

BUSINESS PROCESS SOLUTIONS FOR THE REAL WORLD

Innovations

Issue two, Winter 2009



Northern
Territory
Government

GLOBAL SOLUTIONS

WORLD-CLASS LAND
SYSTEM TECHNOLOGY

SMART BUSINESS
CICADA ON SONG

ECONOMIC CRISIS
FRESH OPPORTUNITIES

salmot
businessforce





Welcome to this issue of *Innovations* magazine.

It is now an inalienable fact that the Global Financial Crisis has created turmoil and uncertainty across the Australian business landscape. However, it is worth remembering that every cloud has its silver lining and, in this case, the GFC has presented a number of opportunities for Australian businesses. Our Issues Forum special feature goes further than investigating the downside of the economic turmoil, instead identifying areas of opportunity that can materialise even in the toughest of business environments. The key is maintaining a positive outlook.

Our special case studies in this issue cover two examples of Salmat delivering exciting solutions for vastly differing business challenges.

Our first case study discusses the novel partnership between the Northern Territory Government and Salmat BusinessForce, and the joint development of a cutting-edge land information system with the potential to reach a global market.

The technology is ILIS – Integrated Land Information System – a web-based system suitable for any government and land registry that uses the Torrens title system. Just like the Torrens system, this home-grown innovation is set to revolutionise land title across the world.

In our second case study, we discover that making it easier to do business is vital to entertainment-based media company Austereo Group Ltd. Following a period of organisational growth, Austereo was looking for a way to better manage its business processes for the benefit of its growing customer base.

Austereo approached Salmat BusinessForce for assistance, and together we developed a new online accounts receivable system – Cicada – which, just like its namesake, is making plenty of noise around the place. This system is just the first in a range of business-to-business products we are rolling out to our customers.

Peter Hartley,
Chief Executive Officer

Salmat honour

A Salmat BusinessForce manager has been honoured as a foundation member of a prestigious US direct marketing organisation.

Wayne Elley, General Manager of SDS Data Insights (part of BusinessForce's Direct HQ division), was notified of his admission to the ECHO Academy of Direct Marketing Arts & Sciences in March.

Elley has long been involved in the direct marketing industry, both in Australia and overseas, and has served as a judge for the Direct Marketing Association of America's ECHO Awards – the 'Oscars' of direct marketing.

The Direct Marketing Association of America established the ECHO Academy to help foster the growth and enrichment of the industry. The Academy celebrates innovation in digital, interactive, and traditional media that use direct marketing principles to drive business success.

Elley is one of only a handful of Australians awarded foundation ECHO Academy membership.

For more information on the ECHO Awards and ECHO Academy, visit www.dma-echo.org or contact Wayne Elley at wayne.elley@salmat.com.au. ☞



Book scanning hitch



Google's plan to digitise the world's books has hit a technology snag.

That's because character recognition software needs a neat 2D image of the text, and most book bindings cause pages to arch up either side of the spine, bending text and making it hard to interpret.

Now it seems Google has found, and patented, a solution. The trick is to project an infrared pattern onto the open page spread. This lets a pair of infrared cameras map the three-dimensional shape of the pages by detecting distortion to the pattern. This in turn allows the distortion of the text to be determined – therefore the degree of correction needed to read it accurately. (www.newscientist.com) ☞

New CEO for Salmat Group



The Salmat Group has appointed a new Chief Executive Officer.

Grant Harrod (left) joined the business in April as founders, Peter Mattick and Philip Salter, prepare to retire from their day-to-day roles

as Joint Managing Directors.

"After 30 great years building Salmat from the ground up, we have both decided that the time is right to take a step back and let some new blood into the business," said Salter and Mattick.

"We will maintain an active interest in Salmat as non-executive board members and have no intention of divesting our shareholdings," they said. "This is an exciting

time for the business and we are confident that Grant Harrod is the right person to lead Salmat through its next stage of development."

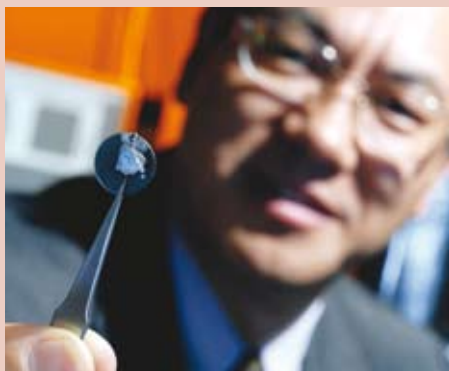
Harrod joins Salmat following 13 years with leading business-to-business distribution supplier Corporate Express Australia, including the past six years as Managing Director and Chief Executive Officer.

"I'm excited to be joining the Salmat team at such a significant phase," he said.

"Following a period of strategic investment and restructuring, Salmat is ready to move into its next stage of growth and I am honoured to have the opportunity to lead this growth and continue Salmat's long history of success."

Peter Mattick and Philip Salter will stay on as Joint Managing Directors until October 2009 to facilitate a detailed and thorough handover to Grant Harrod. ☞

POWER WAVING



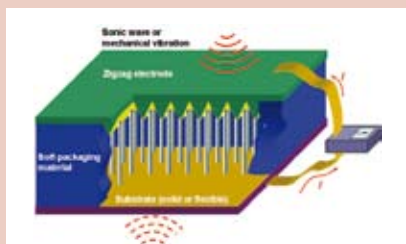
Scientists have long been working at ways to better harness the body's kinetic energy to create electricity, and now they are a step closer.

Every minute of every day, your body generates energy, but unfortunately, much of this energy is wasted on mundane tasks like burning calories or keeping internal organs running. Imagine if your body could recharge iPods and mobile phones with the wave of a hand.

Now this technological pathway has been raised to the next level. Scientists from the Georgia Institute of Technology have developed devices that use not only simple body movements, but also the beating of the heart and movement

of the wind, converting the resulting low-frequency vibrations into electricity using zinc oxide nanowires. The nanowires generate an electric current when subjected to mechanical stress. The diameter and length of the wire are 1/5,000th and 1/25th the dimensions of an average human hair, which means they can be placed just about anywhere.

Another advantage of the technology is that the nanowires can be synthesised easily on a wide variety of surfaces, such as metals, ceramics, polymers, clothing, and even tents. In addition, if properly packaged, the nanogenerators will operate in the air and in liquids. A major advantage of this new technology is that many nanogenerators can be packed together to produce electricity continuously. (www.gizmag.com) ☞



Top: Professor Zhong Lin Wang holds a nanowire array.
Above: Schematic shows the direct current nanogenerator (source: Georgia Tech).

Spam devours vital energy



The 62 trillion spam emails sent in 2008 created carbon emissions equivalent to that of 9.1 billion litres of fuel burnt in a car engine, according to a report by computer security firm McAfee.

The report looked at the energy expended to create, store, view and filter spam on personal computers and servers across 11 countries, including Australia, China, France, the US, and the UK. It found that the level of spam-related emissions generated in each country is proportionate to the number of email users, and the percentage of email that is spam, making it possible to estimate the total energy used by spam worldwide.

Nearly 80 per cent of the energy used by spam comes from end-users deleting it from their inboxes and hunting for legitimate email. While spam-filtering software takes up a further 16 per cent, it also reduces the overall energy impact of unsolicited email.

The report concludes that the annual energy used to transmit, process, and filter spam totals 33 billion kilowatt-hours, which is equivalent to driving around the Earth 1.6 million times. "Stopping spam at its source, as well investing in filtering technology, will save time and money, and will pay dividends to the planet by reducing carbon emissions," says Jeff Green, senior vice president of product development at McAfee.

As computer use continues to grow, scrutiny on the energy use of the servers that power everything, from the internet to banking services, is increasing. Last year, researchers at the University of California, Berkeley, and chipmaker Intel showed that delaying the flow of network data by just a few milliseconds could cut power consumption of some hardware by 50 per cent. (ComputerWeekly.com) ☞

GLOBAL SOLUTIONS

The Northern Territory Government has developed a cutting-edge, web-based land information system that, with the assistance of Salmat BusinessForce, has the potential to reach a global market.

The technology creating interest both in Australia and internationally is ILIS, Integrated Land Information System, a web-based land information system suitable for any of government and land registry that uses the Torrens title system.

ILIS uses graphical tools and web-based technologies and links to a sophisticated data and image repository that provides information such as satellite and aerial photography, terrain visualisation, land boundaries and land development and building permits.

Images and data can be overlaid, for example to work out the proximity of sewerage lines to a boundary, or to assess the impact of a planned expansion on nearby title rights. Essentially, ILIS provides a single system for land management,



Phillip Rudd, Director Land Information Systems, Northern Territory Government, left, and Richard Hancock, CEO of the Northern Territory Government's Department of Planning and Infrastructure.

photography Andrew Shaw

information gathering, and the execution of land transactions.

According to Richard Hancock, CEO of the Northern Territory Government's Department of Planning and Infrastructure, "This system has been developed in the Northern Territory and I see it as a chance to promote the Territory". In conjunction with Salmat BusinessForce we are marketing a world-class piece of technology."

Salmat BusinessForce has significant experience with land registry scanning and digital archive processes, and has completed some of the largest registry digitisation projects in Australia.

The company has also worked successfully with the Northern Territory Government since the mid-90s, initially completing a project to capture old title information and to provide a content repository for that information.

When the Government tendered for ongoing hosting and support of ILIS, Salmat BusinessForce was the obvious choice.

"Salmat BusinessForce was the only one that came back with vision," says Phillip

Rudd, Director Land Information Systems in the Northern Territory Government.

According to Rudd, "ILIS is a whole-of-government system and caters for services that are provided by local government in other Australian jurisdictions, like planning and building control."

The project to host and support ILIS presented significant challenges including a six-month migration timeframe and stringent service level agreements with penalties for non-availability of ILIS during extended business hours.

The Government also wanted a remote disaster recovery site to protect vital land management information in the event of a natural disaster. ILIS has the capacity to be up to date within four hours of such an event occurring.

"From the beginning, we put stringent requirements on the service agreement in terms of performance and availability, and Salmat BusinessForce has not missed any of their service level requirements," says Rudd.

ILIS has been such a resounding success that the Government and Salmat BusinessForce have entered into

SALMAT PERSPECTIVE

The Northern Territory Government partnership is a highlight of ILIS for Phill Dance, National Manager – Land Information Services at Salmat BusinessForce.

Salmat BusinessForce recognised the commercial potential of ILIS and Dance believes the Northern Territory Government has been forward-thinking and innovative in entering into the commercialisation agreement. "The agreement is a huge achievement and an exciting opportunity," he says.

Delivering the ILIS computing environment on time and meeting all the requirements of the Northern Territory Government has also been critical to the success of the project.

"We signed the contract in June and

we were delivered and operational in December," he says.

"Our transition plan allowed for us to run the existing platform and the new ILIS technology platform in parallel until we were sure that when the new system cut over it would run smoothly.

"Our contract is about keeping ILIS at the world's leading edge of land information systems. We are required to provide both a technology review and innovation and we do that through a technology innovation event. It helps that the Northern Territory Government has a strong, stable technology stack."



Phill Dance

KEY POINTS


- ILIS is a sophisticated and world-class web-based land information system developed by the Northern Territory Government that runs on a technology infrastructure that is provided and managed by Salmat.
- The technology platform that ILIS runs on was developed and installed within a tight six-month timeframe.
- Salmat BusinessForce has completed some of the largest registry digitisation projects in Australia.
- The Northern Territory Government and Salmat BusinessForce have signed an agreement to commercialise ILIS in Australia and overseas.

an agreement to commercialise ILIS. Authorities in China have already been in discussions and countries such as India and Malaysia may present future opportunities.

"I think the agreement is pretty unique," says Hancock.

"We get the benefit of Salmat's continued research and development and the work they do on ILIS with other potential clients. We also get a percentage of return when a sale is achieved."

Rudd is also confident about the future of ILIS, "By combining the technology and experience of BusinessForce into ILIS, we will look to further improve the functionality, maintainability, and performance of the system.

"It is my hope that the business relationship between Salmat BusinessForce and the Department of Planning and Infrastructure will continue to grow." 

For more information, contact Salmat BusinessForce National Manager – Land Information Services, Phill Dance on 02 9311 9999 phill.dance@salmat.com.au or

SEARCHING FOR THE SILVER LINING

The current global financial crisis is creating turmoil and uncertainty. But does it also present opportunities for Australian businesses?

The global financial crisis has caused significant upsets for governments, businesses and communities worldwide. Credit arrangements have tightened, consumer confidence has plunged, and unemployment has risen. But, while the crisis presents a raft of challenges, does it also offer opportunities for businesses in Australia? Are there silver linings amongst the storm clouds?

“Undoubtedly,” says Dr Marcus Powe, Entrepreneur-in-Residence at RMIT University, Melbourne. Powe consults to boards and CEOs about how to implement creativity and innovation and is a former Federal Director and national Chair of Professional Development of the Institute of Management Consultants.

“In the past few weeks I’ve met a lot of people in government, manufacturing and services, from Australia and overseas, and they are positive,” says Powe.

“They’re not just talking the situation up. They’ve seen opportunities while some businesses are paralysed. It’s not all doom and gloom.”

Bart Vogel, a partner with business consultancy Bain & Company in Sydney, agrees the global financial crisis presents a range of challenges and opportunities for Australian businesses.

“Australia is well-positioned relative to many other developed economies. Our slowdown is forecast to be less severe,

unemployment is rising but is certainly not at the levels of the UK and the US, and interest rates have room to move,” says Vogel.

“The point is not that we are not getting into a decline or recession, but our ability to see through that decline is probably going to be a more controlled and measured process than some of the knee-jerk reactions we may witness in other countries.

“There are winners and losers in every industry during a downturn. History has shown companies who manage their way astutely through previous downturns emerge stronger.”

So where are the opportunities for Australian businesses as the crisis deepens?

OUTSOURCING

Outsourcing may inject flexibility, a fresh approach to doing business, and a new stream of expertise.

“Two examples of outsourcing recently were the Commonwealth Bank outsourcing its telecommunications infrastructure and requirements to Telstra, and the ANZ introducing a similar outsourcing arrangement with Optus,” says Vogel.

“Most major cost categories in most large organisations can find opportunities for outsourcing that would be worthwhile. Outsourcing isn’t just about cost, it brings expertise, efficiencies and industry best practice to an organisation.

“Outsourcing has to be well considered and well scoped but it brings advantages.”

Powe agrees that outsourcing can be a useful exercise for businesses during the current economic climate. However, like Vogel, he says it needs to be well thought out with the advantages and disadvantages weighed up.

“Outsourcing can bring a labour advantage and volume advantage, but there are penalties involved sometimes, such as distance,” says Powe.

“There may be transport and environmental penalties with some aspects of outsourcing.

“But it has been traditional for companies to outsource expertise like accounting, law, IT and marketing and quite often outsourcing is not about process innovation – it is about improving the way you do business.”

ALTERNATIVE MARKETS

The weakening of the Australian dollar has also opened up new export opportunities for Australian business. Tim Harcourt, Chief Economist at Austrade, agrees Australian exports are now more competitive.

“Our latest trade figures show exports are quite competitive and imports are slowing down which is what you expect with the consumer confidence slide,” he says.

“I think there will be opportunities overseas for Australian businesses in



Bart Vogel, Partner,
Bain & Company.



Tim Harcourt, Chief
Economist, Austrade.

relation to the stimulus packages being offered by foreign governments. Those packages will create infrastructure spending that will help Australian exporters in construction.

“Australia also has pretty good know-how in labour market services and has already been a provider of those services in places like the UK and Eastern Europe.

“This is a time for businesses to look at where their destinations are and if things are slow in mature markets it could be time to look at emerging countries.”

NEW OFFERINGS AND ACQUISITIONS

“Companies in a strong position have the opportunity to consolidate their position in an industry through acquisition, going aggressively after new customers and introducing new products to gain market share at a time when competitors may be weak and retreating into their shell,” says Vogel.

Value and quality are two vital ingredients that will help companies retain their customers, says Vogel.

“This is the time for companies to review their portfolio of products and use a reliable cost accounting system that gives an accurate sense of which products are profitable and which products are not,” he adds.

Powe also says a tougher marketplace ▶



Illustration Alastair Taylor



can be a trigger for companies to become more creative and innovative.

“This is a time for product or service innovation. How many businesses have stuck to products that founded the organisation? They see those products as being what the business stands for – whether the customers want those products or not,” says Powe.

“I don’t think businesses should introduce change for change’s sake – but when was the last time you listened to a customer? Because most innovations and opportunities for growth in this market are going to come from your customers.”

The acquisition of complementary businesses – or competing businesses – may be on the cards for companies in a stable position. Those businesses may now be more moderately priced.

More than 73 per cent of the CEOs in



Dr Marcus Powe, Entrepreneur-in-Residence, RMIT University.

a Bain & Company survey of 90 CEOs in Australia believed there would be some form of consolidation in their respective industries in 2009. Yet only a small proportion of those CEOs felt that their companies were in a position to drive that consolidation.

“A quality business, however, will still demand a quality price,” says Powe.

“They will fetch their asking price if they are well-organised, well-run and have a history of profitability, a great database and great contacts. There is some downward pressure but a purchaser will always appreciate a quality business.”

MARKETING, ADVERTISING AND PROMOTION AND CUSTOMER LOYALTY

New market research to understand what the market is doing is important in this economic landscape says Powe. But advertising and promotions may be put on a backburner as businesses focus on maintaining their loyal customers, rather than trying to attract new customers.

The Bain & Company survey found that 94 per cent of the survey group believed one of the most important investments they could make in a downturn was to invest in their loyal customers.

“It’s easier to win a bigger slice of an existing customer’s wallet than to try and engage a new customer. I think advertising

and promotion is important, but it has to be focused,” explains Vogel.

“Businesses need to focus on loyal customers and retain their custom, rather than using a scattergun approach to win all sorts of customers.”

STAFFING BILLS

The global financial crisis is creating a tension. Businesses may have invested in their employees and be reluctant to let them go, but feel they have no alternative but to cut staff bills. Powe suggests companies and employees need to be forward-thinking.

“Work in as many ways as possible to keep your best people on – put them down to half-time or quarter-time if you can. There will be a bounce back and you’ll then need the best talent possible to take advantage of the upswing,” says Powe.

Vogel says this is a time for companies to assess employees and their contributions and capabilities. Many companies are now de-layering – removing a layer of management – to become more streamlined and cost-effective.

“It’s an opportunity to really test the resilience of your leadership team. Managers in a rising tide are quite different to those who can manage effectively in a decreasing tide,” he advises.

“Managers have to be better at motivating their teams, providing the right leadership and creating hope.”

GOVERNMENT INCENTIVES AND ASSISTANCE

The Government's fiscal stimulus is critical to 'keeping things moving', says Harcourt. "The Government stimulus provides some relief for businesses."

A raft of incentives is available to help businesses – ranging from training programs, export incentive programs and assistance with business planning and IT to programs offering tax advice or the opportunity to develop new markets by being part of government-led business delegations overseas.

"There are so many government incentives at local, state and federal level. But most companies don't know where to look," says Powe.

"At the moment, a lot of companies may be concentrating on survival but they should be looking at what is on offer from the government to assist them."

CUTTING COSTS

While some businesses will adopt a 'slash-and-burn' approach to survival, Powe describes cost cutting in areas such as staff as 'knee-jerk'.

"Normally when a company cuts costs, marketing spend goes first and then people. When you cut marketing you become invisible and when you cut people you lose your talent," he observes.

Vogel says it's obvious for companies

to look at cutting costs in areas of low-hanging fruit but adds that decision-makers need to bear in mind that this will not be a short-term recession. Companies that think strategically about longer-term reductions, rather than adopting a slash-and-burn approach, will emerge stronger.

Re-thinking channels of distribution to create greater efficiencies is also important, says Vogel. "Are you using an internal channel for distribution to get your products to every city in Australia or Asia?" he asks.

"Or are there alternative channels that have already been set up by partners, or by other companies in the industry, that you can piggyback on?"

"In a large country like Australia, or, for that matter, a large continent like Asia, setting up your own channel of distribution is an expensive exercise."

DIVESTING NON-CORE ASSETS

Divesting non-core assets may also be an effective cost-cutting exercise. Companies need to define which assets are core to the business or to the business strategy going forward.

"Divest non-core assets to free up cash and use that cash to focus on the business. The ability of companies to manage their way through this recession without increasing their debt exposure, or even reducing it, will sort the winners from the losers," says Vogel. ☞

KEY POINTS

- ☞ The Global Financial Crisis (GFC) is creating a new economic climate in Australia; for governments, businesses and the community at large.
- ☞ While the crisis has created some pain, and many challenges and difficulties for business, there are opportunities in the marketplace.
- ☞ History shows that companies that were able to manage their way astutely through previous downturns tended to emerge stronger and more competitive.
- ☞ This is a time for managers to review the way they do business – looking at debt levels, managing cash flow and maximising return from their assets, staff and offerings.
- ☞ Key areas to examine to maximise business effectiveness include: outsourcing; alternative markets; new offerings and acquisitions; marketing and advertising; staffing; government assistance; cutting costs and divesting.



LEADING IN EFFICIENCY

Making it easier to do business is vital to entertainment-based media company Austereo Group Ltd.

Austereo reaches more than 4.5 million Australians every week via media outlets, including radio networks Today FM and Triple M radio stations in Sydney, Melbourne, Brisbane Perth and Adelaide.

The majority of Austereo's income comes from advertising revenue from its national radio networks, from joint-venture stations in places such as Newcastle and Canberra, and from enterprises in Malaysia.

As Austereo has grown, so has the organisation's need for an efficient system to manage its business processes. In 2001 the organisation approached Salmat, to develop a content management solution for its receivables department. BusinessForce's solution now facilitates the secure storage and retrieval of materials including printed

statements and invoices, scanned faxes and contracts, emails, audio recordings and Microsoft Office documents.

Following from the continued success of this project, Austereo approached Salmat BusinessForce to assist with the development of a new online accounts receivable management system to streamline Austereo's existing business processes and provide greater flexibility to their customers.

The new system, known as Cicada, helps manage Austereo's 12 separate accounts receivable systems and provides a unified front-end through which Austereo's customers can receive invoices, statements, and adjustments, and make payments 24 hours a day, 7 days a week. Customers can also raise disputes via Cicada.



So why "Cicada"?

When Austereo's customers access the Cicada home page, they're greeted by an animated graphic that seems a little out of place for an Accounts Receivable system.

So how did this name come about? According to Kym Rawnsley, "One of the objectives of Cicada is to reduce paper usage. We wanted our customers to see that Austereo takes being 'green' seriously. We wanted a green image; cicadas are green, so that's why the system is called Cicada."

SALMAT PERSPECTIVE

Cicada is the first in a line of business-to-business systems Salmat BusinessForce is rolling out to a range of customers. Rob Charlton, BusinessForce Portfolio Manager who has worked closely with Austereo, believes there will be a steady demand for electronic billing and payment systems, like Cicada.

"A highlight of this project with Austereo has been showing that business-to-business accounts receivable processing is extremely viable through the internet," says Charlton.

Austereo's customers are also enjoying the increased flexibility the system offers. "Austereo wanted customers

to have the ability to look at their outstanding balances and to choose what to pay because, in business-to-business operations, people sometimes choose to pay individual line items, rather than the whole invoice," according to Charlton.

"This system also gives customers more flexibility when they get an invoice that has to be moved around for approval purposes. Cicada also provides invoice data in machine readable form, so Austereo's customers can import data straight into their internal systems without re-keying. This cuts costs and helps Austereo's customers to manage their accounts payable process."



Kym Rawnsley, Head of Credit Risk & Receivables at Austereo, with Rob Charlton, BusinessForce Portfolio Manager.

A second phase of the project, now underway, involves replacing the 12 accounts receivable systems with a single SAP accounting system, with adjustments to Cicada to embrace the new model.

According to Kym Rawnsley, Head of Credit Risk & Receivables at Austereo, “We wanted Salmat BusinessForce to develop a system to help deliver to our customers a better service.”

“Austereo’s brief is to be easy to do business with and we think this new system gives our customers, and Austereo, an edge. Cicada does make it easier to do business with us.

“It has always been my view that we must streamline our accounts receivable and credit management area and bring it to a new level. Going forward, as we add on extra business, we won’t need a proportional number of extra resources to handle that growth because this new system will be able to manage.”

Although hosted by Salmat BusinessForce,

Cicada has the look and feel of Austereo and operates as part of the Austereo website. Importantly, according to Rawnsley, the streamlining of the accounts receivable and credit management areas allows the organisation to focus on value-add opportunities and future growth.

The development of Cicada has fostered a close working relationship between the two organisations. Rawnsley credits this to Austereo’s significant trust in Salmat BusinessForce, and its proven track record in this area of technology, “The guys at Salmat have always been open to ideas and are very forthcoming with new concepts.

“One of the highlights of this project has definitely been dealing with a very professional organisation that is very clear in achieving its goals.”

For more information, contact Salmat BusinessForce Portfolio Manager, Rob Charlton on 02 9311 9806, or rob.charlton@salmat.com.au or visit www.businessforce.com.au

KEY POINTS

- ☞ Salmat BusinessForce has been working with Austereo since 2001.
- ☞ The longevity of the relationship has allowed Salmat BusinessForce to develop a broad understanding of Austereo’s business needs as the organisation has grown by acquisition.
- ☞ Services include a content management solution and a new online accounts receivable management system, known as Cicada.
- ☞ As Austereo continues to grow, Cicada will support that growth without expensive outlay or extensive modifications.



**PAUL GIBSON –
GENERAL MANAGER, NSW**

“Leading-edge technology is at the core of our business solutions.

“We combine expertise with this technology to achieve successful business outcomes for our clients.”

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