriginal Land Council, the Desert Peoples Centre, Angus Knight and the Palace Hotel, Broken Hill.

Alexandra Iljadica **Research and Engagement Coordinator**

Alexandra Iljadica is the Research and Engagement Coordinator with the Entrepreneurship and Innovation Program at the University of Sydney Business School, where she initiates, manages and delivers applied research projects. Alexandra holds a Masters in Public Health as well as a Bachelor of Science (nutrition). With expertise in disability, public health food and agriculture, Alexandra enjoys working alongside community members to create value and solutions for their enterprises and businesses. In addition to her role at the Business School, Alexandra is the Founding Director of the Youth Food Movement, a nationally reaching social enterprise educating young Australians about food and agriculture.



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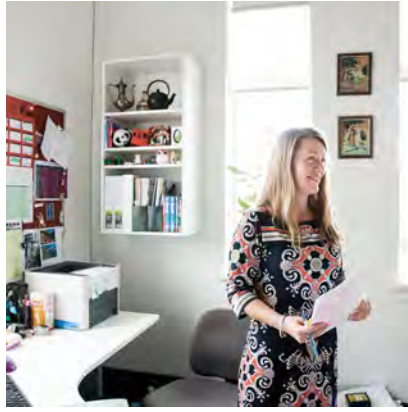


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1/ Noah Stewart
2/ Alexandra Iljadica
3/ Cayetana Martinez



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1/ Bronte Moran
2/ Melanie Feeney

Bronte Moran

Administration and EDNA Outreach

Bronte Moran has worked in the Discipline of International Business since 2007. As well as supervising the administrative team, Bronte is also responsible for managing all administrative duties within the discipline, supporting the academic staff in teaching and research, implementing discipline strategic initiatives, and reviewing and updating discipline policies and procedures. Bronte coordinates workshops for local and international delegations for the discipline, as part of EDNA and with the Entrepreneurship and Innovation team, and supports the RARE Program administration.

Melanie Feeney

Research and Consulting

Melanie Feeney joined the University of Sydney's Entrepreneurship and Innovation Program in 2013 and has since been supporting community development and capacity building programs as well as StrategicFrame research and consulting activities. Melanie has assisted and supported a number of remote and rural enterprises with the exploration of economic and social development opportunities through a variety of land use activities, including carbon sequestration, wind, solar and biofuels.

Get involved

Participate, fund and support

There are several ways you can support the Entrepreneurship and Innovation Program, and many areas where you can direct your contribution. Each year a combination of internal and external funding and support helps to strengthen its education and research engagements. By providing this support, our donors – alumni, students, staff, enterprises and government – demonstrate their shared belief in the value of the work we do and our aspirations for the future. Listed below are some of the ways that you can get involved.

Participate

Study with us

Are you a student currently enrolled at the University of Sydney? You can undertake one of our entrepreneurship units of study, throw yourself into a challenging new learning environment by registering for one of our RARE student projects, or work as a team to develop an entrepreneurial idea in the Sydney Genesis Program.

Provide a business case

Do you have a challenging a challenging business concept that you'd like assistance with? Present your case to our team and have a group of top University of Sydney students work with your team to produce innovative and creative business solutions.

Fund

The Entrepreneurship and Innovation Program collaborates with multiple stakeholders across government, industry, communities, not-for-profit sector, foundations, students, entrepreneurs and academics. Our diverse and expansive network contributes significant value to all participants. The quality of the program depends upon support from external partners. Below are a few ways in which financial support can grow our impact:

Student scholarships

- Funding to support the RARE Program's student placements to regional Australia and South East Asia.

Research consultations

- Funding to extend and initiate applied research projects with social enterprises. These provide strategic guidance and business solutions to enterprises, and range from short and refined, to large and ongoing projects.

Program sponsors and donors

- Funding to sponsor the Genesis start up competitions in Sydney and South East Asia to cover prizes, venue hire, and student travel and accommodation.

Support

Looking to show your support but lack the finances to make a cash donation?

There are a number of alternative and valuable ways you can help. Offer in-kind support like donating the use of a venue for an upcoming event, or prizes to be won at our student competitions. Alternatively, donate some of your time by engaging in mentoring, guest-speaking, or judging roles with our various student groups in our Genesis Start Up Program.

Contact Us

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