Make a strong start!
Find company and industry information

Presented by
Emma Petherbridge
Academic Liaison Librarian - Business
Today’s session will cover

1. Tips for new students

2. How to find company and industry information via:
   - Passport (Euromonitor)
   - IBISWorld
   - Company360

3. Other databases for company and industry research
Why should you develop awesome research skills?
Why should you learn about this stuff?

To find good quality information for your assignments.

Give your arguments more credibility.

Achieve higher marks.
Why should you learn about this stuff?

More importantly…

To prepare for your career & ongoing professional development.
What does KPMG look for in new employees?

Exercises Professional Judgement

Do you ask questions? Do you enjoy researching?
Are ethics important to you? Are you a big picture thinker? Do you substantiate your claims? Think about experiences where you have demonstrated integrity and objectivity.

Seizes Business Opportunities

Do you have a knack for spotting an opportunity?
Do you understand the commercial world?
Are you working on your network? Does going the extra mile for the customer give you a thrill?

Source: kpmg.com/au/grads
1. Leverage your research skills

“One of the best ways to stand out in a corporate setting, even as someone with less work experience, is to develop unique knowledge that makes you a go-to resource for your colleagues and clients. One of the most effective ways of doing this is to use your research skills to synthesize and master industry-specific knowledge, trends, and information.”

Where do you find good quality information?
Can you just use Google?
Google doesn’t search everything.

Source: http://money.cnn.com/infographic/technology/what-is-the-deep-web/?iid=EL
How would you feel if your Doctor only used Google?
How would your future employer or clients feel if you only used Google?
Are you a snob?

snob

NOUN

1 A person with an exaggerated respect for high social position or wealth who seeks to associate with social superiors and looks down on those regarded as socially inferior. ‘her mother was a snob and wanted a lawyer as a son-in-law’

[as modifier] ‘extra snob appeal’

[with adjective or noun modifier] A person who believes that their tastes in a particular area are superior to those of other people. ‘a musical snob’

Source: Oxford Living Dictionaries
Coffee
Wine

**Yellowglen NV Yellow 750mL**

$7.00 ea  LOW PRICE  Limit of 24 Per Cart

- Delivery available.
- Please choose your store

Everyone’s favourite

**Dom Perignon Vintage Champagne 750mL**

$250.00 ea  Limit of 24 Per Cart

- Delivery available.
- Please choose your store

If there was ever a must taste Champagne, it’s Dom Pérignon. Arguably the best, and certainly the most popular Champagne in the world, Dom’s distinctive dark green shield inspires respect and reverence. The very essence of luxury.

Richard Geoffroy was born in the heart of Champagne country. He has now been Dom Pérignon’s Chef de Cave for over 25 years, arguably the highest position in Champagne, and he alone is responsible for deciding whether or not to declare a Dom Pérignon vintage. The new 2006 is the fifth straight vintage from Dom Pérignon. His vision is to express the nuances of the vintage while creating a Champagne that is vibrant, intense and complex. Dom still provides one of the greatest Champagne experiences.
Be an information snob

Wine in China

For Chinese drinks sometimes translated as "wine" but not made from fermented grapes, see huangjiu and Chinese alcoholic beverages.

Wine (Chinese: 飲料, pinyin: yǐnliào or "grape alcohol") has a long history in China. Although long overshadowed by huangjiu (sometimes translated as "yellow wine") and the much stronger distilled spirit baijiu, wine consumption has grown dramatically since the economic reforms of the 1980s. China is now numbered among the top ten global markets for wine. Ties with French producers are especially strong, and Ningxia wines have received international recognition.

Contents

1 History
2 Production
   2.1 National trends
   2.2 Wine-producing regions
      2.2.1 Xinjiang
      2.2.2 Ningxia
      2.2.3 Shandong
3 Consumption
   3.1 Market trends
   3.2 Products and availability
   3.3 Demographics and preferences
   3.4 Method of consumption
4 See also
5 References
   5.1 Notes
   5.2 Works cited
6 Further reading
7 External links

Passport

Wine in China

Euromonitor International

US$990

June 2018
Research databases
Go beyond Google with research databases

The Library provides free access to credible company and industry research that isn’t freely available via Google.
Go beyond Google
How do you know which databases to use?
Company research - What information do you need?

- Financial data
- Shareholders
- Share price history (listed companies)
- Regulatory filings e.g. ASX announcements and ASIC filings
- Background information e.g. products, services, locations, etc.
- Key employees e.g. directors and senior management
- Analyst reports (listed companies)
- Competitors
- Recent developments / news
- SWOT analysis
- History
- Industries/markets in which the company is involved
- Strategy
What do you know about the company?

What is the ownership status of the company?

Is the company **public** or **private**?
What is the ownership status of the company?

**Why does it matter?**

- It affects the amount of information that’s available - public (listed) companies have to disclose a lot more information.

- Some databases only cover specific types of companies e.g. DatAnalysis = ASX-listed companies.
Where is the company located?

Is the company based in Australia, the United Kingdom, China, or somewhere else?
Where is the company located?

Why does it matter?

- It affects the amount of information that’s available (different countries have different reporting standards).
- Some databases only cover a particular country e.g. Company360 = Australian companies.
Industry research - What information do you need?

- Major players and their market share
- Recent news and trends
- Market research - consumers
- Industry definition e.g. products and services
- Data and statistics
- History
- Legal environment
- Barriers to entry
- Key industry bodies
Industry coverage varies across databases

Some databases focus on a specific country / region

E.g. IBISWorld = 700+ Australian industry reports (only 80 global industry reports).

Some databases only focus on specific industries

E.g. Passport = consumer goods and services + natural resources
Subject guides - access research and referencing guides
Access the best databases for finding:

- Company profiles
- Industry information
- Country reports
- Business news
Review of key databases

Passport

IBISWorld
WHERE KNOWLEDGE IS POWER

Company 360™
Using a database for the first time?

- What information is available? (coverage)
- Where can you access help information?
- Can you browse across the site’s content? (explore tabs/menus)
- How can you search across the database?
- How current is the information? Is it up-to-date/reliable?
Refer to pages 2-7 of the class handout
Group activity
Why won’t you just tell me how the databases work?

– Learn by doing.

– Databases constantly change - learn what to look out for.

– Your future employers will provide access to different resources.

– 2 (or more) heads are better than one.
Refer to pages 8-9 of the class handout

Refer to pages 10-11 of the class handout

** Don't use Safari as your web browser **
What is the name of the company?

Business name (trading) vs Entity name (legal/official)

[ yellow tail ]* → Casella Wines Pty Limited

TELSTRA → Telstra Corporation Limited

**Entity name** = “the name that appears on all official documents or legal papers” (source: ABN Lookup glossary)
Business name v entity name

Why does it matter?

– A company’s brand name may be very different from its entity (legal/official) name.

– Use the company’s entity name if you’re looking for:
  • Company filings e.g. financials.
  • Company profile reports.
Business trivia
What do these people have in common?
Trivia quiz

Who is the founder and CEO of Amazon?
Trivia quiz

Who is the CEO of Qantas?
Trivia quiz

The Hayne Royal Commission recently investigated misconduct in which Australian industry?
What is commercial awareness?

How to develop commercial awareness

Lynn Elesy
Team GradAustralia

A lack of commercial awareness is one of the most common reasons why graduates fall short in the interview process.

What is it?

Commercial awareness, or business acumen, involves understanding how the business world works. As a job candidate it includes understanding the company you are applying to. Employers want candidates to demonstrate a clear understanding and a keen interest in how their company operates, which means to be successful you need to familiarise yourself with the company’s products and services, departments and divisions and the different roles they offer. It also requires understanding the market the company operates in.

Trivia quiz

What is the name of UNIQLO’s parent company?

a) Fast Fashion
b) Inditex
c) Fast Retailing
d) Uniqlo Inc.
Is it a subsidiary company? (controlled by a parent)

**Why does it matter?**

If you want to check the financial performance of a subsidiary company, you generally need to check the parent company’s filings (e.g. financials and annual reports).
Is it a subsidiary company? (controlled by a parent)

Want to look at UNIQLO’s financial performance?
Refer to the annual report (and other filings) from its parent company - Fast Retailing.

Is it a subsidiary company? (controlled by a parent)

Why does it matter?

The Library’s databases contain more information on parent companies.

When you’re looking for information on a subsidiary company, it can be helpful to also look at the parent company.
Is it a subsidiary company? (controlled by a parent)

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>Weaknesses</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brand positioning</td>
<td>Strong foothold in Asia</td>
<td>GU drops in 2017</td>
</tr>
<tr>
<td>• UniQlo has successfully established an attractive consumer proposition, through offering affordable products made from technically-advanced fabrics, such as the HEATTECH and AIRism ranges.</td>
<td>• UniQlo Japan accounted for 50% of FRC’s global sales in 2017. Although FRC’s sales continue to grow in Japan, growth has dramatically weakened, with the overall market outlook also looking bleak.</td>
<td>• FRC owns five other brands besides UniQlo. GU, the second biggest brand, reported a 39% decline in operating profits in 2017, as a result of stock shortages and a new collection that did not resonate with consumers.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OPPORTUNITIES</th>
<th>Sportswear</th>
</tr>
</thead>
<tbody>
<tr>
<td>International expansion</td>
<td>• UniQlo should further exploit its competitive edge in high-tech sportswear fabrics, which are forecast to see strong growth in the US. FRC’s new partnership with Roger Federer will enhance this opportunity.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>libraries</th>
<th>Want to find information on UNIQLO?</th>
</tr>
</thead>
<tbody>
<tr>
<td>You can find more information in the Library’s databases if you also search for Fast Retailing.</td>
<td></td>
</tr>
</tbody>
</table>
Other databases
Access various types of company information

Download company reports
Business Source Ultimate
Locate specific types of content

Search across everything
AUSTRALIA BANKING
18 February 2019

This Week’s News
- Reuters - Australia’s AMP flags earnings impact from Superannuation Bill - 18/2/2019
  AMP Ltd, Australia’s biggest wealth manager, said on Monday its operating earnings will face
  a hit based on its assessment of the government’s bill to protect customers’ investments in
  superannuation funds.
  For the complete story, see: https://www.reuters.com/article/amp-super-impact-from-superannuation-bill/aus-amp-super-impact-from-superannuation-bill-idUSKCN1Y51D1
- Reuters - Australia’s Bank of Queensland sees challenging 3rd half - 18/2/2019
  Bank of Queensland Ltd expects a challenging second half of the year as the Australian lender
  said on Monday it anticipated cash earnings in the current half to be lower than those of a year
  ago.
  For the complete story, see: https://www.reuters.com/article/australia-bank-of-queensland-s-sees-challenging-3rd-half/idUSL2N23G54U
- Reuters - Australia’s Westpac sees Q1 profit slide as property downturn gathers - 18/2/2019
  Australian No. 2 lender Westpac Banking Corp reported an apparent decline in December-
  quarter profit on Monday amid a downturn in the housing market, but its shares rose after the
  company said higher mortgage rates fattened profit margins.
  For the complete story, see: https://www.reuters.com/article/australia-westpac-result-update-2-australia-westpac-sees-q1-
  profit-slide-as-property-downturn-gathers/idUSL2N23G9W0

Other Stories
- The Australian Financial Review - NAB provides mental health hotline for brokers stressed
  about Hayne review - 16/2/2019
- Mumbrella - NAB trust slumps following banking royal commission findings - 18/2/2019
- Queensland Country Life - CBA offers cheap loans and cuts fees for flooded Queensland farm
  sector - 16/2/2019
- AFR, Advantage - Macquarie Bank Agents up to $3.5M Recover for Ceres Global Ag - 15/2/2019
- Mortgage Business - SunCorp Bank’s profits fall as mortgage lending slows - 18/2/2019

Media Releases
- AMP Bank Limited (ASX: AMP) - Protecting Your Superannuation Bill impact - 18/2/2019
- Bank of Western Australia Limited - Bankwest streams ahead with Australian first - 15/2/2019
- Macquarie Bank Limited (ASX: MRB) - Macquarie expands oil and gas equity research
  capabilities with new hires in London - 15/2/2019
- AMP Bank Limited (ASX: AMP) - AMP reports FY 19 results - 14/2/2019
- Credit Suisse Australia (SIX Swiss Ex: CSN) - Full year and fourth quarter 2018 results - 14/2/2019

Latest Research
- Emerging Markets for Private Banking in Asia - By Yashotheera Misra, Clennem Meyer

Overviews of Leading Companies
AMP Bank Limited (ASX: AMP)
Australia and New Zealand Banking Group Limited (ASX: ANZ)
Arab Bank Australia Limited (ASX: ARBA)
BankWest
Bank of Sydney
BNP Paribas Australia (FP: BNP)

Marketline
# Country Report

November 2016

## Table of Contents

<table>
<thead>
<tr>
<th>Country Forecast</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Map</td>
<td>2</td>
</tr>
<tr>
<td>Highlights</td>
<td>3</td>
</tr>
<tr>
<td>Current Data</td>
<td>5</td>
</tr>
<tr>
<td>Comment &amp; Analysis</td>
<td>11</td>
</tr>
<tr>
<td>Forecast Scenarios</td>
<td>17</td>
</tr>
<tr>
<td>Most Likely Five-Year Regime Scenario: ALP (50% Probability)</td>
<td>17</td>
</tr>
<tr>
<td>Second Most Likely Five-Year Regime Scenario: LP-NP Coalition (40% Probability)</td>
<td>29</td>
</tr>
<tr>
<td>Third Most Likely Five-Year Regime Scenario: Minority Government (10% Probability)</td>
<td>31</td>
</tr>
<tr>
<td>Forecast Summary</td>
<td>33</td>
</tr>
</tbody>
</table>

### Political Framework

- Players To Watch | 35

## Country Conditions

### Climate for Investment & Trade

- Overview | 1
- Tariff and Non-tariff Barriers | 3
- Policies | 4
- Legal Framework | 5
- Corruption and other Bureaucratic Obstacles | 7
- International Agreements | 8
- Labor Conditions | 10

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**Journals e.g. Harvard Business Review**

**TIFFANY’S CEO ON CREATING A SUSTAINABLE SUPPLY CHAIN**

The jewelry company has long led the industry in working to address environmental and human rights concerns. by Frederic Cumenal

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Country reports
ABI / INFORM
Search across everything

Scroll down to limit your search to specific types of content
Industry reports

Australia
Food & Drink Report
Includes 5-year forecasts to 2023

In the 1980s, a wholesale technology shift took place in the precision machining industry. I was “in the trenches” as thousands of traditional machine tools were replaced by hundreds of CNC machines all over the country.

I believe we are now in another wholesale technology shift. Considering how CNC control changed what happens inside the machine tool, robotic automation is having a similar impact on what happens to that process on the outside of the machine tool. Robotics allow the combination of precision machining control with the part-exchange sequence still common today. Along with bar feeders, pallet changers and gantry loaders, robotic automation lends an additional ability of using lower cost machine tools in combination with lower cost robotic systems to help businesses be more competitive in today’s global market.

Traditional Vs. Collaborative Robots

Today, robotic machine tending has garnered a lot of interest, from the traditional industrial robots to the exciting field of collaborative robots. The concept of collaborative robotics is to allow robots to work side by side with people without the need for guarding. By allowing a robot to work collaboratively, the need for traditional perimeter fencing is removed. Or is it?

Today’s reality of business survival means finding and using all ways to reduce the cost of manufacturing. Keeping this in mind, the strategy is more about maximizing the time required for people to tend the machine tool, more so than the implementation of automation that merely works alongside the people. This approach may not work best for all manufacturing positions, but it is generally more effective for our segment of manufacturing: precision.
Trade wars have upended the global soybean market.

"We've been gambling up to this point," says Tim Bardole, a soybean farmer from Iowa. "After the price of soybeans crashed last summer (see chart), he held on to most of his harvest and waited for the market to recover. But seven months later, and with large loans to repay, he sold out. "We decided we'd better take what we have," he says.

The cause of the crash was a 25% tariff on American soybeans imposed by China, the world's biggest importer, as a shot in the trade war between the two countries. Yet peace is supposedly in the offing. The two countries are locked in negotiations over a deal, ahead of a deadline of March set that has been imposed by America (though on February 19th President Donald Trump declared the timing to be flexible). That Mr Bardole cut his losses despite those talks is not that surprising, even if the tariff is lifted—which is far from certain—the past year's disruption will probably leave a permanent scar.

The trade war caught American soybean farmers at a particularly bad time. They had just planted a bumper crop, encouraged by strong demand and a drought in Argentina, a competitor. When the tariff was implemented it was too late to switch to other crops such as corn. Demand from China—which is not accounted for 60% of America's exports—collapsed. The result was a glut.

To replace American beans China has ramped up imports from Brazil, pushing up prices in South America. Meanwhile the European Union, Mexico and even Argentina have been tempted by low American prices—but not enough to replace lost Chinese demand. To help American farmers cope, Mr Trump's administration handed them a one-off payment of $6 per bushel ($6.6 per tonne). Without it Mr Bardole would have lost money on this year's crop. He might have sold his crop anyway, but the support has allowed others to sit on theirs. Farmers will have $25 tonnes of beans in stock at the end of this year's selling season, according to an official estimate, up from 20 tonnes last year.

"The Economist" February 23rd 2019

The Minister, said China would buy 300,000 tonnes of soybeans after meeting Mr Trump. Even so, the pace of Chinese purchases in a fraction of what it would ordinarily be around this time of year.

If the tariffs are lifted, some Chinese demand will recover. The billions of dollars' worth of infrastructure that facilitates American sales to China is still in place. And China could turn back to America for other reasons. To cope with the loss of American exports of soybeans, for instance, it has lowered the minimum protein content in pig feed. But that risks hog health and can stunt their growth. Furthermore, Chinese pig farmers have been hit by a nasty bout of African swine fever, forcing farmers to cull 40% of their hogs, according to Michael Magdlovitz of Rabobank, a firm that specialises in financing agriculture. But this should prove temporary.

Despite all this, many are sceptical that Chinese demand will ever fully return. "It was nice" to have guaranteed demand from China, says Mr Bardole, but "those days are gone." Others worry that the Chinese will respond to this episode by investing more in developing Brazilian agricultural infrastructure, permanently decreasing their reliance on America.

Not everyone is pessimistic. The current situation is "nothing compared with what we went through in the '90s," says Randyoud, another Iowa farmer. He remembers that he coped with low prices then by producing more efficiently. If farmers are forced out of business, he reckons others would "pick up the acres" and spread their equipment costs over a larger area of land.

Futures have crept up in recent months. Mr Magdlovitz says they have been supported by the limited Chinese purchases, optimism that a deal will be agreed and Mr Trump's subsidies. America's economy as a whole may not depend on exporting to China. But if recent experience is anything to go by, soybeans are an exception.
Recommended Research

Cool Vendors in Tech Go-to-Market

This year’s Cool Vendors help technology and service providers increase win rates and deal velocity by providing insight into buyer behavior and how to best engage with prospects...

Latest Research

The Six Strategic Design Principles for AI Applications

Artificial intelligence will play an increasingly important role in scaling digital business. CIOs who are involved in the development of artificial intelligence should understand...
Artificial Intelligence Primer for 2019

17 January 2019 | ...technologies Artificial Intelligence Overview IoT = Internet of Things Source: Gartner (January 2019) IoT = Internet of Things Artificial intelligence (AI) applies...enterprises to create the strategy and tactics necessary to deploy artificial intelligence, to...

Analyst(s): Whit Andrews

Hype Cycle for Artificial Intelligence, 2018

24 July 2018 | ...Tom Austin Definition: Artificial general intelligence (AGI) — also known as 'strong AI' and 'general-purpose machine intelligence' — would handle a very...dystopian. Anxiety about implementing AI is increasing. The term "artificial intelligence" is on gartner.com's top...

Analyst(s): Svetlana Sicular | Kenneth Brant

Debunking Myths and Misconceptions About Artificial Intelligence

18 January 2019 | ..business users. Business leaders are often confused about what artificial intelligence (AI) can do for their enterprises. In this research we dispel some...still delivering
Hype Cycle for Artificial Intelligence, 2018

24 July 2018 G00357478

Analyst(s): Svetlana Sicular, Kenneth Brant

About This Hype Cycle

AI is almost a definition of hype. Yet, it is still early: New ideas will surface and some current ideas will not live up to expectations. This Hype Cycle will help CIOs and IT leaders trace essential trends and innovations to determine scope, state, value and risk in their AI plans.

What You Need To Know

Now is the deciding time for the future of AI. Only 4% of CIOs worldwide report they have AI projects in production. Every decision about AI influences AI’s long-term direction. AI gives hope and fulfills sci-fi fantasies; it is both utopian and dystopian. Anxiety about implementing AI is increasing. The term “artificial intelligence” is on gartner.com's top 10 lists for emerging searches, high-growth searches and most popular searches. Data and analytics leaders across many industries are seeking a breakthrough, which they should target in the long run. However, the immediate impact of AI is within practical applications.
house prices OR property prices
1. **RBA could jump rates gun: UBS**
   
   UBS analysts have kept their official forecast of a Melbourne Cup Day rate cut, but said the Reserve Bank could cut interest rates as soon as August if unemployment rises and house prices continue to fall against a backdrop of slow global growth.

2. **Where to hide from housing downturn**
   
   According to the Reserve Bank, the areas of consumer spending most exposed to falling house prices and negative wealth effects are car sales - by a long way - followed by household furnishings, clothing and apparel.

3. **Poorer households switching to solar faster than the rich**
   
   Researchers then used socio-economic data and house prices from Domain.com.au to profile the owners.

4. **No need for rate change: Lowe dismisses housing worries**
   
   ... direction of cutting interest rates, fearing it had fallen behind the curve in terms of fully understanding the impact falling house prices are having on crunching consumer spending and slowing the economy.

5. **Sydney has highest discounts in decade**
   
   In essence, companies with exposure to these categories are likely to struggle for the next year. Where do you hide?
1. **New chief adds heft to council**
The Sydney Morning Herald, 26 February 2019, 32 words, Jacob Saulwick, (English)
Inner West Mayor Darcy Byrne said the council's new chief executive will help the area attract funding and priority treatment from state and federal governments.

2. **Labor distances itself from Abbott**
The Sydney Morning Herald, 26 February 2019, 494 words, Max Koslowski, (English)
MEDIA Labor has accused the government of edging towards "political interference" by hand-picking Ita Buttrose as the ABC chair-in-waiting, but begrudgingly accepts she is competent, qualified and well-respected.

3. **The winners ...**
The Sydney Morning Herald, 26 February 2019, 163 words, (English)

4. **Ruffles and pink ladies rule as Gaga wears rare jewel and...**
The Sydney Morning Herald, 26 February 2019, 477 words, Melissa Singer, (English)
FASHION Lady Gaga's Alexander McQueen Oscars gown may not have been a show-stopper akin to her 2010 MTV Video Music Awards "meat dress". But to criticise her dress is to miss the point entirely: it was all about her necklace.

5. **Oscars fumbles by backing Green Book over Roma**
The Sydney Morning Herald, 26 February 2019, 515 words, Garry Maddox, (English)
COMMENT There is nothing new about drama at the climax of the Academy Awards. Ordinary People once beat Raging Bull for best picture. Crash beat Brokeback Mountain. And Moonlight - eventually - beat La La Land. But now, at an Oscars that was...
Company Snapshot

General Information

Apple, Inc.

Year Started: 1976
One Apple Park Way
Cupertino, California
95014-2083
United States

Phone: 1 408 996 1010
Company Website

Ownership Type: Listed
DUNS provided by D&B : 060704780
Auditor/Accountant: Ernst & Young
Location Type: Headquarters
Global Ultimate: Apple, Inc.
Domestic Ultimate: Apple, Inc.
Immediate Parent: Apple, Inc.
This company has 708 family members

Business Description

Apple, Inc. engages in the design, manufacture, and marketing of mobile communication, media devices, personal computers, and portable digital music players. It operates through the following geographical segments: Americas, Europe, Greater China, Japan, and Rest of Asia Pacific. The Americas segment includes North and South America. The Europe segment consists of European countries, as

Stock Price Activity

AAPL

3 Months Weekly

Market Index

Barron's 400 Index, Barron's 500, Dow Jones Composite Average, Dow Jones Global Index, Dow Jones Global Large-Cap Index, Dow Jones Global Titans Index, Dow Jones Global Total Stock Market Index, Dow Jones Industrials, Dow Jones Islamic Market Index, Dow Jones Sector Titans Composite Index USD, Dow Jones Technology Titans 30 Index USD, Dow Jones U.S. Large-Cap Index, Dow Jones U.S. Large-Cap Total Stock Market Index, Dow Jones U.S. Total Market Index, Fortune 500, Fortune Global 500, Global Dow Realtime USD, Morgan Stanley High-Technology 35 Index, NASDAQ, NASDAQ 100 Index (NASDAQ Calculation), NASDAQ Computer Index, Russell 1000 Index (Russa100), Russell 3000 Index (Russa3000), S&P 500, SP 100

Discovery Pane

Companies

Qualcomm Incorporated 625
Samsung Electronics Co Ltd 670
Amazon.com, Inc. 439
Twitter Inc. 377
Alphabet Inc. 355
Google LLC 331
Microsoft Corporation 271
Huawei Technologies Co Ltd 250
Facebook Inc 243
NETFLIX Inc 163
Intel Corporation 124

Subjects

Corporate/Industrial News 3,447
Personal Technology 2,854
Patents 1,322
New Products/Services 1,242
Equities Asset Class News 888
Access popular magazines including *Forbes*, *Fortune*, *Inc.*; *Marketing* (Australian edition); *Entrepreneur’s Startups* + *Bloomberg Markets*. 
The Customer Is Sometimes Wrong

How do you do them straight—without losing their business?

Fortunately, Swann keeps receipts. He forwarded the customer his initial email notice that the app would be unavailable, and saved the business: “I got a short reply telling me not to worry about it.” How often does he face similar disputes, with customers who don’t realize they’re at fault? Swann says: “Almost everyday.”

There will always be customers who demand the impossible, misinterpret what you tell them, or blame your company for something that was out of your control. But figuring out how to keep these people satisfied is crucial to your business success. “It’s incredibly tricky to determine the proper way to deal with a client who is wrong, but it is a necessary skill,” says Nate Manterson, founder and CEO of Maple Hallucinics, a beauty-products company in Farmingdale, New Jersey.

So what should you do when your customer is wrong?

STAY CALM: Take the time to gather all the relevant facts, and listen carefully before you respond. And keep your ego out of it; your primary goal should be to resolve the dispute and make your customer happy, rather than to “win” the argument. (Also, think twice before communicating by text or email; where anything can escalate quickly.)

DON’T POINT FINGERS: Sometimes resolving a disagreement is as simple as allowing the client to believe she is right while offering a solution everyone can live with. Another Gunner Technology customer recently complained that the company had eliminated a link to add photos to her website. Nothing had changed; the client simply couldn’t find it. So Swann decided to create a more intuitive way to find the link going forward. “I couldn’t say, ‘Look, you’ve just wasted five hours of my day,’” he says. “But I didn’t point fingers, and basically said, ‘Yeah, you were right. It was hidden. So I made it more visible for you.’”

Install the Flipster App on your smartphone or tablet.
Creative 100: The world’s most creative campaigns and companies

RANKING • Palau Pledge is revealed as the most creative campaign in the world, taking top spot in the inaugural WARC Creative 100 ranking of campaigns, agencies and brands.

Global Ad Trends: The Adspend Outlook

REPORT • The latest research from WARC's Data platform, with a focus on adspend outlook by medium, format, region and key media owner for 2019.

Access articles, case studies, and research on marketing and advertising
SK-II: The Marriage Market Takeover: How giving ‘leftover’ women in China a voice transformed a luxury skin care brand

SK-II, the Japanese luxury skincare brand owned by P&G, decided to give a voice to the 'leftover women' of China.

- Combining all brand equity metrics together, SK-II was ranked number seven in the Chinese market, both in the total market and in the core target, the Young Executives.

- During SK-II's research the pressure to marry before 27 emerged as the major stress in the lives of women.

- SK-II created an emotive documentary film and follow-up campaign about four real 'leftover women' to tackle the societal restrictions placed on women.

- The campaign shattered category norms and started a national conversation about the stigmatisation of unmarried women while propelling SK-II to the number two position in the Chinese market.
Discover innovative companies and the people behind them

Latest insights and analysis

February 26, 2019
Home Depot Invests in Roadie's $37M Series C To Help Accelerate Product Deliveries
Mary Ann Azevedo
The funding marks The Home Depot's third startup investment since January 2018.

February 26, 2019
As Lyft's Public Offering Looms, A Reminder Of Where The Year's Unicorn IPO Crop Stands
Alex Wilhelm
To kick off the week, let's remind ourselves what we know about unicorn IPOs.

Activity this week

301
$ Funding rounds announced

7.3B
$ Total Fundings

113
Acquisitions recorded

7.5B
Total Acquisitions Amount
The Big Short

United International Pictures

When four outsiders saw what the big banks, media and government refused to, the global collapse of the economy, they had an idea: The Big Short. Their bold investment leads them into the dark underbelly of modern banking where they must question everyone and everything.
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<table>
<thead>
<tr>
<th>Topics</th>
<th>Software</th>
<th>Learning Paths</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing</td>
<td>Access</td>
<td>Managing Change</td>
</tr>
<tr>
<td>Presentations</td>
<td>Excel</td>
<td>Fostering</td>
</tr>
<tr>
<td>Productivity</td>
<td>Outlook</td>
<td>Collaboration</td>
</tr>
<tr>
<td>Project Management</td>
<td>PowerPoint</td>
<td>Finding and Retaining Talent</td>
</tr>
<tr>
<td>Business Skills</td>
<td>SharePoint</td>
<td>Become a Leader</td>
</tr>
<tr>
<td>Data Analysis</td>
<td>Word</td>
<td></td>
</tr>
<tr>
<td>Social Media Marketing</td>
<td>Google Analytics</td>
<td></td>
</tr>
<tr>
<td>Leadership</td>
<td>Google Ads</td>
<td></td>
</tr>
<tr>
<td>Management</td>
<td>QuickBooks</td>
<td></td>
</tr>
<tr>
<td>Communication</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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The Future of Japanese Tech
Japan and drones: A largely untapped opportunity

Still a small market in Japan, but with lots of promise

Unmanned aerial vehicles (UAVs) or drones will not be a big factor in the earnings of Japanese aircraft manufacturers. However, the technology can be used in a number of innovative ways. For example, drones can be used for crop monitoring and crop spraying in agriculture. In the case of Rakuten, SoftBank, and Yahoo!, drones and unmanned aerial vehicles (UAVs) are expected to bring new growth opportunities to the company.

Japan’s drone industry is underdeveloped

The most successful Japanese UAV producer has been Yamaha Motor. The firm has 60% share of Japan’s crop-spraying UAV market, and its black helicopter UAV has been exported to Korea and Australia in 2015. In 2015, R-MAX became the first drone licenses holder in 2012. We expect approval for crop-spraying in the US in 2016, expanding our sales. Over 2,000 Yamaha drones are in operation, and it targets annual sales to reach 1,300 (US$100M) in fiscal 2017.

Beyond Yamaha, one of Japan’s major tech or capital goods conglomerates has a significant presence in the global UAV market. The mobile drone market is dominated by US and Korean firms, while the consumer drone market is led by China’s DJI with 60-80% share followed by Yamaha. Our analysis suggests that Japan’s drone industry faces significant challenges in terms of scale and market share compared to China, and there is a need for rapid conversion as such continues to gain in the Japanese market.

A restrictive regulatory regime

The use of drones in Japan is heavily regulated — e.g., drones cannot fly above 150m or within 30m of any building, preventing great obstacles to the consumer drone market. However, there are moves to support growth in commercial industrial drone use. For instance, the Ministry of Economy, Trade, and Industry (METI) and the Japan Airlines (JAL) have been working on drone delivery trials to reduce the cost of delivering goods.

A flurry of new activity, notable in services

Encouraged by overseas developments and domestic opportunities, new firms are entering the field, including ZOZO, a startup founded by a former Japan Airlines (JAL) designer, which launched a new service last year. In addition, the Japanese government has been promoting the use of drones in various sectors, including agriculture, surveillance, and delivery services. This has led to a significant increase in the number of drone-related companies in Japan.

The Global Macro Outlook
The longevity of the cycle

The trend and the cycle: we are moving from boom to bust as US real GDP growth is 2.0% above trend growth; 1.9% above productivity; 1.2% above potential GDP growth. Our revised estimate is 2.0% above trend growth; -254 bps per year in 2017, 2018, 2019, and 2020 and beyond. Our updated estimate is 2.0%, 1.1%, 0.4%, 0.1% per year in 2017, 2018, 2019 and beyond. This is 440 bps lower consensus for 2017 and 2018.

The chart below shows US labor force growth, on a monthly basis.

The downward trend will not be reversed, with the risk of recession.

Source: Macquarie Research, March 2017

Wesfarmers
Brits go bing for Bunnings

Event: We have revised our expectations for Bunnings UK & IE (BUN) after receiving two upgraded recommendations from other brokerages. However, the stock price has not yet reflected this change. In our view, Bunnings has a strong customer base in the UK, and the recent upgrades are likely to continue.

Impact

All systems go: key drivers

Bunnings has seen significant improvements in its product, price, and service offering, and this has had a positive impact on its financial performance. The company has a competitive advantage over its competitors, and this is expected to continue.

Bunnings conversion rate is now a likely prospect. While subject to further testing over the next 12 months, the current conversion rate is likely to continue. This is good news for Bunnings, as it indicates that the company’s strategy is working. In addition, the stock price has not yet reflected this change.

Earnings and target price revision

Implied EPS growth: From 4% to 8% in FY17 and 7% to 9% in FY18.

Price catalyst

- 12-month target price: £4.50 to £5.00

- 2-for-1 share offer announcement in April

- Maintain Outperform. Greater confidence in the turnaround program in BUN, ongoing growth in earnings, strong balance sheet and supportive

Bloomberg terminal - analyst reports
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