

# Defence Business

Issue 50 Feb - Apr 2020

CoolDiamond  
Success Story

---

New this issue:  
Member Capability Guide

---

Inside J3Seven

---

National Workforce  
and Education Feature

50<sup>th</sup>  
ANNIVERSARY  
ISSUE



Defence Teaming Centre  
Connecting • Developing • Advocating

Boylen +

# Accredited Defence Testing



EMC/EMI, Environmental, Mechanical, Acoustic,  
Electrical and Telecommunications Testing.

Naval vibration, shock and SRS testing specialist.

**ALL TESTING AND CERTIFICATION IN ONE LOCATION CALL 1800 001 411**

**SYDNEY**  
Unit 2, 9 Packard Av,  
Castle Hill NSW 2154

**MELBOURNE**  
2 Brex Court  
Reservoir VIC 3074

**ADELAIDE**  
13 Newfield Rd,  
Para Hills West SA 5096

**UNITED STATES**  
Tel: +1 323 578 5588

Please consult A2LA Certificate Number 2765-02 for complete listing of accredited services.

[www.austest.com.au](http://www.austest.com.au)  
[austest@austest.com.au](mailto:austest@austest.com.au)



# In This Issue

04

From The Desk Of The CEO

06

Defence Mobilises In Australia's  
Hour Of Need

07

PRIME SERIES  
Rheinmetall Defence Australia

08

MEMBER FOCUS  
Norseld's CoolDiamond DLC  
Shines Bright

11

MEMBER FOCUS  
Cairns Small Business Punches Well  
Above Its Weight

13

EDUCATION & SKILLS  
Professional Development Crucial  
For Future Success

14

Workforce Supply Plans For 2020

15

Developing Business Maturity

16

Cultivating Leaders In Defence Industries

17

What Is The Right Organisational  
Structure For Your Business?

## Feature Stories



Diamonds may be a girl's best friend but it's CoolDiamond DLC, the diamond-like carbon (DLC) coating that has the potential to be the Australian Defence Force's best friend.



J3Seven, a veteran-owned and operated company in Cairns, using its strong in-field knowledge and capabilities to collaborate with the ADF and global primes.

18

Eurosatory An Opportunity To  
Raise Profile In Europe

19

Digital Security Flaws Still  
Cause For Concern

20

How To Craft A Winning Elevator Pitch

22

Registering On ICN Gateway  
For Defence Projects

23

CHIEF ENTREPRENEUR  
Venture Capital

24

50th Anniversary Issue: Defence Business

26

2020 DTC Board of Directors

28

DTC Member Capability Guide

34

Defence Industry Leadership Program 2020

Professional Certificate in  
Defence Industry Leadership

Navy Opens New Warfighting Agency

DTC Sponsors, Prime Members, Associate  
Members and Charities of Choice

**Defence Teaming Centre**  
Connecting • Developing • Advocating

Lot Fourteen  
Margaret Graham Building  
1a Frome Road  
Adelaide SA 5000  
08 7320 1000  
www.dtc.org.au

**CEO**  
Audra McCarthy

**EDITOR**  
Charlotte Butchart

### DTC BOARD OF DIRECTORS

Damian Adlington - Adlingtons Australia  
Brent Clark - RUAG Australia  
Tim Dore - Cobham Aviation Services  
Sean Flaherty - GPA Engineering  
Michael Hartas - REDARC Electronics  
Fred Hull - Axiom Precision Manufacturing  
Lee Kormany - Nova Systems  
Andrew McCauley - Saab Australia  
Darryl Mincham - Mincham Aviation  
Michael Mines - Sphere Advisory  
Matt Opie - University of South Australia  
Davyd Thomas - Austal  
Adam Watson - BAE Systems Australia  
Juniper Watson - Piper Alderman

## Boylen +

**THIS MAGAZINE IS PUBLISHED BY  
BOYLEN FOR THE DTC**

Level 3, 47 South Terrace  
Adelaide SA 5000  
08 8233 9433  
www.boylen.com.au

### ADVERTISING ENQUIRIES

sales@boylen.com.au  
08 8233 9433

### DESIGNERS

Madelaine Raschella  
Henry Rivera

### PHOTOGRAPHY

Department of Defence

### PRINTING

Lane Print and Post

### FREQUENCY

Quarterly  
ISSN 1836-9502

### DTC CHARITIES OF CHOICE

Legacy Club of Adelaide  
Returned and Services League of Australia (SA)  
Royal Society for the Blind  
The Repat Foundation - The Road Home

Defence Teaming Centre is not an agent or part of, nor affiliated with, the Australian Government or the Department of Defence.



# Looking Back, Looking Forward

## FROM THE DESK OF THE CEO

Audra McCarthy, Chief Executive Officer

Welcome to the 50th edition of Defence Business magazine, the first edition of the new decade. This edition we look back over the last 49 editions, giving our community the opportunity to reflect on our journey to date and celebrate exactly how much we have collectively achieved.

I entered the defence sector 12 years ago with my first job being the Assistant Director Finance for DST Group. Having come from a manufacturing and financial services sector background, I commenced a very steep learning curve about Defence and defence science. Since entering the defence sector I've been fortunate enough to learn about defence capability, defence industry policy and have travelled around Australia seeing first-hand Australian industry building and sustaining defence capability.

One of the most memorable moments for me over the last 12 years was seeing the Defence Teaming Centre take the lead on advocating and promoting Australia's defence industry during the "valley of death".

The launch of the "Australian-made Defence Campaign" made me feel proud to be working alongside Australia's defence industry and adjacent to the DTC. I admired the organisation's courage and leadership to advocate on behalf of its members. I remember when the announcements were made to have the ships and submarines built in Australia, I thought to myself, this is big. Exactly how big, I couldn't actually comprehend, however I knew it was the beginning of a new industrial era.

Defence's announcement of industry as a Fundamental Input to Capability is another highlight for me. This has resulted in policy that directly promotes and encourages the development of an Australian defence industry. As a mother to two teenage daughters who are wanting to study engineering, I am glad there is a future for Australia's advanced manufacturing sector, presenting the opportunity for growth and jobs for today's generation.

In this edition of Defence Business we've included stories on emerging businesses such as Norseld, J3Seven and Rheinmetall's Australian activities and a series of stories on education, skills and workforce.

### 2020: A New Decade

The DTC has grown from a small regionally focused industry association to become a specialist defence industry association representing members across Australia.

Our focus is Australia's defence industry sector, providing members with a framework to help industry grow and implement the minimum requirements needed to enter defence supply chains.

This is a long-term objective and in support of this, we have introduced "Defence Industry 101" sessions and quad chart reviews by experienced industry facilitators for our members. I am pleased to announce we are now delivering sessions via webinar to members located nationally.

These new services have been introduced at no cost to members, which could not have been achieved without the generous support of our defence prime supporters, ASC, BAE Systems Australia, Lockheed Martin, SAAB, Rheinmetall and Airbus.

This year, we will grow our Collaborative Contracting and Defence Industry Leadership programs through interstate delivery.

The DTC will be delivering its Collaborative Contracting program, which extends beyond ISO44001 concepts. This program takes participants on a journey and assists them to form collaborations capable of bidding and delivering work packages in defence supply chains.

### Australian Industry Capability Policy

Over the past few months I have been engaging the membership for feedback on Australia's Industry Capability (AIC) Policy. It is apparent the policy is working in some areas, whilst in others, improvement is required.

The continuous shipbuilding program represents a major industrialisation change program for Australia. A change program that will enable Australia's advanced manufacturers to become leading niche-suppliers to defence supply chains. We know there are areas where Australia has strong, well-developed capability and there are cases where our industrial capability isn't as advanced as other countries. We even know there are areas where we have the industrial capability,

however have never been given the opportunity to apply the knowledge and capability to new supply chain opportunities in the defence sector. Developing a world-leading capability as expected under the transformational shipbuilding program requires investment. The question to Government is whether that investment will be in the form of cost, schedule or risk.

AIC policy stipulates that opportunities for Australian industry to participate in major contracts must be maximised without comprising Capability, Cost, Schedule or Risk. As industry deliver capability to the Australian war fighter we will never suggest a compromise to capability should ever be proposed or accepted. Advanced and efficient industrial capability cannot simply be purchased. It must be established, grown and developed; and in most cases, this can only be achieved by investing in cost, schedule or risk. Whilst grants exist to assist industry to invest in acquiring capability, there is no point in industry investing in if they are not provided with the confidence they will be given a fair go. The way the policy currently stands, we know industry do not have the confidence to invest.

The DTC's approach to advocacy is to engage in face-to-face dialogue with Defence and Government to influence policy change and the implementation of programs in the best interests of Australian industry. The Board has agreed this approach, which is a contrast to the type of advocacy undertaken by the DTC in the past, will realise a much better outcome for members. The DTC is focused on working with Defence and Government to implement policy and programs that truly support the development and maturation of a world-leading advanced manufacturing sector supporting the defence sector.

Finally, I'd like to welcome Mr Martin Halloran to the newly created position, Head of Australian Industry Capability, Capability Acquisition and Sustainment Group. Martin, who was appointed in January 2020, reports directly to Tony Fraser, Deputy Secretary and is responsible for AIC implementation within the Group. I am looking forward to working closely with Martin as the DTC continues to both promote the value, and extent of, Australia's defence industry capability.

Service Delivery Partners

Jones Harley Toole



Bronze Sponsors



Prime Members

AIRBUS

ASC

BAE SYSTEMS

LOCKHEED MARTIN

RHEINMETALL  
DEFENCE

SAAB



"The DTC has grown from a small regionally focused industry association to become a specialist defence industry association representing members across Australia."

Collins Class Submarine, HMAS Sheean, berthed alongside at the 2016 Fremantle Port's Maritime Day in Fremantle.

Sapper Floyd Huxley (left) fells a tree that is in danger of falling on roads and passing vehicles at Lower Bago, NSW.

# Defence Mobilises In Australia's Hour Of Need

More than 6500 ADF personnel and 350 international military representatives played a crucial role during Australia's bushfire crisis. Three Joint Task Forces coordinated the ADF's effort through Operation Bushfire Assist:

**JTF 646 Victoria:** Based on Army's 4th Brigade, with support elements from across the ADF. RAAF Base East Sale is the central hub for the Defence response in southern areas.

**JTF 1110 New South Wales and the Australian Capital Territory:** Based on Army's 5th Brigade, with support elements from across the ADF. Holsworthy Barracks is the central hub for the Defence response across NSW and the ACT.

**JTF 1111 South Australia and Tasmania:** Based on Army's 9th Brigade, with support elements from across the ADF. Keswick Barracks is the central hub for the Defence response across South Australia and Tasmania.



Lance Corporal Jesse Ablett and Private Matt Crabtree rig hay bales weighting approximately 300kg each to be lifted under an Australian Army CH-47 Chinook helicopter as part of an animal feed drop at Bairnsdale airport, Victoria.



Australian Army Lance Corporal Matthew Ferdinand, Sapper Lachlan De Zilwa and Corporal Heath Crotty tension a temporary repair to a fence along the Snowy Highway at Ellerslie, NSW, to prevent cattle straying onto the busy road. All are Combat Engineers from the 2nd Combat Engineer Regiment in Brisbane.

# DEFENCE PRIME CONTRACTOR SERIES

Prime defence contractors work directly with the Australian Department of Defence to deliver on major Defence projects, with the support of their supply chains. Through the on-going Primes Series, DTC Prime members will have a platform to share industry updates, advice for SMEs, information on opportunities and other relevant information.

## Rheinmetall Defence Australia: Industry Update By Gary Stewart - Managing Director, Rheinmetall Defence Australia



With the first in a series of Request for Quotation packages (RFQs) now out in the market and Small to Medium Enterprises (SMEs) due for selection in March this year, Rheinmetall Defence Australia is progressing the "Australianisation" of the BOXER 8x8 Combat Reconnaissance Vehicle fleet, while simultaneously delivering first vehicles to the Australian Defence Force.

The RFQs, distributed by Rheinmetall's Electronic Systems business before Christmas 2019, has seen a range of outstanding responses from SMEs in nearly every state and heralds future work packages to be released by other arms of Rheinmetall, as planning for the local build of the BOXER takes shape for 2021 and beyond.

Construction of Rheinmetall's new Military Vehicle Centre of Excellence in Redbank (Queensland), will also be completed in the second half of 2020, underpinning the largest single infrastructure investment in our company's 130 year history.

While this new facility is based in south east Queensland, it will be a focal point for a national approach to deliver the BOXER Program with a network of partners across the nation. This will establish a national sovereign military vehicle capability that will underpin an enduring partnership between Rheinmetall and the Commonwealth to design, manufacture, deliver, support and maintain this world-leading BOXER capability.

While the first 25 BOXER vehicles are being largely built in Europe as part of Rheinmetall's Early Capability Delivery requirement with the ADF, they now include products and services from 28 Australian SMEs. This growing list of companies - a number of which have already been announced by the Minister for Defence Industry, the Hon Melissa Price MP, in 2019 - have met performance and quality standards that are critical to a demanding verification and test environment that ensures Australian soldiers are protected and that the Australian Army receives a capability that will be in operation for the next 30 years and beyond.

Each SME that meets these performance thresholds has made a long term investment in quality systems, procurement relationships and continuous improvement. Rheinmetall is working with a growing number of Australian SMEs drawn from the 1000-plus companies we have engaged since 2015 in every corner of the continent. The quality of the products and services offered by these companies has enabled us to exceed expectations on local content in these in early BOXER vehicles.

Rheinmetall continues to be impressed with the level of interest and range of capabilities offered by SMEs in the wake of its latest round of industry engagements in locations including Perth, Darwin, Cairns, Newcastle, Townsville, Gippsland and the Riverina in late 2019. The company will continue these industry engagement briefings throughout 2020 in co-ordination with peak bodies, including the Defence Teaming Centre, the Australian Industry Defence Network, the Australian Defence Alliance, regional support bodies and state government Defence agencies.

In coming months, Rheinmetall representatives will also take part in a key industry engagement activity - led by the Commonwealth - to meet SMEs keen to work on the \$15 billion Land 400 Phase 3 program and the delivery of up to 450 Infantry Fighting Vehicles for the Australian Army. Rheinmetall is offering the LYNX KF41 for

this program and will design, develop and manufacture the vehicle and the LANCE 2.0 turret from its MILVEHCOE facility in Australia.

This latest program means SMEs across Australia, who are at various stages in their engagement with Rheinmetall, as well as our tier one suppliers, will be better equipped to:

- establish AIC with us on current programs (through engagement at briefings or one on one meetings, quoting, and contract exploration),
- grow into executing AIC with us on current and future programs (product development and contracting); and
- transition to our Global supply Chain program (moving beyond local programs).

Those SMEs now progressing through the qualification process took the critical step to look long term and decide how working in the defence industry could potentially contribute to their company's business plan from acquisition through to support and retirement of ADF assets.

This year will also see a number of global supply chain announcements from companies expanding their reach beyond local defence contracts and exporting into global programs where Rheinmetall businesses are delivering products and services to military forces offshore. This presents exciting opportunities for those companies and represents a significant change to just six years ago when Rheinmetall first entered the Australian market to deliver trucks and modules under the Land 121 Phase 3B - Medium Heavy Capability program.

Rheinmetall is now delivering more than 2500 high mobility 4x4, 6x6, 8x8 and 10x10 trucks to the Australian Army as part of the Land 121 Phase 3B program, which is due for completion this year and will underpin a world class logistics backbone for the ADF in coming decades. Rheinmetall will continue to increase Australian industry participation this year with the next phase of this program - Land 121 Phase 5B. Under this program, Rheinmetall will deliver a further 1044 military logistics trucks and 742 modules.

Bisalloy is a great example of the steep change in supply opportunities for Australian companies over the past decade. The Wollongong-based company is moving through a two year qualification process in Germany and Australia to supply Australian armour steel at grades of protection expected by our customer, to protect Australian soldiers in combat. Rheinmetall commenced this process before it was selected to deliver Land 400 Phase 2 and the final steps to achieve qualification will be made by the German Government this year.

Critically, this investment by Bisalloy and Rheinmetall presents both companies with the opportunity to manufacture armour steel not only for the Australian BOXER and LYNX KF41 vehicles locally, but crucially also for international programs. This recognises that the qualified Australian steel will be only one of three companies globally with the capability to deliver the highest protection armour steel required by defence forces in nations including Australia and Germany.

# MEMBER FOCUS

## Norseld's CoolDiamond DLC Shines Bright

By Tracy Pierce

Diamonds may be a girl's best friend but it's CoolDiamond DLC, the diamond-like carbon (DLC) coating that has the potential to be the Australian Defence Force's best friend.

In 2015, Norseld, an Adelaide based designer, manufacturer and exporter of unique laser platforms, developed a capability in thin film coating using an industrial laser platform called CoolDiamond DLC. The DLC exhibits many of the best properties of a diamond, including invisibility in the infra-red, low friction, hard wearing and strength, but without the crystalline structure. This makes the coating flexible and conformal to the underlying shape being coated, while still being as hard as diamond.

Managing Director Peter Shute was initially looking to use the technology in a medical setting, but after undertaking an extensive market segmentation exercise, he found that there was a strong potential for use in the defence market.

For SMEs, getting into the defence sector can be challenging, so Peter enlisted a defence consultant, who offered advice on how to get into the sector. This led to introductions with dedicated defence agencies such as the Defence Teaming Centre, CDIC and Defence SA.

“What makes CoolDiamond DLC unique is that it can be coated at room temperature. This differs from current DLC methods that use ultra high heat, which will denature soft materials like plastic, carbon fibre etc..”

Peter says, “what led to our decision to get into defence was the strong network of support through government agencies, the global access program which is running to support SMEs, the help provided by the DTC and the fact that we have a very unique capability that is unmatched, not just in Australia, but around the world.”

What makes CoolDiamond DLC unique is that it can be coated at room temperature. This differs from current DLC methods that use ultra high heat, which will denature soft materials like plastic, carbon fibre etc. Because of this, CoolDiamond DLC can be used on a larger variety of materials.

Having made the decision to get into defence, Norseld's patience and a commitment to R&D are just starting to pay off. Norseld has undertaken hundreds of trials on different applications over the past four years. One trial of DLC on composite material for Quickstep led to Norseld applying successfully for a New Air Combat Capability - Industry Support Program (NACC ISP) grant, which allows them to scale their process for large substrates. It will build a large vacuum chamber to apply a protective coating and release agent to the tooling for the F35, giving the components a longevity that will keep the running costs for the program down.

“We believe that the ultra high vacuum chamber that we are building will be the biggest chamber in the Southern hemisphere, maybe even the world,” said Peter. “So we've got a really unique capability right here, literally in the heart of Adelaide city.”

The vacuum chamber will match the environment that the DLC is going on, and the chamber pressure can match space vacuums as closely as possible, which gives rise to space opportunities as well.

“We've tapped into the SmartSat CRC, we are doing trials with the likes of Boeing and Northrop Grumman in the space area. We're working with a company at the moment to meet a specification for electro-optics, with very large market potential in the defence area. We'll be developing that capability over the next year.

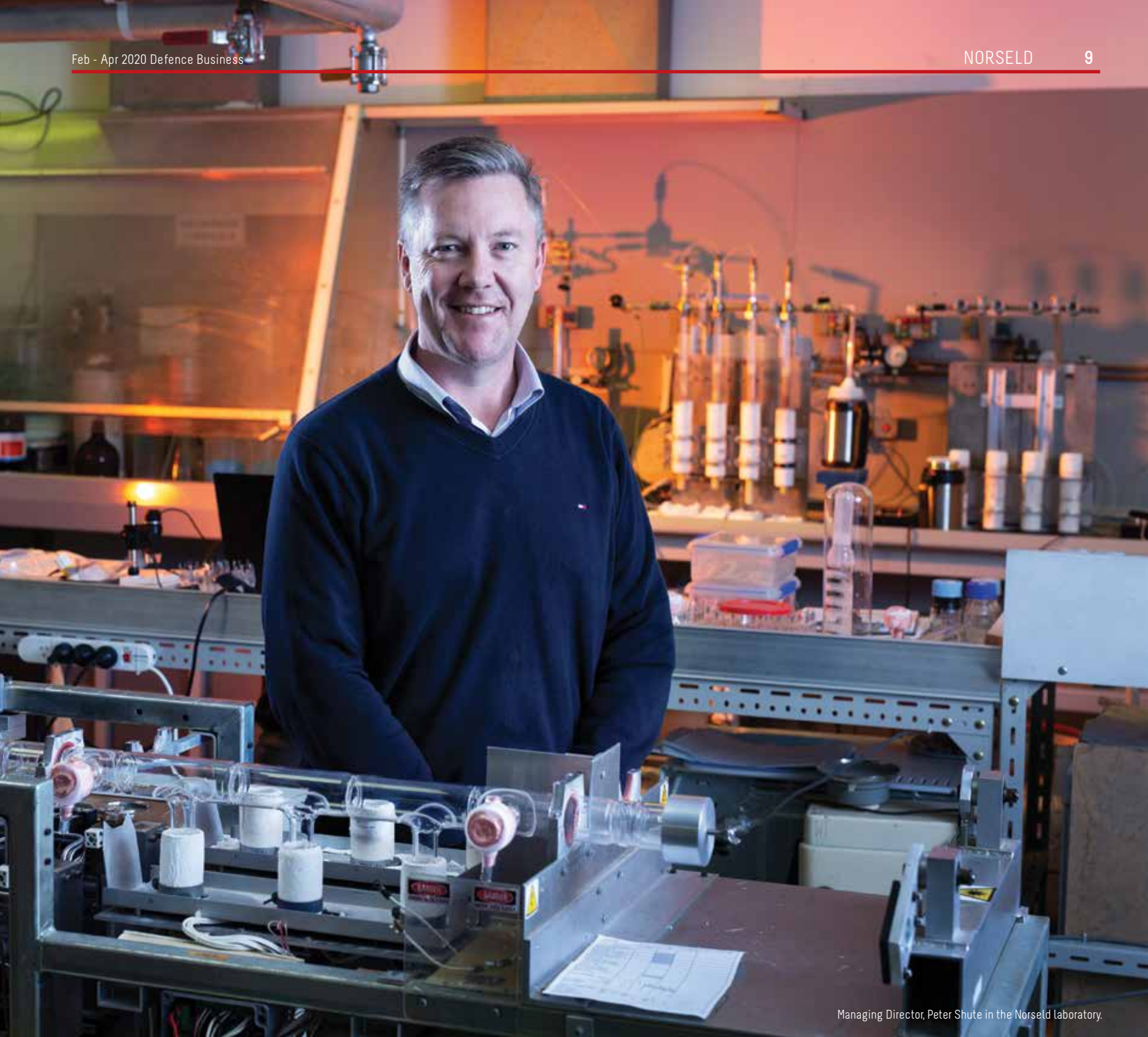
“We're talking with the Australian Space Agency for coating satellites, so the potential for us is vast. But at the moment we're focusing primarily on delivering on the NACC ISP grant.”

Improving your business capability in order to work in defence requires considerable investment, and having the resources is key to success.



Minister for Defence Industry,  
the Hon Melissa Price MP.





Managing Director, Peter Shute in the Norseld laboratory.

# Providing Solutions that work

*Get to know our capabilities*



IBN Batcher



LED Lighting



Explosion proof  
instrumentation  
ibl exd image



IDA4 Setpoint Controller

**INNOVEC**  
CONTROLS PTY LTD

[www.innovec.com](http://www.innovec.com)

Suite 5,  
56-62 Chandos Street,  
St. Leonards NSW 2065  
Australia  
Phone +61 2 9906 7158

"We're fortunate to have a core business that is unrelated to defence, so our diversification allows us to pursue it. Without resources it's a very tough road to travel and you need to go in with eyes wide open.

"Our defence consultant was very open about the need to have patience, resilience and resources to meet the stringent Mil-Spec and optic requirements. So we're scaling our capacity in defence, we're also working with DSTG on a particular program in the maritime space, on coating composite material.

"These sorts of pure R&D projects are in our remit and we have many on the go - but apart from R&D money, we haven't generated any income yet. SMEs need to realise that it can be a very long and expensive path, and you need the right advice from day one.

Being a DTC member makes Peter well aware of the importance of collaboration and teaming on defence projects.

**"I strongly advocate tapping into the Defence Teaming Centre and CDIC, as well as employing experts who understand defence."**

"We've developed strong relationships with a few DTC members and we hope that they will receive more work from us in the future. We are collaborating with all of the SA universities, either tapping into their facilities or knowledge. We are also talking to some of the smaller space SMEs, and as our capability grows and expands in the future, we will collaborate to a greater degree."

The future for CoolDiamond DLC is certainly looking cool.

"If we're successful with the F-35, all the primes will be watching. The opportunity will then become one of bringing costs down to what is currently a very expensive process. If we focus on the outcome and delivering on the F-35 program then the world is our oyster."



DLC coated visors.



DLC coated IR lenses.

**SOIO**  
School of Information Operations

We build  
**Defence capabilities**  
through **training**

We deliver the skills and capabilities required of defence and industry. Our trainers' comprehensive experience in frontline military operations and instructional roles ensures students receive practical and effective training.

**Courses Offered:**

**CYBER OPERATIONS | ELECTRONIC WARFARE (EW) | UNDERSEA WARFARE  
INFORMATION OPERATIONS | EW OPERATIONAL SUPPORT | EW TACTICS & COUNTERMEASURES**

# MEMBER FOCUS

## Cairns Small Business Punches Well Above Its Weight

J3Seven, a veteran-owned and operated company in Cairns, is using its strong in-field knowledge and capabilities to collaborate with the ADF and global primes.

Leidos Australia has partnered with J3Seven to deliver locally developed solutions to keep soldiers on the front line safe from chemical, biological, radiological and nuclear (CBRN) threats.

Minister for Defence Industry, Melissa Price, congratulated the company on securing the \$17 million contract with Leidos Australia.

"This is a great investment in Australian defence industry and highlights how Aussie ingenuity is keeping our armed forces safe," she said.

"J3Seven will provide capabilities including radiation detectors, sampling equipment, decontamination systems and spectrometry equipment, to name a few to protect our ADF personnel."

"We are very proud to be a Cairns-based business with offices throughout Australia and the capacity to support the men and women of the ADF with real-world experience and world-leading capabilities. We are committed to delivering the best for the ADF and look forward to working with Leidos to execute this contract," said Chief Executive Officer, Gareth Molnar.

The \$17 million contract announcement for J3Seven follows another Federal Government contract being awarded to the company of \$257,000 to develop cutting-edge technologies aimed at providing the ADF with a capability edge. The contract was awarded under the government's Defence Innovation Hub.



### UAS Prototype

This funding will be used to explore the development of an unmanned aerial system (UAS) prototype capable of detecting, sampling and analysing chemical, biological, radiological and nuclear substances.

If successful, this technology could be used to reduce risks by enhancing the capacity to identify and analyse environmental threats from a safe distance.

"Not only are we investing in next-generation technologies to keep our ADF members safe, but we are giving Australian small businesses the opportunity to develop world-class capabilities which could be sought-after in a competitive, global market," said Local Member Warren Entsch.

Over close to a decade, J3Seven has risen to become a well-established, small systems integrator within Australia. They are showing government and the ADF it is not always the 'big guys' that provide the best results.

"With technology, passion and innovation, J3Seven is rapidly closing the gaps for System Integration especially in this very niche market," said Gareth.

"We have a lot to contribute and can add real value that the global primes are unable to deliver on their own. It is a win/win for all involved, the ADF get the best of the best in terms of capability and enhancement of sovereign industrial capability, while also supporting businesses on home soil.

**"With technology, passion and innovation, J3Seven is rapidly closing the gaps for System Integration especially in this very niche market."**

"The global primes are also able to tick all the boxes in regard to their contract deliverables and provide the Federal Government with Australian industry capability throughout the life of the contract."

J3Seven is not a company that seeks the media limelight but this hidden Aussie gem is without question home to

Australia's leading CBRN and exploitation experts. With real-world field experience, they have a deep understanding of the operator, equipment and environmental interfaces.

"This means J3Seven are perfectly positioned to provide Australia's first responders, military forces, border control and other security agencies with tomorrow's cutting-edge solutions to meet the demands of today's challenges," said Gareth.

"J3Seven specialise in bringing world's leading equipment and our customer's needs together. Through strong partnerships we actively work on our customer's behalf to research, develop, source and deliver world-class products, training, and maintenance solutions. We take our responsibility of protecting our Australian forces and our Australian families very seriously. This is why we make sure that we deliver nothing but the best for them every step of the way."

J3Seven has been recently recognised with a long line of awards for its work, including one from Leidos for collaboration and delivery with Land 2110. Another notable award was from CASG, to recognise its achievements and collaboration as a fundamental input to capability for Land 3025 on a project under \$50 million.

"We were quite surprised to be honoured in such a way, we do what we do not for the awards, but because we are highly committed to the cause of protecting our nation. It is very humbling when you and your teams' efforts are acknowledged though – we feel very grateful and appreciative," said Gareth.



Leidos Award Presentation to J3Seven (L-R) Christine Zeitz (Leidos) and Gareth Molnar (J3Seven).



# Land Forces

AUSTRALIA **INDO ASIA PACIFIC**

1 - 3 SEPTEMBER 2020



Network and connect with Army, the Australian Defence Force, industry and government at the premier land forces exposition for Australia and the Indo-Asia-Pacific region.

*LAND FORCES 2020* will highlight defence capability and strategy and showcase platforms, equipment, support and technologies.

- Key Australian Army, Australian Defence Force, government and industry conferences and briefings
- International defence, government, industry and academic delegations
- Comprehensive industry exhibition

Don't miss this opportunity to network and connect with key thought leaders through this established, world-class biennial exposition.

## 2018 HIGHLIGHTS

<b>15,331</b> Total attendances	<b>624</b> Companies from 26 countries	<b>328</b> Australian small businesses
<b>31</b> International Service Chiefs	<b>74</b> Delegations from 36 countries	<b>21</b> Conferences and symposia

# Platforms - Equipment - Support - Technologies

[www.landforces.com.au](http://www.landforces.com.au)

BRISBANE CONVENTION & EXHIBITION CENTRE, AUSTRALIA

For further information contact the *LAND FORCES 2020* Sales Team:

PO Box 4095 Geelong, Victoria 3220 Australia

T: + 61 (0) 3 5282 0500 E: [expo@amda.com.au](mailto:expo@amda.com.au)



Queensland  
Government

# EDUCATION & SKILLS

## Professional Development Crucial For Future Success

As thousands are employed to deliver Australia's new, multi-billion-dollar Defence contracts, people already employed in defence industry will face increasing pressure to upgrade their skills.

While currently much of the focus is on finding the talent to fill new positions, there is already clear evidence of the need for Australian companies to upgrade the technical skills of their staff, along with management and leadership skills.

As technology and manufacturing evolve at a faster than average pace, both companies and individuals need to develop clearly articulated plans for professional development.

Defence industry is at the forefront of innovation which requires companies to develop a learning culture where team members are hungry to constantly improve their skills.

Chief Defence Scientist, Professor Tanya Monro, has said the Department of Defence will collaborate with industry and academia to build the high tech workforce required to meet Australia's future Defence and national security needs.

"These are the careers of the future and competition for people with these qualifications is fierce - it is estimated that 75 percent of the fastest growing occupations in the world today require people with STEM skills," she said.

"In Australia there is a growing requirement for a workforce with the necessary skills to drive innovation and ensure we remain competitive in a tough global economy."

### Additional Benefits

There are a range of less obvious benefits for companies promoting professional development within their ranks. Continual learning puts individuals in touch with other experts in their area, as well as professional associations, which allows networking with like-minded individuals. This becomes another entry point for collaboration, which is critical for SMEs seeking to work on large defence contracts.

Viewed from another standpoint, staying current with management, leadership and technical thinking ensures long-term career – and company - preservation.

"These are the careers of the future and competition for people with these qualifications is fierce - it is estimated that 75 percent of the fastest growing occupations in the world today require people with STEM skills."

Australian Public Service Marine Engineer, Kevin Bernard, inspects the hydrant booster pumps in the Main Engine Room onboard HMAS Canberra.



# Workforce Supply Plans For 2020

Building on a successful 2019, the Naval Shipbuilding College is set to increase engagement with Australians on the wide range of jobs and careers within the National Naval Shipbuilding Enterprise, helping provide the critical workforce supply for major naval contractors and small to medium businesses across the country.

In collaboration with industry partners and the College's training and education network, clear skilling pathways are being formed to assist potential candidates become 'job ready' for employment in the Enterprise.

The College's ongoing collaboration with major industry contractors led to the signing of the Naval Shipbuilding Industry Strategic Workforce Plan in October 2019. This will see key naval shipbuilding employers work collaboratively to develop and maintain their shipbuilding and sustainment workforces for decades to come.

Chief Executive of the College, Ian Irving, said growing the nation's workforce capability to become world leaders in the design, build and sustainment in naval shipbuilding was successfully evolving.

"We are constantly reviewing the workforce demand data from industry to ensure they will have the right workers in the right place at the right time," he said.

"The commitment from industry and the training and education sector to work closely with the College is helping Australia achieve this goal.

"We endorsed many courses in 2019 and established a national network of training and education providers spanning every state and territory, mapping out clear, achievable educational and career pathways for Australians which can lead to jobs and rewarding careers within the Enterprise."

The College's secondary school engagement program extended its reach to more than 1,100 schools across the nation in 2019, with plans to continue to grow that number strongly through the year ahead.

A new partnership with online education and career platform Work-Ready is assisting in elevating naval shipbuilding as a career of choice for young people and helping ensure Australian schools access high quality, industry-specific learning content at no cost.



Ian Irving, Chief Executive of the Naval Shipbuilding College.

## Workforce Register

The College's Workforce Register is the first port of call for first time entrants, people transitioning from adjacent industries or those wishing to upskill within the industry to be connected with appropriate education and training providers and potential employers across Australia.

Through the College's nation-wide engagement and attraction strategies, the Workforce Register grew from 500 candidates to over 2000 in the past year.

This includes more than 500 candidates who are 'job ready' to access new naval shipbuilding career opportunities, providing a pipeline of workers prepared for the industry.

Ian said it was rewarding to see the tangible results delivered through working in true partnership with industry to increase the awareness of career opportunities within the Enterprise across Australia.

"Together as a team, we have a clear vision of success in 2020 and we are excited about the new opportunities that will be provided for Australia's future naval shipbuilding workforce," he said.

"We want to be able to connect with every single Australian student so that they can consider these exciting new career opportunities."

## 2020 Focus

In 2020 the College is looking to introduce a range of new skilling and training initiatives in conjunction with industry and education and training network partners. This will include naval shipbuilding-specific short courses to provide support for workers transitioning from other industries.

There will be also new naval shipbuilding scholarships, traineeships and apprenticeships becoming available and we are planning for a national, naval shipbuilding road show which will visit every state and territory in Australia to assist in meeting the workforce requirements of industry.

"The College is focused on helping deliver the workforce requirements of industry and providing great job opportunities for Australians across the country," Ian said.

"There has never been a more exciting time to get involved with Australia's National Naval Shipbuilding Enterprise."

For more information about career opportunities within the Enterprise and how to register your interest visit [www.navalshipbuildingcollege.com.au](http://www.navalshipbuildingcollege.com.au).

## DIMENSIONAL MEASURING SYSTEMS, HAND HELD MEASURING EQUIPMENT AND MACHINING FLUIDS



**AISA SA**

Please contact Johan Grove for a consultation or quote

Adelaide | South Australia | AUSTRALIA

Mobile: +61 468 993 215

Office: +61 08 8251 4869

[measuring@aisasa.com.au](mailto:measuring@aisasa.com.au)

[www.aisasa.com.au](http://www.aisasa.com.au)

Measuring Systems | Machining Lubricants

# Developing Business Maturity

By Jeremy Glaros

The opportunities in hand for companies in the Australian defence industry ecosystem today are as exciting as any on the Australian corporate landscape. The high tech nature of the federal government procurement initiatives combined with the sheer quantum of spend over the coming decades offer a once in a lifetime opportunity to build products and services which can drive truly sustained – and sustainable - business growth. For SMEs in particular, the revenue streams available from the ship and submarine megaprojects can help underwrite investment in long-term business growth, including in R&D initiatives which are not necessarily part of current core business.

The key question for senior managers and owners of SMEs as they contemplate this scenario is how do we capitalise on the opportunities before us in a way which secures our long term growth? The answer lies in building a more mature business.

There are many markers of maturity in a business, including general market awareness of what your business offers, an organisational structure in which most roles are occupied by specialists rather than generalists and a set of standard operating procedures which are capable of dealing with all but the most unexpected of business situations.

As to which of these elements a given fledgling company should emphasise in building its maturity, the answer is necessarily unique, a function of the prevailing internal and external circumstances affecting that company at that particular stage of its evolution.

There is one common denominator identified by Harvard, Forbes, McKinsey and everyone in between as being critical to building a mature, growing organisation: leadership.

The skill set of a leader needs to evolve with the business in which he or she works. The steepest point on the leadership evolution curve arises when shifting from a small scale business, where the emphasis for leaders is typically on the day-to-day, to a larger organisation, where the emphasis becomes on higher level issues and on empowering the broader team. The exact point at which this shift occurs is open to debate, though Julia Austin from Harvard Business School suggests the critical juncture is at an organisational size of around 20 to 30 people).

The leadership skills required at a larger scale will typically include a mix of: hard skills, which are themselves often role dependent and may include financial acumen, business development expertise or operational proficiency (e.g. Lean Six Sigma). Soft skills, like emotional intelligence, managing people, critical thinking and creativity, all of which were recently identified by the World Economic Forum as among the top 10 skills needed to thrive in an Industry 4.0 world.

The key in building business maturity is recognising that developing these skills cannot wait until the 'small to scale' evolutionary step has been taken but must be built in advance in order for the transition to ever be made. Things cannot simply be left to chance.

A mature organisation will have a clear view of how and where it is going, as well as a clear plan to help its people get there. The approach you adopt to help your leaders grow their skill sets should take into account a number of factors, chief among them the learning styles and leadership maturity of the individuals in question.

Putting in place a formal framework to help with this is itself a critical step on the maturity journey, with modern best practice centred on the 70/20/10 learning and development model of 70% learning on the job, 20% learning from others and 10% learning from formal, structured education.

*Jeremy Glaros is Executive Director of Executive Education at the University of Adelaide which delivers a Professional Certificate in Defence Industry Leadership, which was developed in conjunction with the Defence Teaming Centre. To learn more about the PC-DIL or to apply for the 2020 intake, go to [ua.edu.au/pcdil](http://ua.edu.au/pcdil).*

## THE DEFENCE STATE

**SOUTH AUSTRALIA IS DEVELOPING A HIGHLY SKILLED AND SUSTAINABLE WORKFORCE THAT IS CAPABLE OF SUPPORTING CURRENT AND FUTURE DEFENCE PROJECTS.**

South Australia is investing heavily in workforce development and building world-class capability across the education and training system to deliver a pipeline of skilled workers to meet the needs of our defence and space industries.

We are reducing the challenges faced by defence industry to upskill and retain workers by ensuring our students and apprentices are developing the trade, technical and science and technology skills that will be needed in the future.

The South Australian Government's comprehensive Defence Industry Workforce and Skills Strategy provides a clear and coordinated approach to defence industry workforce and skills development in South Australia.

**So when you think defence, think South Australia – The Defence State.**



For more information visit [defencesa.com](http://defencesa.com)

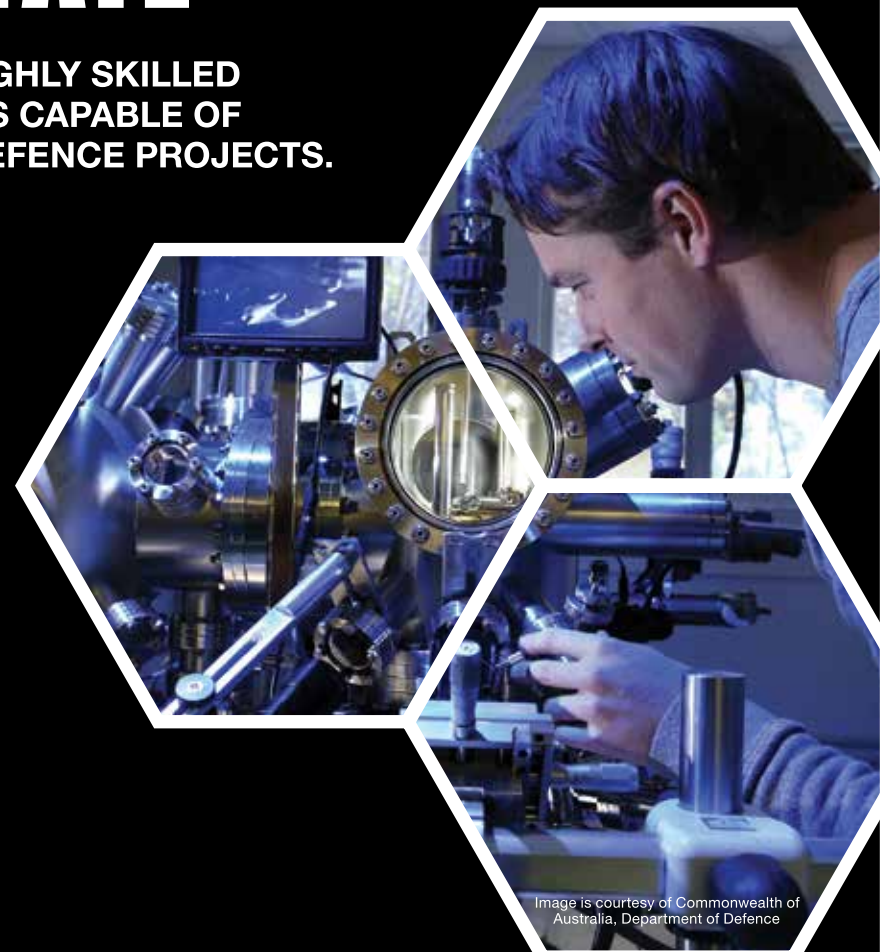


Image is courtesy of Commonwealth of Australia, Department of Defence

# Cultivating Leaders In Defence Industries

This article explores how engineers (and other technical experts) hold themselves back as people leaders, and how to overcome those barriers.

By Cath Duncan

## The STEMM Leader Profile

Maximising the potential of every leader is essential to any business, but have you noticed that technical experts, especially engineers, have unique mindsets and behaviours that often block their professional success in leading people? Ironically, it is those mindsets and behaviours that are the very same ones that led them to become valued experts in the first place.

Can technical experts make great leaders? The answer is a resounding YES but due to the dominance of their exacting technical mindset, they get there along a somewhat different pathway.

Many traditional leadership development practices still centre around the academic aspects of leadership. And while technical experts jump at the chance to achieve more from academic study, this tactic is likely to fail them on the job. The leadership of others has much to do with the grey areas of people's behaviours, attitudes and emotional competence. The leadership of business strategy is less about the detail and much more about the unknown, risky, ambiguous future. Such fundamentals of leadership can be unsettling for many technical experts. The following generalisations can be made but, I hasten to add, are not true for everyone who is a technical expert.

MINDSET OR BEHAVIOUR	IMPACT ON LEADERSHIP CAPABILITY
Generally speaking, the professional profile of a technical expert engineer tends towards cognitive, not interpersonal, strengths.	Self-awareness and interpersonal relationships are common developmental needs.
Engineers and other technical experts possess a strong motivation to learn about facts (and an incredible capacity to do so!)	In human relationships there are many 'truths' and a great deal of ambiguity – fewer facts to rely on and feel confident about.
Engineers and many other technical experts are often perfectionists, rightly focusing on detail and the accuracy of elegant solutions.	Leaders appreciate strategy which requires a big picture focus, and a talent for managing the 'messy' unpredictable nature of human emotions.
Engineers and other technical experts are sought after for their valuable specialist individual contribution.	The real work of leadership is effective collaboration and the development of others.

## Technical Expertise + 3 New Skills = Leadership Success

One thing is certain about today's leaders, technical expertise is not enough to make them successful. Becoming an organisational leader is more complex and requires transforming technical competence into business success. This means acquiring and developing skills and competencies for:



1. Building and managing critical relationships
2. Working through others and building their capability
3. Thinking and acting strategically

Anyone starting out in their career or taking on new or changed job responsibilities must begin by becoming proficient at what they do. While it's possible to describe this generically as 'technical expertise', what it takes to gain and maintain this level of proficiency clearly depends on the job itself.

### Building and managing critical relationships

The art of developing and managing relationships is not based on one's depth of knowledge rather, it is grounded in their skills to ask important questions, listen and communicate, make personal connections, and to be convincing at both a logical and emotional level. These skills are part of one's emotional competence and are distinct from rational intelligence or technical expertise.

### Working Through Others

Many technical experts are self-contained and many like it like that. However, in the complex and resource-constrained world working through others has taken on greater importance. Effective project execution, including change management, means everything from getting buy-in for ideas to clarifying expectations without a clear direction or mandate.

### Thinking and Acting Strategically

Thinking strategically requires vision, to 'see' well beyond the here and now, to identify trends and extrapolate from the current reality. This means looking beyond a functional or even organisation perspective to identify and understand those elements outside the current system. These comprise a set of business imperatives that, once internalised and digested, are the basis for the organisation, division or project team's strategy.

### Summary

The changing nature of business indicates that the additional value to be expected from technical experts is their potential impact as leaders in the business. To reach that level, their expertise is a great base from which they shift into areas with discreetly different skills and competencies. These are skills that range from building relationships, to working effectively through others in order to execute across an ever-changing landscape, to seeing the big picture and aligning or realigning the organisation when necessary. Without the acquisition and demonstration of these skills, the shift from technical expert to leader is restricted at best. It may not be rocket-science, but it may well be personally challenging for them – a matter of mindset and behaviour.

As employers, let's not set them up to fail.

*Cath Duncan is Co-Director of AsiaAus Leaders Pty Ltd. Specialising in organisational development and the development of impactful leadership behaviours, collaborative cultures and value-adding diversity in STEMM related industries. [www.cdconsulting.com.au](http://www.cdconsulting.com.au) | [www.asiaausleaders.com](http://www.asiaausleaders.com)  
Ph: 0419 847 959 | [cath@cdconsulting.com.au](mailto:cath@cdconsulting.com.au)*



# What Is The Right Organisational Structure For Your Business?

By Sam Willis



In our role as management consultants servicing mid-market and emerging businesses, a critical question that CEOs and business owners often ask us is about their organisation's structure. The conversation usually begins with 'this is how we are structured', before evolving to 'do you reckon that structure sounds right?'

The reality of course is that the right structure will depend on a number of factors (including your business strategy), but the core underlying functions of virtually every business are effectively the same.

Our business value chain model (below) provides an overview of the typical core functions found within most organisations, across every sector, together with the common management support functions required in any growing business:

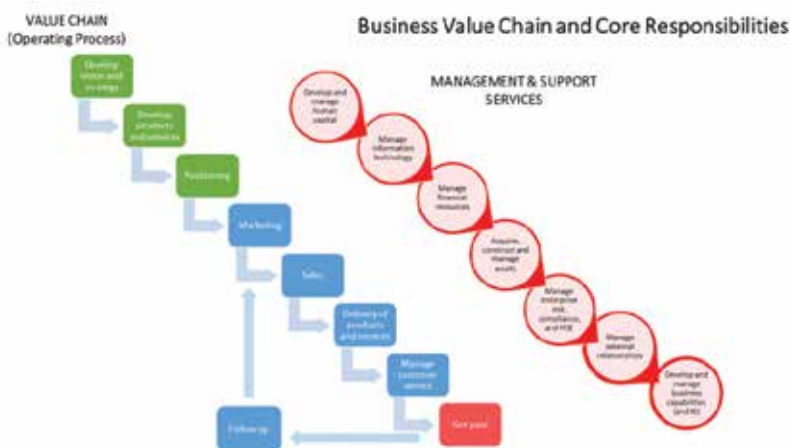


Figure 1: Checkside's Business Value Chain for assessing organisational structure and capacity

Understanding the key functions and where there are gaps and/or duplication points will help you prepare to choose the right organisational structure to achieve your strategy. Important to achieving this is an understanding of the key differences between potential organisational structures, together with the pros and cons of each. It is also critical to note that as businesses grow and evolve, there remains a need to revisit structure to ensure it remains relevant to your ongoing growth platform and strategy, as opposed to a handbrake preventing successful growth.

The four primary organisational models include Functional, Divisional, Hybrid or Matrix structures. Some detail of each is outlined below:

A functional structure is likely most appropriate if you have one single product/service, geographic location or market that you're dealing with. Purely functional structures are typically utilised by smaller scale companies.

In functional structures, the CEO or MD will typically be the most senior management report with each individual function reporting into that role. These functions reporting into the CEO or MD will typically include sales, marketing, operations, finance, IT, and human resources. Each function is responsible for delivering on their functional area of expertise under the direction and strategic guidance of the CEO. The greatest strength of the functional organisational structure is that it allows for great specialisation. It is,

however, limited as when the size of operations is increased, the senior executives are typically spread too thin to dedicate the required attention to certain products.

A divisional structure is typically most appropriate if you have multiple projects, markets or customer segments that need to be specifically targeted and understood. A Divisional structure is suited to companies of a slightly larger scale (medium to large companies) than those that use a functional structure.

Divisional organisational structures are all about structuring the organisation along product or market lines. A division may be set up to focus on a particular customer segment or around different products. The basic concept of a divisional structure is to create divisions that focus on particular customer segments or products to drive results. The limitation of this structure is that it often creates a duplication of effort and requires additional coordination.

A hybrid structure acts as a good transitional structure for companies that need the bespoke focus on individual markets but do not yet have the scale that each market warrants its own fully functional team.

A hybrid structure is one that contains a combination of functional and divisional elements. In this case you may structure your organisation with particular divisions based on products or customer segments, however have some form of shared services across the business. These shared (or corporate) services are typically: finance, IT, legal and HR.

A matrix structure is the rarest of the four key organisational structures. A matrix organisational structure involves having a pool of resources that are drawn on to complete a finite number of projects. This involves having the core functions and a number of projects. For each project, you have a lead project/program manager who will build an appropriate team for the project by 'borrowing' resources for each of the functional 'pools.' Upon the completion of the project, the team is disbanded and released back into their corresponding functional areas as available resources (people may also work across multiple projects depending on capacity and requirements). This structure will typically be used for professional services or high-tech businesses.

A key risk for many mid-market and emerging companies is that their structures often evolve around the talent, capability and capacity that currently exists in the business, rather than being designed around what the business actually needs moving forward to achieve its strategic objectives. The exercise of assessing the most appropriate structure for your business is critical as it goes directly to the ability to execute your strategy and drive performance. It typically requires some expert help to not only assess the most appropriate structure that is best suited for your business right now but determine your key capacity ratios to guide resourcing changes and a workforce plan for your future growth.

*Sam Willis is the CEO & Director of Checkside, a management consulting firm that provides a service offering built around a proprietary high-performance framework that has been specifically designed for mid-market and emerging companies. As part of this, we work with companies to understand strategy and ensure it is connected to the right structure and talent to help deliver on strategic goals. If you are looking for help to assess the most appropriate structure for your business, please get in touch with us via our website: [checkside.com.au/contact-us/](http://checkside.com.au/contact-us/)*

# Eurosatory An Opportunity To Raise Profile In Europe

High powered Australian delegations will be seeking inroads into the lucrative European defence market at Eurosatory 2020.

Australia's presence aims to build on Eurosatory 2018 where one of the largest Australian defence industry delegations to an overseas event participated on the Team Defence Australia stand.

Attending an overseas trade show or participating in a trade mission with Team Defence Australia is a cost-effective option for eligible companies looking to export their products and services, benchmark themselves internationally or research their competitors. Team Defence Australia procures the floor space and builds the exhibition stand, with companies only needing to finance their flights and accommodation.

In 2018, 49 companies exhibited on the TDA stand or joined the associated trade mission. It was Australia's inaugural presence at Eurosatory, which brings together companies from 140 countries.

The 15-day trade mission was hosted by BAE Systems Australia, Thales and Rheinmetall, who were contracted under the Global Supply Chain (GSC) program. The GSC program funds defence prime contractors to identify bid opportunities for Australian small to medium sized enterprises across their defence and commercial businesses. The trade mission incorporated networking functions, business meetings, market briefings and the opportunity for the Australian businesses to pitch their capabilities to the global primes' business units.

Exporting and raising exposure to an international audience were key focuses for the 39 exhibiting companies.

Eurosatory is a leading defence sector event in Western Europe.

Key figures:

- 1,802 exhibitors from 63 countries
- 39 national pavilions
- 57,049 professional visitors from 137 countries
- 227 official delegations from 94 countries
- 71 conferences

2018 marked the inaugural Eurosatory LAB, dedicated to international start-ups in defence and security domain. Up to 70 ground-breaking start-ups were selected to exhibit alongside 1,700 other companies.

**While the major European event runs from 8-12 June 2020, the deadline for start-ups to apply for the Eurosatory Lab, to promote technology to international defence and security professionals, is 16 February 2020.**



With access to \$400 billion worth of projects through ICN Gateway, ICN plays a lead role in connecting local suppliers and service providers with emerging projects and business opportunities within Australia and New Zealand's public and private sectors.

Matching local capabilities with existing and emerging industry demands, ICN facilitates jobs and supports a robust economy for Australia.

**We are committed to maximising Australian industry capability in all phases of the Future Submarine Program. ICN is a key partner in helping us to deliver on this commitment and is the one stop shop for industry in regards to the release of work packages for Australian suppliers to submit expressions of interest in the program.**  
**Stuart Lindley, General Manager Industry Capability Development, Naval Group**



[gateway.icn.org.au](http://gateway.icn.org.au)



# Digital Security Flaws Still Cause For Concern

When Reg Carruthers, Director Aerospace at Defence SA spoke at last year's DTC Cyber Summit, he said it "doesn't take a great leap of faith" to realise that defence industry is a lucrative target for hackers, in light of the value and sensitivity of military contracts. The following advice is taken from two cyber security presentations at the Summit.

## Sam Wong, Defence Business Adviser, CDIC



1. **Password management** is one of the key challenges for SMEs. Some companies still have default passwords in place and that's the same as buying a combination lock for your house and not changing from factory setting. You might as well not have the lock there, because anyone can walk through.
2. **Shared passwords** between personal and work accounts. This is another key issue in businesses because it's easy to get those passwords. If passwords on your personal accounts are compromised and can be found online, it is not difficult to guess your work email and use that same password to get into your work account. A lot of the times, that's what hackers do to get into your organisation.
3. **Lack of an incident response** and disaster recovery plan for organisations. We're not talking about if your business will have a cyber incident; it's a matter of when you have an incident, major or minor. So you need to have a plan in place to know what you have to do, who you need to notify, who is in charge and how are you going to recover from those incidents. Your customer wants to know whether you are still able to deliver goods or services to them when you are hacked. You need to report and know who you need to report to, because there are ramifications if those incidents are part of a larger supply chain attack.

"Investing in awareness and education will have a bigger impact than spending an equivalent amount of money..."

4. **Awareness and education.** For small to medium enterprises, investing in awareness and education will have a bigger impact than spending an equivalent amount of money on kit or software or hardware in an organisation, because you are able to influence the security culture of your organisation to help identify and tackle some of those incidents a lot earlier. People can you a great first line of defence.
5. **Supplier risk** management is another poor area for small and medium enterprises. Do you know what cyber security controls your suppliers have? For example, do you know how your IP service providers keep the passwords and remote logins to your organization safe? Or the service providers that have accounts into your internal systems? Understand that if you are a hard target, hackers will just target your supply chain to get to your information.
6. Not having **network segmentation** is equivalent of having a safe with its door open at your front door. Network segmentation is about putting different layers in, so when your perimeter defences are being compromised, you don't lose your crown jewels in the first step. There are multiple layers to help protect you. It sounds technical but it's not that hard to achieve and it is not that costly.

## Shanna Daly, speaking on behalf of Opsys



1. We are still seeing the same things over and over again. For example, many people are still falling for **phishing emails**. After hackers have access to your mailbox and your contact list, they can start inserting themselves into your conversations. For example, getting a payroll employee to make a last-minute change to pay your salary into a different account which they control. In another example in the US, a hacker raised a fake purchase orders for defence equipment that was considered classified (apparently even a photo of this equipment was considered classified, so they should not have known that it even existed). Yet they sent a purchase order to a contractor, who then sent that equipment to a warehouse.
2. While many hackers are using the same techniques over and over again, some actually change their techniques on every single engagement. This makes it very hard to track them, and makes it very hard to detect them, and to stay on top of what is actually the next form of attack. It is constantly changing, constantly moving. The hackers themselves say that **employee education** is the best way to stop infiltration.
3. **Use goal-oriented penetration testing.** If you have a database that has all of your crown jewels in it, make your penetration test a challenge. Can you get to that database, rather than just seeing what you can get access to from outside?
4. **Patching.** You cannot go past vulnerability scanning and patch management. It really should be a basic part of anyone's security controls.
5. When I come into organisations to do investigations, it is very rare - especially for small businesses - that I get logs to look at. If I don't have logs to look at, I do not know what happened. When I am talking about **visibility**, we want visibility of the actions of people on the network. Not just knowing what is on your network, but knowing what people are doing while they are on the network. How they are doing it?

"You cannot protect yourself against things when you do not know what is going on on your network."

6. You cannot protect yourself against things when you do not know what is going on on your network. **Collect data** from every incident even if it small, even if it is something like a user installing a fake toolbar on their browser. All of this information could be important in the future. You never know until you collect all the data.

# How To Craft A Winning Elevator Pitch

You're heading down to the conference from your hotel room, and who should walk into your elevator but the CEO of your largest potential defence client. This is it, the big opportunity that could change your business forever. You quickly introduce yourself and tell them you have a wonderful opportunity for him. The CEO says you have until you hit the ground floor to convince him.

What do you say?

An elevator pitch might not necessarily happen in an elevator but the concept is the same. Whether you meet an investor on a train, a defence contract manager while waiting in a line or a distributor at a busy meet-and-greet, you get one short opportunity to impress.

In three sentences or less, you need to sell the heart and soul of your product or service.

## The Basics

While there is general agreement on the value of elevator pitches, there is no one "gold standard" approach. This article outlines several options to consider.

The standard approach is that a good elevator pitch is short, simple and points out why you are special.

In three sentences or less, your listener should know:

- what you are selling;
- why it is unique; and
- what you believe the listener has to offer to help you both succeed.

## What Are You Selling?

Let's make this clear: everyone is selling something. A potential employee is selling their skills and experience. A manufacturer is selling a customer the chance to make a profit.

So what are you trying to sell? Can you say what it is in ten words or less? Be specific and be concise. You are not selling "a book" but "a political thriller set in 1960s Russia". You are not selling "a kitchen appliance" but a "restaurant-grade toaster."

## Why You Instead Of The Other Guy?

The second part of a pitch is arguably the most important, as often the context already allows the listener to know what you are selling.

But why your toaster and not the one I'm already thinking of? What are the Unique Selling Points (USPs) of your business that set you apart from everyone else in your market? It may be a new function that the market wants but nobody has worked out how to deliver. Have you found a way to dramatically extend the life of a critical widget? Or cut the cost of production so that you can offer an unheard of price?

An elevator pitch should focus on the one most impressive selling point and no more.

# AUSTRALIA'S MOST AWARDED FREIGHT FORWARDER

WE UNDERSTAND CAPABILITY, COST, SCHEDULE AND RISK

## Customs Agency Services

Customs Agency Services (CAS) has worked closely with the Australian Defence and Aerospace industries since 1976. We have successfully imported and exported billions of dollars worth of Defence and Aerospace products, on time and on budget.

As Australia's most awarded freight forwarder, CAS are well equipped to support your global logistics requirements.

- AUSTRALIAN INTERNATIONAL FREIGHT FORWARDER OF THE YEAR – 2017 FINALIST
- CUSTOMS BROKERS & FORWARDERS COUNCIL – 2017 RECOGNITION & COMMITMENT AWARD
  - AUSTRALIAN CUSTOMS BROKER OF THE YEAR – 2016 WINNER
- AUSTRALIAN INTERNATIONAL FREIGHT FORWARDER OF THE YEAR - 2014 & 2015 WINNERS
  - AUSTRALIAN CUSTOMS BROKER OF THE YEAR - 2015 & 2016 FINALIST
- AUSTRALIAN PROJECT CARGO PROVIDER OF THE YEAR - 2015 & 2016 FINALIST
  - TOP 100 SOUTH AUSTRALIAN BUSINESS - 2015, 2016 & 2017
- DEFENCE TEAMING CENTRE OUTSTANDING SME - 2015 & 2016 FINALIST

Land. Air. Sea. Space.



AUSTRALIA'S GLOBAL LOGISTICS SOLUTION SINCE 1976

Call us today. Phone: 08 8354 2221

Email: [cassales@caspl.com.au](mailto:cassales@caspl.com.au)

[www.caspl.com.au](http://www.caspl.com.au)

Apple continues to be the master of this (eg. iPod "1000 songs in your pocket", Macbook Air "the thinnest, lightest notebook in the world"). Know which USP is the one that I am going to care about most.

### What Can I Do For You?

The final part of an elevator pitch should make it clear why you want the listener to know about your amazing product. After all, there are other investors, other suppliers, other employers. The person you speak with does not want to feel like a number and that you are only approaching them because they entered your personal space.

So why is your listener important in the equation? Do you need their money to turn a prototype into the next iPad or Uber? Do you want to take advantage of their distribution network instead of having to create your own?

### Harvard Approach

The website Toggle provides what it calls the Simple Harvard-MIT Elevator Pitch

1. Problem: "[Customer Type] are often frustrated by the effort it takes to [Action]."  
Solution: "[Your New Solution] eliminates the need to [Customer's Old Solution]."
2. Why You: "For [Duration], [Customer Type] have trusted [Your Company] to provide the best solutions in [Customer's Industry]."
3. Value: "With [Your New Solution], you can [spend less/make more] [time/money] [Action]."
4. CTA: "I'll give you a call to learn more about your situation (Get Contact Info). Thanks for your time."

**"An elevator pitch should focus on the one most impressive selling point and no more."**

### Entrepreneurial Approach

Elliot Loh is a successful and award-winning serial entrepreneur. In a recent blog, he made the following excellent points:

- "Pitching an idea isn't a skill you can perfect on your own. For one thing, you must get comfortable having an audience. That's why a group effort like an incubator is so valuable: it provides the opportunity to screw up in front of friends, work out jitters, learn to hold a mic, and generally become an effective conduit for relaying your idea."
- "The goal is to be specifically memorable."
- "I think of an elevator pitch as more of a state of mind than an actual script. But if I had to propose a formula, it would look something like this:  
- "We solve [problem] by providing [advantage], to help [target] accomplish [target's goal]."
- "Depending on the stage you've reached, you might follow it up with a second sentence about your business model:  
- "We make money by charging [customers] to get [benefit]."
- Best to craft a clear statement that can lead to a question by the receiver. And for that question, you should have plenty of material lined up to demonstrate value:  
- You're the first to do this  
- Why you're different and therefore better than similar products  
- Why your market is worth pursuing  
- How much traction you have  
- Why this is difficult for others but easy for your team.



## C.E.&A. Co.

Dedicated to the supply and manufacture of quality Marine Equipment



**Vickers Marine Oils**  
High performance, OEM and VGA compliant marine oils, including the world's first Biodegradable Sterntube Oil.

**Tufnol Composites**  
Materials for the Marine, Electrical, Aircraft and Space industries.



5 Schenker Drive, Royal Park. South Australia. 5014  
Ph(08) 8240 0777. Email: ceaco@ceaco.com.au  
www: ceaco.com.au

# Registering On ICN Gateway For Defence Projects

The recognition of industry as a Fundamental Input to Capability and the increased emphasis on defence primes to engage Australian industry means Australian SMEs have never had a greater opportunity to be more engaged for Defence opportunities. But engaging in Defence markets can be time consuming. The stringent requirements of Defence supply chains mean industry must often first demonstrate its ability to reliably perform and deliver products and services before it is given the opportunity to tender on an opportunity. Supplier assessments are exhaustive and typically require industry to log-on to multiple industry portals to enter the same information.

ICN Gateway brings Australian suppliers and project owners together through a powerful industrial database that creates an extensive network to promote opportunities for Australian industry and Australia's industrial capability. Most importantly, ICN Gateway services all sectors in Australia, supporting a diversified Australian industry and providing industry with a centralised platform to view and manage procurement opportunities.

Programs such as the Future Submarine and Future Frigates Programs have embraced ICN Gateway as the centralised portal for Australian industry, a trend which is quickly being followed by other acquisition and sustainment programs. As defence primes take the lead to use ICN Gateway as the primary registration portal for defence programs,

its important industry learns how to use the Gateway as a vehicle to promote industrial capability and use the tool as a key enabler to entering major defence programs.

Whilst registering to use ICN Gateway is a critical step, industry are reminded to update and maintain their organisation's profile on an ongoing basis. The ongoing scanning of available opportunities and registering their organisation's interest against various work packages is paramount to realising the full value ICN Gateway stands to deliver to Australian industry, and fast-track a project owner's ability to source and connect with Australian industry with the right capability at the right time.

Naval Group Australia's General Manager Industry Capability Development, Stuart Lindley advises Australian industry to regularly review their ICN profile to ensure it is up to date and reflects improvements in the organisation's capability and quality metrics. Stuart also advises industry to continually visit ICN as it is the one stop shop for them in regards to the release of work packages for Australian suppliers to submit expressions of interest in the Future Submarine Program.

This is a sentiment that is also echoed by ASC Shipbuilding's Supply Chain Director, Ross Hillman, who says ASC Shipbuilding is committed to maximising Australian industry involvement and building Australian industry capability as the Hunter Class Frigate Program progresses.

"ICN Gateway is considered to be a key tool in assisting our procurement teams source the right capability at the right time for the prototyping phase of the Hunter program, which begins at the end of 2020, and ultimately the build phase of the Hunter class frigates," said Hillman.

## Use of ICN Gateway Is Simple

Using ICN Gateway (available at: [gateway.icn.org.au](http://gateway.icn.org.au)), companies can source new work opportunities that match their business, with:

- Billions of dollars of project opportunities listed;
- 'New Project Alerts' emails;
- Ability to send EOs directly to project owners; and
- Over 60 consultants working for registered companies behind the scenes.

On ICN Gateway, companies can create their own company profile (like a business resume), be listed on a publicly searchable database that gets searched over 12,000 times each month and even create their own website if they purchase premium membership. There is also the ability to view the profiles of businesses you might like to partner with, follow businesses that you're interested in and compare your business to your competition. Most importantly, ICN can provide your business with the right connections, contacts and advice to help unlock the sales opportunities across Australia and even internationally, that you need to grow.

## FAQs

- You don't need to fill in a landline phone number – a mobile number will be sufficient. The required format is country code, area code and phone number, all with no spaces. For a mobile number, this will be 61 4 xxxxxxx.
- If you already have an ICN Gateway profile, your ABN will already be in use – just give us a call on 1300 553 309 and we'll help you access your existing profile (for example, by letting you know who currently has access).
- You only need a basic (free) profile in order to register for defence projects. Just click on the word 'FREE' or 'basic profile' in the text on the page that outlines the subscription options. However, if you really want to promote your business simply choose from one of our business boosting packages. More information can be found at <https://gateway.icn.org.au/subscription/campaign/boost>

**All you need  
in one location**



**Hendon  
semiconductors**



- Electronics R&D & Applications Engineering
- Turn Key Solution
- Product Commercialisation
- PCBA Contract Manufacturing (SMT and TH Technologies, Leaded/Lead-Free/RoHS)
- Thick Film Hybrid on Ceramic Substrate design and manufacturing
- Custom IC design and fabrication
- Prototyping Services
- In-production/Post production testing and qualification
- Accelerated Life Testing and Failure Analysis
- CNC & Light Engineering Fabrication
- Scalable Manufacturing & Assembly Facilities
- Procurement & Supply Chain Management
- Specialised in Defence, Automotive and Medical Electronics Manufacturing
- Quality Certification ISO-9001, ISO-13485, ISO-14001, SAEJ-1739







**Hendon Semiconductors Pty. Ltd.**  
 1 Butler Drive, Hendon, South Australia 5014  
 Tel: (08) 8401 9800 Fax: (08) 8243 1048  
[hendon.sales@hendonsemiconductors.com](mailto:hendon.sales@hendonsemiconductors.com) [www.hendonsemiconductors.com](http://www.hendonsemiconductors.com)

# Venture Capital

JIM WHALLEY, CHIEF ENTREPRENEUR



The lack of capital available for our entrepreneurs is a dilemma we need to solve.

The SA Venture Capital Fund (SAVCF) is an excellent initiative, but I would like to see the superannuation funds providing early stage capital.

There is an opportunity for super funds to follow the lead of HostPlus – one of the largest superannuation funds in the world – which is investing in Australian and global venture capital. Its investments into Australian VCs are now more than \$1 billion.

Given that super funds manage compulsory contributions from Australians, I am sure most taxpayers would be in favour of some of that capital being invested into our local heroes (entrepreneurs).

One of the things I'd really like to achieve this year is getting a private equity and venture capital industry based out of South Australia, whereby we have informed investors who are investing all over the world. A highly professional capital market located here, that is investing internationally, will lift the standard of our entrepreneurs who will be "rubbing shoulders" with people that are very clear on what investors demand.

## Defence Entrepreneurship

It's clear to me that companies that have been in the defence business for an extended period of time are starting to think with a more entrepreneurial mindset. They are asking the question: "Can we leverage our expertise and skills into new growth areas?"

For example, my own company, Nova, is taking our expertise in autonomy, particularly UAVs and UCASs, into areas like mining, oil and gas where autonomy is becoming more significant, whether it's in transport or underground mines to reduce the risk to humans.

Of course, there are many opportunities within the defence ecosystem, many of which require an entrepreneurial mindset to deliver world's-best innovation.

The significant defence funding coming into the state goes far beyond shipbuilding. The major focus on large equipment manufacturers is now shifting to areas such as cyber, intelligence, surveillance and reconnaissance. Those are largely software driven businesses.

In addition, space is going to be an increasingly important part of future defence. In SA, we've got great examples of companies like Silentium Defence with its passive radar systems.

I would suggest that 2020 is the time for many businesses to conduct a strategic review and consider where the new opportunities exist.

## 2019 Achievements

The Office of the Chief Entrepreneur has achieved a great deal in 2019, and this sets the foundations for strong growth for entrepreneurship in 2020.

Among the most significant gains were:

- Launch of the Research Commercial Startup Fund and \$12.1 million of grants approved for entrepreneurial investment
- Activation of the FIXE Strategic Action Plan
- The Office of the Chief Entrepreneur has supported 293 startups and entrepreneurs
- Lot Fourteen Startup Hub opened – with 39 companies now on site
- \$250 million secured for the SmartSat CRC
- SA chosen as the headquarters for the Australian Space Agency
- Establishment of the Australian Cyber Collaboration Centre.

In addition, StartupBlink's global rankings of entrepreneurial cities saw Adelaide improve from 227 to 143 in the space of two years. That is a great achievement and something we can all be proud of.

## Social Agenda

One of the things I really want to focus on this year is the social agenda. By this I mean making sure that we are getting elements of social entrepreneurship and sustainability into our startups.

This is important if we are to increase community support and encourage people to consider careers as entrepreneurs; not just a viable career, but an aspirational career that is "doing good" locally and for the world.

We are getting some good stories out, showcasing people who are starting businesses, employing people, making a difference and giving back to the community as well. As an example, Tobi Pearce of Sweat is a great example of an international success story.

The generation coming through are more willing to have several jobs and try a few things. That means we have the right climate to promote entrepreneurship as being a "cool" thing to do.

The fact that business is seen to be leading in areas like climate change and other social issues is also a positive one that can only make entrepreneurship more attractive.

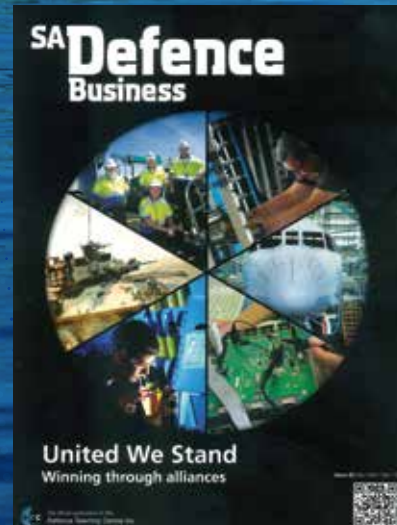
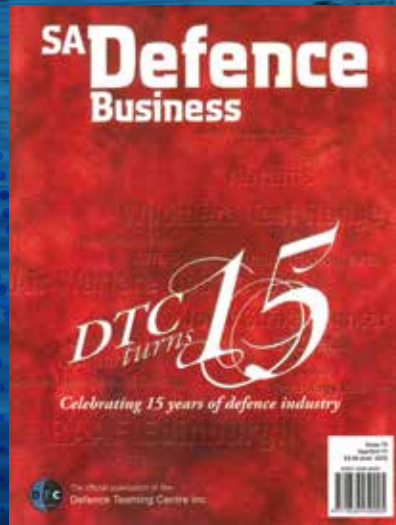
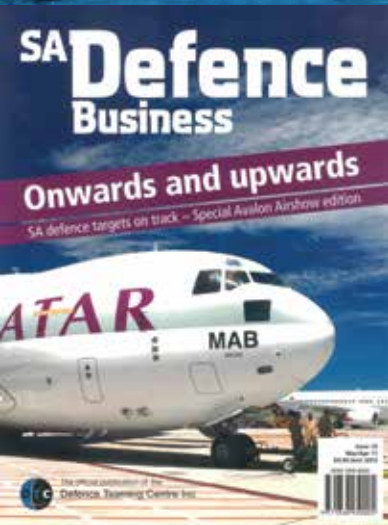
Now celebrating its 50th issue, Defence Business magazine is the undisputed "voice of industry" in the defence sector.

**Defence  
Business**

**50<sup>th</sup>  
ANNIVERSARY  
ISSUE**







# Introducing the 2020 DTC Board of Directors



## Darryl Mincham – Chair

Darryl is currently Managing Director at Mincham Aviation. Darryl served as an Aircraft Maintenance Engineer (Structural) in the RAAF from 1986 to 1996. During this time, he gained valuable experience in advanced fabrication technologies, such as composite materials, sheet metal, machining, welding, heat treatment, surface-finishing and in engineering design.

Since 1996, when Darryl established Mincham Aviation, he's led the company to what is now considered in the industry to be one of Australia's most highly regarded aerospace/defence fabrication, repair and manufacturing businesses. Darryl joined the Board in 2008.



## Michael Mines – Treasurer

Michael is the Managing Director and Founder of Sphere Advisory, which supports companies with financial and business development expertise. He has over 20 years' experience in providing business development, financial and strategic analysis to a wide range of industries particularly in defence and aviation both locally and overseas. He holds a Fellowship (FCA) of the Chartered Accountants Australia & New Zealand (CAANZ) and is a member

of the Financial Services Institute of Australasia (FINSIA). Michael spent nine years at Ernst & Young within its Audit, Assurance and Advisory area in London and Adelaide, before moving to Cobham Aviation Services in 2007 where he held key management positions including Group Financial Controller, Finance Director and more recently the global Senior Vice President Sales and Business Development. In 2018, Michael left Cobham to start up Sphere Advisory. Michael was first appointed to the Board in November 2018.



## Brent Clark – Deputy Chair

Brent is currently an Industrial Consultant with RUAG Australia. With a career spanning over 30 years in both the Royal Australian Navy and defence industry, Brent has extensive experience in managing a wide variety of complex and multifaceted defence programs. This experience has given him a thorough understanding of both the public and private sectors, based on in-depth involvement in managing commercial relationships between the Department

of Defence and industry. During his tenure, Naval Group Australia was awarded its first ever direct Prime Contract with the Commonwealth of Australia – the Design Services Contract which is the contract to fully define the five per cent to 30 per cent design of the Submarine Construction Yard. Brent was also responsible for the establishment of the Naval Group's Australian Supply Chain, the development of the Australian Industry Capability Plan and associated strategy. Brent was appointed to the Board in 2019.



## Damian Adlington

Damian is currently the Managing Director at Adlingtons Australia. Damian completed a boiler making apprenticeship with ISCO where he developed a passion for industry innovation and customer service. He managed his first small engineering company at the age of 21. His studies and qualifications include Master builder commercial industrial and Mechanical engineering pipe design. In 2002, at the age of 28, he founded Adlingtons Australia, a leading specialist mechanical piping, industrial plumbing and

process equipment installation solution provider. Damian first joined the Board in 2014.



## Tim Dore

Tim is the Senior Director of Strategic Campaigns at Cobham Aviation Services Australia. Tim first joined Cobham (then National Jet Services) in 1996 as a Licensed Aircraft Maintenance Engineer (LAME). Through the initial period he held a number of roles including Senior Base for Adelaide, Maintenance Watch and CASA approved Maintenance Controller for the National Jet Express AOC. He moved into a project role and managed some significant repairs and modifications within third

party facilities and participated in the development of the maintenance program for the Embraer E series. In 2005, Tim moved into management and became the Head of Engineering for three years and since has held positions in Business Development until his current role which commenced in July 2018. Prior to joining Cobham, he spent six years in General Aviation as a LAME after leaving the RAAF. Tim was a corporal Airframe fitter spending the bulk of his career on the P3 Orion. He received type training on the P3 engines and electrical systems and received post-graduation training in electronics. Tim first joined the Board in 2014.



## Sean Flaherty

Sean is currently the General Manager at GPA Engineering. Sean's career started in the RAAF in 1981 as a Radio Technician working with the P3C Orions. Leaving in 1990, he undertook studies at the University of South Australia in Electronic Engineering and Management/Marketing whilst working at Telstra in technical and management positions. Since that time, Sean has worked as General Manager in the start-up and SME sector with an export focus and since 2011 with GPA Engineering (consulting

and design engineers) and is responsible for their development in the defence sector. Having roles as product manager, marketing director and chief operating officer, his area of expertise is in strategic marketing and engineering management. Sean first joined the Board in 2018.



## Michael Hartas

Mike is the Defence Account Manager at REDARC Electronics. A Defence professional, Mike was an Army officer for over 18 years and served on numerous operational tours in leadership roles. Since being medically discharged in 2013, Mike has continued his passion for supporting Defence by establishing a second meaningful career as a consultant in weapons engineering and then in business development and account management. Mike has previously taught in the academic sector at UniSA

as a Lecturer for the Master of Project Management Program, owned and operated a small business and currently is the Surf Life Saving – South Australia Lifesaving Advisory Committee Representative responsible for the introduction of Remotely Piloted Aerial Systems to the coast line. Mike was first elected to the Board in 2018.



### Fred Hull

Fred is the Aerospace and Defence Manager at Axiom Precision Manufacturing. Fred completed an apprenticeship and extra studies in design, metallurgy and Metrology, before working as a tradesman, contract and lead toolmaker for many years. He also spent two years travelling overseas working for toolrooms and engineering companies, before establishing and running his own precision tooling/machining company for four and a half years. Fred then worked as the

Operations Manager with Northern Tooling Solutions, and SA State Manager of Hales, a tooling and die making supply company. Fred first joined the board in 2017 and was re-elected in 2019.



### Lee Kormany

Lee's current position is at Nova Systems as General Manager - Maritime, Land and Future Systems. Prior to joining Nova, she served in the Royal Australian Navy for 21 years as a Weapons Electrical Engineering Officer, transferring to reserves in 2015. For nine years (2009-2018) Lee was the co-owner and Director of a small business in Victoria and is currently the Deputy Chair and Treasurer of the St Thomas Mores Primary School Community Council.

As a dynamic, team-spirited and performance driven management and engineering professional, she aims to accomplish the goals of an organisation by applying her extraordinary blend of leadership and industry knowledge. Lee was elected to the Board in 2019.



### Andrew McCauley

Andrew is currently the Program Manager Major Surface Combatants at Saab Australia, and is a proven and experienced leader with extensive experience in the delivery and support of complex projects and systems. These experiences have been gained working within both project and capability business units worldwide.

Andrew has significant board experience from statutory bodies, advisory boards and non-for-profits. His studies and qualifications include Masters degrees

in Engineering, Business and Leadership, which combined with his practical work experience gives him a broad technical and business perspective. Andrew was first elected to the Board in 2018.



### Matt Opie

Matt is the Director, Defence at the University of South Australia; a role created to steer engagement between the university and the Defence sector across research and education. He has worked in the defence industry in and out of uniform for most of his career in strategy, program management and business development.

Matt recently developed and implemented an industry engagement strategy for a defence prime including responsibility for maximising Australian industry

involvement on major defence projects. Matt was appointed to the Board in 2018.



### Davyd Thomas AO, CSC

Davyd joined Austal in July 2012 as Vice President, Defence. He has responsibility for and proactively manages Austal Australia's business winning activity which includes military (naval) and government relations, business development, sales and marketing. As a career naval officer and previously a member of the Australian Defence Force's senior leadership for nine years, Davyd also provides strategic advice and valuable insight on Australian and global defence matters to the Austal

Executive Leadership Team. In 2009, he was promoted to an Officer in the Order of Australia (AO), for service to the Royal Australian Navy. During his service he was also recognised with the awards of the Conspicuous Service Cross and a Commendation for Distinguished Service for his sea commands. Located in Canberra, Davyd first joined the board in 2017 and was re-elected in 2019.



### Adam Watson

Adam is a Campaign Director for BAE Systems Australia with over 20 years of global experience in leading and managing complex organisations. He commenced his career as an Army Officer serving for 14 years in the USA, UK, South East Asia, the Middle East and Australia. His current role is focused on winning future business. As a campaign manager, Adam has led several international tendering efforts for complex military platforms totalling over 30 billion dollars. Adam was elected to the Board in 2019.



### Juniper Watson

Juniper is a commercial lawyer and has worked for Piper Alderman since her admission in February 2007. Juniper's practice incorporates the commercial negotiation and documentation of infrastructure and capital projects, and she has experience in avoiding and managing disputes arising out of these contracts. This experience enables her to provide a continuity of service throughout the life of construction and infrastructure projects - from procurement to completion. Juniper was

appointed to the Board to fill a casual vacancy in 2019, and was elected to the Board at the 2019 Annual General Meeting.

## VISION

To be a world leading defence industry association that is professional, relevant and responsive to its members and stakeholders.

## MISSION

To represent and support the Australian defence industry to maximise opportunities in national and global defence related markets.













		CAPABILITIES																																																	
		PRODUCTS														SERVICES																																			
		ENGINEERING											MANUFACTURING																																						
Prime (P) Professional Services (PS)		Robotics	Cyber Security	ICT	Intelligence, Surveillance & Recon	Systems Engineering	Testing Equipment	Engineering	Mechanical	Structural	Electrical	Civil	Mechatronic	Software	Systems	Safety	Other	Manufacturing	Electronics	Sheet Metal	Medium to Heavy Steel Fabrication	Plastics	Composites	Precision	Other	Software Engineering/Architecture	Electronic Warfare	Communications/Network	Machine Learning/Artificial Intelligence	Industrial	Construction & Infrastructure	Design/Creative	Legal	Workforce/HR Support	Banking/Finance	Bidding/Tender Writing	Communications	Project Management	Consultants	Logistics/Transport	Research & Development	Training & Education	Through-Life Support	Inspection, Testing, Certification & Asset Integrity	Other						
				●																																															
																		●																																	
	PS																																																		
								●	●	●																																									
																			●																																
								●																																											
	PS																																																		
	PS																																																		

If you would like to update your capability listing, please email [business@dtc.org.au](mailto:business@dtc.org.au)

**Stand Out.  
Advertise in  
Defence Business.**

**Boylen +**

P 08 8233 9433  
E [sales@boylen.com.au](mailto:sales@boylen.com.au)  
A Level 3, 47 South Tce, Adelaide SA 5000

[boylen.com.au](http://boylen.com.au)

## Defence Industry Leadership Program 2020

Applications for the DTC's Defence Industry Leadership Program in 2020 are now open and available at <https://dtc.org.au/developing/>. With almost 250 graduates, the program is a fantastic way to further your professional development in a defence industry context. The Defence Industry Leadership Program is not only a leadership journey, but also one of personal development, with many participants reporting that the program developed their confidence and assisted them in forming long-lasting valuable connections.

*"The [Defence Industry Leadership Program] - My greatest achievement in business thus far: teaching me to look at Business differently, and challenge anyone who says it can't be done. This has been our competitors' biggest threat."*

- Defence Industry Leadership Program Graduate

*"It didn't feel like you were attending a class which demanded & expected output, rather I found it made me think about values, expectations, methods & tools that are available. In particular the monthly sessions allowed me to take this info away & put some of it into practice"*

- Defence Industry Leadership Program Graduate

*"[Defence Industry Leadership Program] has provided me with an outstanding opportunity to meet other industry leaders from South Australia and develop a long lasting professional based network"*

- Defence Industry Leadership Program Graduate

## Professional Certificate in Defence Industry Leadership

The University of Adelaide, in conjunction with the Defence Teaming Centre, is also pleased to offer the Professional Certificate in Defence Industry Leadership once again in 2020. This post-graduate level program is ideal for defence industry professionals looking to build on their tertiary qualifications, with scope for the course to be used as credit towards an MBA at the University of Adelaide. For more information, please visit <https://business.adelaide.edu.au/execed/courses-programs/professional-certificate-in-defence-industry-leadership>.

*"PC-DIL has developed my personal and professional leadership skills through targeted and practical workshops. Each session has given me a tool-set I am able to use each day in the office. This course has also grown my knowledge and understanding of the broader defence sector and some of the challenges current and future leaders face."*

- Joe Romeo, 2019 PC-DIL Participant

## Navy Opens New Warfighting Agency

The Royal Australian Navy has opened a centralised warfighting agency, designed to enhance Navy's lethality in times of conflict. The Maritime Warfare Centre merges the Royal Australian Navy Test and Evaluation Authority (RANTEA) and Australian Maritime Warfare Centre (AMWC) into a centralised body to support current and future capabilities to fight and win at sea.

Director of the Maritime Warfare Centre, Captain David Frost said the amalgamation of RANTEA and AMWC will take Navy warfighting to the next level.

"We will establish test and tactics development teams that will support Navy programs from inception to completion. They will plan, collect and analyse data that will inform critical decisions about current and future systems.

"In parallel, warfare program and operational analysis teams will collaborate with agencies to develop plans across sea control, littoral, integrated air and missile defence and information warfare domains.

"These plans will provide the battle rhythm for all trials, ensuring the right systems are tested at the right time to support the right decisions."

The Centre is located at Garden Island, Sydney.

## Sponsors

Service Delivery Partners

Jones Harley Toole



Bronze Sponsors



## Prime Members



ASC



BAE SYSTEMS



## Charities of Choice

Legacy Club of Adelaide  
Returned Services League of Australia  
Royal Society for the Blind  
The Repat Foundation - The Road Home

## Associate Members

Australian Business Defence Industry  
Defence Reserves Support SA  
Edith Cowan University  
Flinders University

HunterNet  
Indigenous Defence & Infrastructure Consortium  
National Safety Council of Australia  
Queensland University of

Technology  
Regional Development Australia  
RMIT University  
The University of Adelaide  
University of South Australia

# Time to improve your image?

**Boylen +** P 08 8233 9433  
A Level 3, 47 South Tce, Adelaide SA 5000

+ Web Design & Development + E-Commerce  
+ Responsive & Mobile + Content Management Solutions  
+ Strategy + Graphic Design + Publishing & Advertising

[boylen.com.au](http://boylen.com.au)



## Lane can now help your business with signage!

Lane's now have the ability to supply a range of solutions for promotional display, signage and point of sale material that you may require to promote your brand. With an an extensive printing division featuring **wide format UV flatbed**, laser, high speed web inkjet and offset machinery, we have the equipment and knowledge to see projects through from conception to installation.

If you have any questions regarding your printing needs contact **Matthew** on **0419 998 837** or [mhaddad@laneprint.com.au](mailto:mhaddad@laneprint.com.au)



**Corflute & Rigid Media**



**Posters**



**Vinyl Banners & Mesh Banners**



**Flags**



**Stickers**



**Pull Up Banners**



**A-Frame**



**Display & Media Walls**

