



# Innovate2015

## Business innovation for diverse marketplaces

In a world of uncertainty, changing funding models, and increasing diversity, disability services will need to think and operate differently in order to survive and thrive.

Innovate2015 explores how.

Produced by National Disability Services, Innovate2015 is an executive breakfast seminar program designed to support your organisation develop strategies for an increasingly diverse world and marketplace.

Innovate2015 is funded through the Department of Family, and Community Services; Ageing, Disability and Home Care



**Family &  
Community Services**  
Ageing, Disability & Home Care

“Data suggests disability services access rates for people from CALD with disability to be between 5 to 10%. This means that between 50 to 80% of people from CALD backgrounds with disability are missing out on services.”

Everybody Counts 2015

Innovate 2015

**With the National Disability Insurance Scheme (NDIS) set to make a transformative difference for people with disability, including those from culturally and linguistically diverse backgrounds, sustainable business models and customer-orientated market strategies will be key to adaptability for Australia's disability services sector.**

**So how can your service help make those opportunities a reality and create business models to sustain your offer for Australia's growing diversity?**

## **Introducing Innovate2015**

**Innovate2015 is an executive seminar program produced by National Disability Services. The program is designed to support your organisation to develop strategies for an increasingly diverse world and marketplace.**

**Strategies you will be introduced to will support your organisation to build more engaging services for diverse market places. Dive into diverse consumer psychology, strategy design, and business model innovation to develop services that engage diverse marketplaces.**

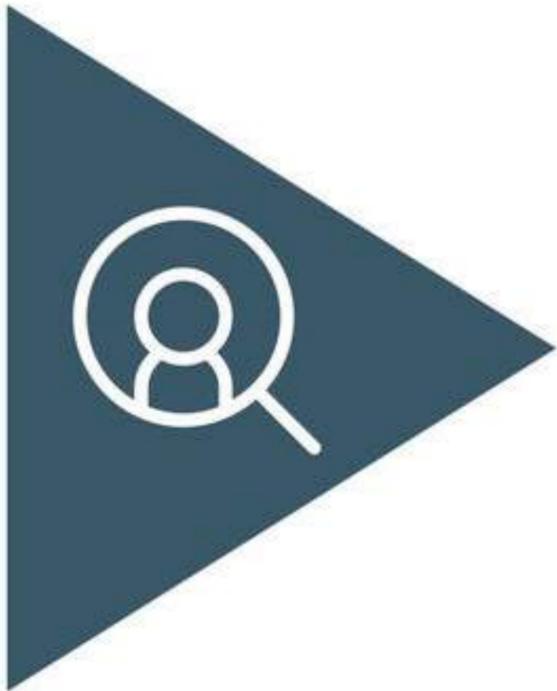
# Designed for strategic leaders

**Innovate2015 is designed for Boards, CEOs, Senior Executives, Managers, and those with strategic and leadership roles in disability services.**

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The program consists of six integrated modules designed to help you make clear strategic decisions:

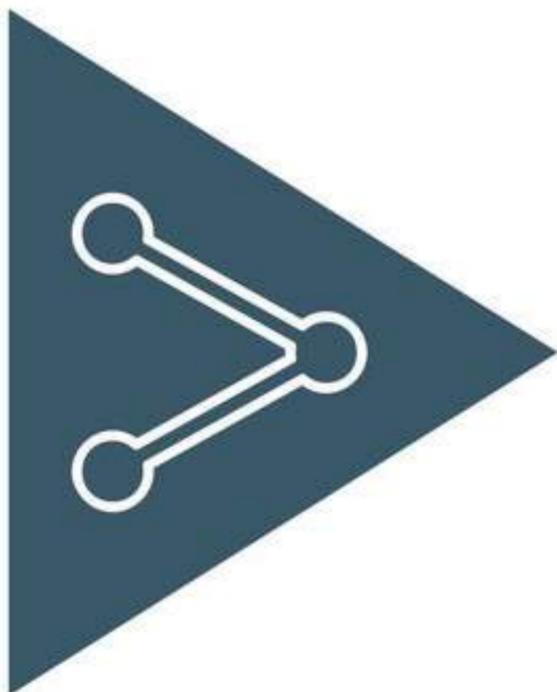
- ▶ Being customer-centric in a changing industry
- ▶ Understanding your niche and growing diverse marketplace
- ▶ Creating and harnessing your key asset for innovation
- ▶ Mapping and connecting with your growing diverse marketplace
- ▶ Designing business models for diverse marketplaces
- ▶ Strategy design for innovation and diversity



### Being customer-centric in a changing industry

Understanding the business value of cultural diversity begins by understanding people with disability and their families from culturally and linguistically diverse (CALD) backgrounds as customers. Therefore, being customer-centric will be one of the keys to making a difference in a diverse marketplace.

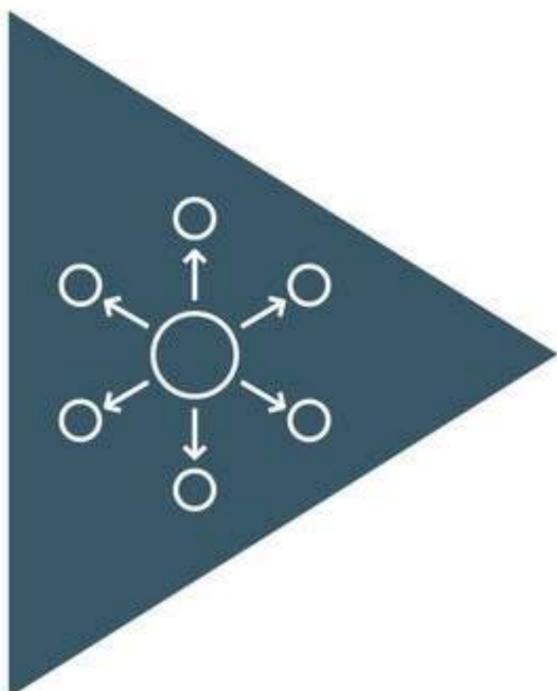
This session will also introduce you to the value of working with people with disability from diverse backgrounds in order to design meaningful and customer-centric services that they, as customers want to engage with.



### Understanding your niche and growing diverse marketplace

How can you understand the strengths of your organisation and how can those strengths appeal to particular niches of a diverse marketplace?

As the opportunities for engaging with people from diverse backgrounds increases, so do the opportunities in the niches of the market. Understanding the customer decision making in these niches is crucial to growing your organisation.



### Creating and harnessing your key asset for innovation

How can you harness the capabilities of workers with bilingual and bicultural skills within your workforce; including how to match people with disability with workers, considering language and cultural requirements of the person with disability.

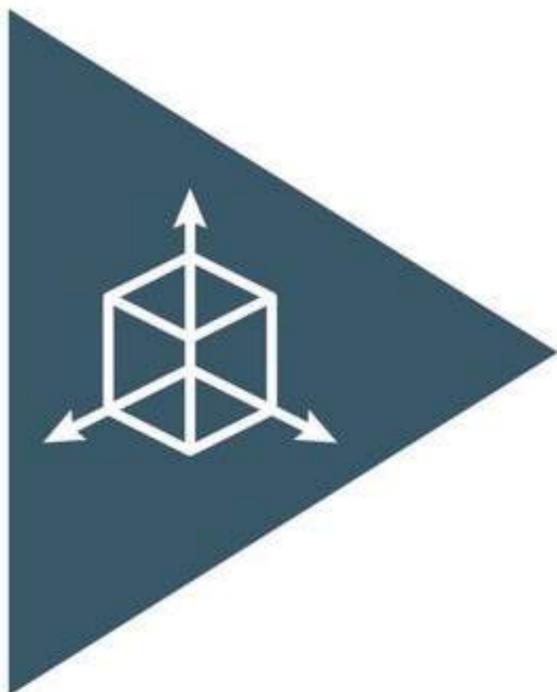
This module will also explore when and how to utilise and work effectively with the bilingual and bicultural workers of your organisation; and when and how to utilise and work effectively with interpreters.



### Mapping and connecting with your growing diverse marketplace

How to properly identify the diversity of your catchment or local community and how to provide opportunities for people with disability to connect with their cultural community will be one of the keys to strategic planning and strategic engagement.

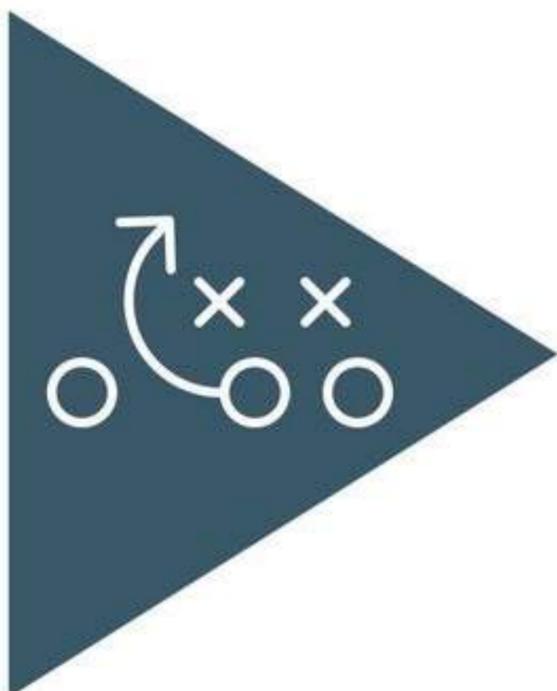
This module will introduce you to contemporary online demographic analysis tools developed by Australia's demographic and spatial analyst experts, id. It will also introduce you to key marketing and engagement strategies unique to diverse populations.



### Designing business models for diverse marketplaces

A business model describes the rationale of how an organisation creates, delivers and captures value. The Business Model Canvas, a co-created, global tool, demonstrates how the different building blocks of an organisation's model are interrelated and can unlock opportunities for change. This presents the opportunity for new markets, revenue streams, strategic partnerships, delivery modalities – or something else entirely.

This module will explore how Disability Service Providers can use the Business Model Canvas framework to innovate for changing and diverse markets.



### Strategy design for innovation and diversity

This module will help you explore how to develop a practical CALD/Diversity organisational business strategy to achieve these outcomes. This will include reference to the Cultural Diversity Competency Framework, and other practical organisational change frameworks.

This will also introduce synergies with, and building common ground across other diverse groups (LGBTI, Indigenous, etc.) and other diversity and inclusion frameworks/approaches, such as the Design for Diversity change methodology and case studies on its practical application.

## Innovate2015 event logistics

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The Innovate2015 modules are delivered across three executive breakfast seminars. They are carefully designed as a consecutive series of seminars, with content from each seminar cumulatively building on the previous seminar.

### Where will the seminars be delivered?

The breakfast seminars will be delivered in two areas: Liverpool and Parramatta.

The seminar scheduling allows for participants to start planning and discussing implementation options within their organisations in between each seminar. This also allows you to bring ideas and problems for exploration in each seminar.

The seminars have been scheduled as breakfast seminars to minimise impact on participants daily work schedules.

### What are the costs?

The Innovate2015 executive seminar series will be limited to 25 participants at a cost of \$110 (plus GST) per participant.

### Program inclusions

- Six modules delivered across three seminars
- Strategic insights from key experts
- Participant Workbooks covering each of the modules
- Catered breakfast at each session

### Liverpool

#### Club Liverpool

185 George Street  
Liverpool, NSW 2170  
Phone: 02 9256 3111

7am to 9.30am

Monday 2 November 2015  
Wednesday 11 November 2015  
Tuesday 17 November 2015

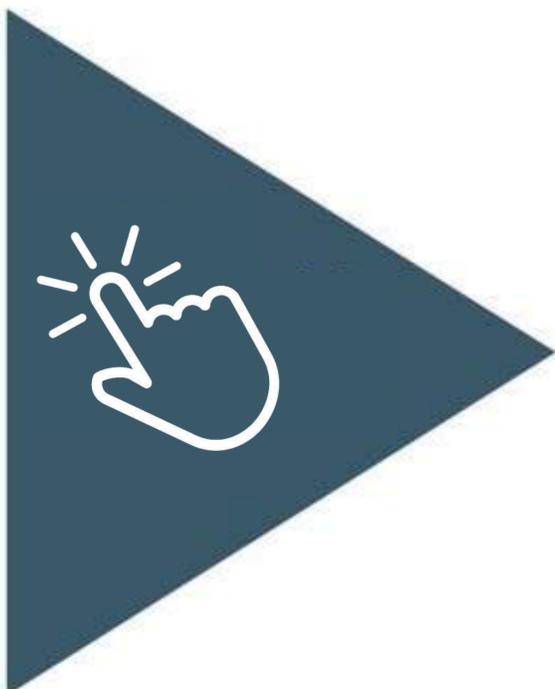
### Parramatta

#### Novotel Parramatta

350 Church Street  
Parramatta, NSW 2150  
Phone: 02 9256 3111

7am to 9.30am

Tuesday 3 November 2015  
Thursday 12 November 2015  
Wednesday 18 November 2015



### How do I apply for Innovate2015?

Each seminar series will be limited to a maximum of 25 participants from the disability sector. We anticipate that the seminar series will be sold out quickly due to the limited capacity. We therefore encourage to secure your position as early as possible.

**Participants can nominate their preferences for Liverpool or Parramatta during online registration at**

**[www.idfnsw.org.au/innovate2015](http://www.idfnsw.org.au/innovate2015)**

For more information,  
Email: [dion.beverakis@nds.org.au](mailto:dion.beverakis@nds.org.au)

# Innovate2015 Faculty

**Innovate2015 will bring key experts from across New South Wales, Victoria and Western Australia to help you make decisions for social and strategic impact.**

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The Innovate2015 faculty have specifically been chosen to expose you to new and innovative approaches to business innovation within diversity. They are being brought together for a limited executive breakfast seminar series, to be held in November 2015 in Sydney.





**Liz Forsyth**  
**Deputy Chair and Lead Partner,**  
**National Health and Human Services Practice,**  
**KPMG Australia**

Liz is recognised within the not-for-profit and disability sectors as a highly experienced facilitator and has worked with not-for-profit Boards extensively. Liz has over 10 years experience advising Government and 13 years experience in the public sector. Her expertise and experience is in consultation, disability, child and family services, community services, homelessness, performance management, evaluation and review, strategic corporate planning and facilitation of a wide range of issues based forums. She has strong skills in policy, organisational and program review, service reform and communications. She has continued to lead innovation in change management and governance to realise value for her clients.

Prior to KPMG Liz held senior and executive positions in the Commonwealth Department of Community Services and Health, the NSW Department of Transport and the NSW Department of Community Services. Liz has extensive experience in working with senior bureaucrats, politicians, and a range of stakeholder groups including non-government service providers and consumers. Liz is Partner-in-Charge of the National Health and Human Services Practice at KPMG. The Health and Human Services practice predominantly focuses on issues related to disadvantage, disability and vulnerability, covering the many and varied aspects of the health, human services and justice portfolios at both state and national levels. Working with government and non-government agencies, it provides a wide array of services from program and service evaluations, pricing and productivity reviews, cost-benefit analysis, service improvement and development, organisational redesign, the conduct of complex stakeholder consultations to the provision of strategic planning and advisory services.

A selection of engagements undertaken in the Disability Sector is provided below.

### **National Disability Insurance Scheme**

- NDIS Access Gateway review, Department of Communities
- Scoping for ACT NDIS Launch Site, ACT Community Services Directorate
- Safeguards Mapping: Disability Services, Department for Communities and Social Inclusion
- Choice and Control in the NDIS, Ageing Disability & Home Care-Department
- NDIS quality assurance project, Department of Human Services

### **Strategic Frameworks and Service System Reform**

- State-wide consultations on Person Centred Approaches, NSW Ageing Disability and Home Care
- Strategic Framework on Person Centred Approaches, NSW Ageing Disability and Home Care
- Person Centred Approaches Model Design, NSW Department of Family and Community Services
- State-wide consultations on Person Centred Approaches, NSW Ageing Disability and Home Care
- Development of a vision and client pathway for Disability Client Services, Department of Human Services, Victoria
- Development of a strategic framework for disability services, Department of Human Services Victoria
- Disability policy for children in Victoria, Department of Human Services Victoria



**Pino Migliorino**  
**Managing Director,**  
**Culper Group – DiverseWerks**

Pino Migliorino founded Cultural Perspectives, a leading consultancy providing strategic marketing, consultation and research services to government and private sector organisations, in 1994.

Over the past decade he has become a recognised expert in multicultural communications, research and the broader area of multicultural policy and programs. During this time, Pino has been involved in and managed over 120 large government and private sector advertising and communications campaigns as well as numerous multilingual research projects, and policy specific consultancies.

Prior to entering the private sector Pino held a number of important sectoral positions including Principal Policy Officer, NSW Ethnic Affairs Commission, NSW Regional Co-ordinator, Office of Multicultural Affairs, and Executive Officer, Ethnic Communities Council of NSW.

Outside his employment profile, Pino has over two decades of involvement in community affairs including welfare, ethnic affairs, the arts and the Italian community. This personal and professional experience, provide Pino with a unique perspective in the area of communicating and dealing with and understanding ethnic communities in Australia.

Pino has been widely published in the multicultural area, has a BA from the University of Sydney, a Diploma of Education from the Sydney Institute of Education, is a Qualified Practicing Market Researcher (QPMR), and is a member of the Public Relations Institute of Australia.

### **Current Community Involvement/ Representation**

- Chairperson, Federation of Ethnic Communities Councils of Australia (2009 – Current)
- Chairperson, Alzheimer's Australia National Cross Cultural Dementia Network, (2010 - Current)
- Member, NSW Police Multicultural Advisory Committee (2013 – Current)
- Member, Department of Human Services Council on Strategy and Innovation (2013 – Current)
- Member, National Leaders Group White Ribbon Foundation (2009 – Current)
- Member, Cricket Australia Multicultural Reference Group, (2011 – Current)
- Member, One Netball Advisory Group, (2012 –Current)
- Member, DOHA Minister's Male Health Reference Group (2010-Current)
- CEO (Hon), Connect Australia Foundation (2008-Current)
- Treasurer, Italian Patronato INAS (2007-Current)
- SBS Ambassador, (2011 – Current)

## Innovate2015 faculty

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**George Liacos**  
Managing Director,  
Spark Strategy

George has advised Not for Profit, Government and Commercial organisations for over 18 years in the areas of strategy, business models and system transformation, and will soon be releasing a book on building business models.

He brings a strong practicality and commerciality to his strategic advice, including previously growing and selling a \$100M private sector business. Prior roles include National Lead Partner for Transformation at Grant Thornton, Program Director for the Department of Premier and Cabinet, as well as Chairman and Non-Executive Director on a number of technology and service businesses. Recent publications include a briefing paper to the National Mental Health Commission as part of the system review, calling for sector reform.

### **Sector Strategy**

Spark Strategy comprises of serial entrepreneurs and strategists, keen to harness the power of ideas in mobilising organisations to revitalise the world of possibility.

Spark consists of an eclectic team, bringing cross-disciplinary knowledge and experience to drive creative thinking and offers the following:

1. Ideation
2. Strategic thinking
3. Innovative business and funding models
4. Strategy execution

Spark has worked with clients of all sizes, and within advisory firms from the largest to sole practitioners.

These include:

- Ardoch Youth Foundation
- Deaf Children Foundation
- Victorian Opera
- Movember Foundation
- Young and Well Cooperative Research Centre
- Orygen Youth Health
- VicHealth
- Headspace
- Foundation for Young Australians
- Young People in Nursing Homes

### **BUSINESS MODEL INNOVATION**

Spark uses the Business Model Canvas, (used by Microsoft, MasterCard, Intel, Ernst and Young, Deloitte, and NASA, amongst others) to enable Not-for-Profits to act as for-profit, to turn social enterprises into social businesses. Thereby enabling for-purpose organisations to drive their missions forward in a financially sustainable way. To continue to meet their social objectives long after the funding and grants have dried up.

## Innovate2015 faculty

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**Barbel Winter**  
**Managing Director,**  
**Futures Upfront**

Barbel Winter is the Managing Director and founder of futures Upfront. With almost 25 years' experience in the community sector, she has built a strong reputation in Australia and New Zealand as a thought leader in personalisation, diversity management and consumer driven service delivery.

Since 2012 Barbel has completed over 50 projects for Futures Upfront. Prior to setting up futures Upfront, Barbel's roles were:

Business Development Manager, Self Managed Services; Ability Options: conceptualising and systematising the principles and operating framework needed to underpin a customer oriented, demand driven, person centred, support service; and developing frameworks for delivery across the whole organisation.

Regional Manager for CCS Disability Action, Auckland: supporting over 600 children and adults with disability annually through various disability services; as well as running a fee for service mobility parking scheme supporting over 10,000 customers.

Executive Officer, Multicultural Disability Advocacy Association of NSW: lobbying governments and supporting and training disability agencies across NSW to better support people from diverse backgrounds.

Board Member of multiple organisations including: Holdsworth Community Centre and Services; NCOSS (NSW Council for Social Services); NSW Council for Intellectual Disability; Accessible Arts and more.

Barbel's expertise includes training, policy development, advocacy, management, service delivery and capacity building alongside consumers, communities and the sector at large.



**Glenn Capuano**  
Client Manager, id

id is a company of population experts – demographers, spatial analysts, urban planners, forecasters, census data and IT experts who build demographic information products for Australia & New Zealand. id has built over 600 websites delivering analytical and spatial decision making information to more than 300 clients Australia-wide and in New Zealand.

id has 18 years of experience in analysing and presenting demographic data in Australia and New Zealand, and a passion for helping their clients understand the story of their place, helping them to make evidence-based decisions.

Id's mission is to make information as widely accessible as possible, and therefore partners with local governments around Australia (250 at last count) to provide publicly accessible websites which profile the changing characteristics of areas and make comparisons to benchmarks and over time.

id also forecast future populations using a set of transparent assumptions. Recently id has worked on a range of detailed datasets profiling communities by cultural background and need for assistance.

This includes a comprehensive website for Multicultural NSW, showcasing the characteristics of over 100 diverse cultural groups and how they are changing over time, Maori Iwi profiles for Te Puni Kokiri in New Zealand, and consultancy work modelling the impact on future service delivery for the disability sector of rapid population growth and ageing in the City of Wyndham, Victoria.

id also have a range of subscription based tools for locational intelligence, particularly for those organisations needing to make location-based decisions over a wide geographic area.

A major part of id's service is not just the online websites enabling users to self-help, but a comprehensive program of training and demographic support to elevate the role of demographic data in decision making at all levels of government and the private sector.



**Zel Iscel**  
**Principal Consultant,**  
**Inclusive Worlds**  
**& FECCA Disability Chair**

Zeliha Iscel was born blind and arrived in Australia with her family in 1981. She completed her degree in Politics and Government at Edith Cowan University and has been an active advocate for people with disability from CALD backgrounds since 2006.

Zeliha's roles have included Senior Policy Officer at the National Ethnic Disability Alliance (NEDA) and Producer/Presenter of Ethnic Ability, a radio program on disability and ethnicity funded by the Ethnic Disability Advocacy Centre (EDAC) in Western Australia. Zeliha is currently a People of Australia Ambassador and on FECCA's Disability Advisory Group. Zel is also Principal Consultant at Inclusive Worlds.

### **RELEVANT EXPERIENCE**

- Principal Consultant, Inclusive Worlds, 2014 – present  
Provide consumer technical advice for quality audits of disability employment services
- Enable Development, Consultant, 2012 – 2013  
Established a social enterprise that provides advice on disability inclusive development. This included providing consultation on disability inclusion to the Australian Red Cross at the national level at its first disability action-planning (DAP) meeting. This led to an invitation to give a presentation at a Red Cross WA senior management meeting.

At the National level, Enable Development has since acquired 4 short-term contracts for projects including analysis of ARC's International Volunteers program in terms of its inclusion of people with disability and an evaluation of the Cambodian Initiative on Disability Inclusion (CIDI) program

- Senior Policy Officer, National Ethnic Disability Alliance, 2008 – 2012
- EthnicAbility Radio Program Coordinator/ Producer/Presenter, Ethnic Disability Advocacy Centre, 2006 – 2013
- Systemic Advocacy and Projects Officer, Ethnic Disability Advocacy Centre, 2006 – 2008
- Special Projects Administrator, Action for Blind People (UK), 2003 - 2005

### **BOARD & COMMITTEE ROLES**

- Disability Chair, Federation of Ethnic Communities Councils of Australia (FECCA), 2013 – present
- President, Women with Disabilities WA, 2013
- Board Member, Blind Citizens WA, 2015
- Member, Rehabilitation International Australia, 2014

### **RELEVANT AWARDS**

- People of Australia Ambassador, 2012 & 2013
- Mental Health Media Award for the EthnicAbility Radio Program, 2008



**Rajiv Ramanathan**  
Managing Director,  
Practical Visionaries

Rajiv Ramanathan is the founder of Practical Visionaries, a diversity and innovation agency that helps Not-For-Profits, public and civic sector agencies with their service, campaign and product innovation and training strategies for diverse audiences and marketplaces.

Rajiv has led a wide range of projects for clients in the social enterprise, Not-For-Profit sectors and government agencies around the design and delivery of diversity and inclusion strategies, digital strategies and innovation strategies for customer-centric services.

With a career that started in disability, and later included mental health, housing, local government and health, Rajiv has worked at state and national levels. Previous roles included coordinating the Co-Exist NSW, the Diversity Health Comorbidity Service of NSW Health; leading the Commonwealth's Multicultural Mental Health Australia's national multicultural mental health capacity building initiatives and multicultural mental health policy development.

Rajiv was also a Specialist Mental Health Trainer for VICSERV, Victoria's peak mental health body, from 2003 to 2007.

Rajiv has also led state-wide and local government initiatives in homelessness, youth, and disability, including ADEC's Transcultural Mental Health Access Program.

Spanning a diverse and 20 year history in the not-for-profit and public sectors, and more recently in social entrepreneurship, Rajiv brings with him key experience in diversity, service and product innovation, social and market research, training, project management and entrepreneurship.

### RELEVANT QUALIFICATIONS

- Master of Health Management, University of New South Wales
- Product Management, General Assembly Sydney
- Bachelor of Social Work with Honours, Monash University
- Bachelor of Arts (Community Development), Victoria University
- Bachelor of Commerce, Monash University



**Wesa Chau**  
**Cross-Cultural Communications**  
**and Training Specialist**

Wesa Chau is an expert trainer and consultant on cross-cultural communication and management, with more than a decade of experience in multicultural affairs and international students, including the disability and community sector, and was named 2010 Young Victorian of the Year and inductee to the 2012 Victorian Women Honour Roll.

Wesa has delivered cross-cultural training and research services to a range of stakeholders including:

- Hepatitis Australia
- Cancer Council Victoria
- Australian Council of Learn Academies
- Swinburne University
- ANZ in partnership with Australian Chinese Business Women Association
- City of Monash
- City of Melbourne

Wesa was previously Direct Services manager at ADEC and therefore also brings extensive cross-cultural management experience as a result of managing 32 staff, many who were bi-lingual and bi-cultural part-time staff.

### **RELEVANT QUALIFICATIONS**

- Doctor of Philosophy, Leadership (2017)
- Master of Business Management
- Graduate Diploma of Law
- Cert IV Training and Assessment