



27 September 2012

Policy Division  
Department of Premier and Cabinet  
GPO Box 123  
HOBART TAS 7001

Our ref: 32/010100  
57956  
Your ref: 22494540

Dear Sir/Madam

## **Tasmania's Place in the Asian Century Issues Paper**

Thank you for this unique opportunity to comment on our future in Asia, and provide feedback through the questions provided, to aid in the formulation of the development of the Tasmania's Place in the Asian Century White Paper.

GHD is pleased to be part of this process as we have been service providers to the Asian region since 1999, when we opened offices in the Philippines, Thailand and Vietnam. Since this date we have gone on to provide services through Ausaid, the Asian Development Bank and the World Bank to this region, currently having some 420 staff throughout Asia, with 3 offices situated in China.

We are committed to growing not only our business within this part of the globe, but to also to create opportunities for our Tasmanian Offices and Clients as the region develops further.

More importantly our position in Asia allows us to promote the state of Tasmania and the business, tourism and educational opportunities within this state. An example of this is our ongoing commitment to the Paranville project at Rokeby, and the importance placed on achieving a successful outcome.

In order to aid in the development of the White Paper, we held an internal workshop to identify and respond to relevant questions that we feel will help "... to navigate its (Tasmania) way through the most transformative economic shift of power in generations".

The relevant Sections and response to the discussion questions follow:

### **The Asian Century ... what it means**

#### **2.1 What are the key opportunities for Tasmania from the growth in Asian economies?**

We consider the key opportunities for Tasmania will be based on:

- Mining;
- Forestry;
- Agriculture;
- Renewable energy;
- Aquaculture; and

- Service industry like design (including professional services), tourism, and education.

**2.4 Should Tasmania focus on accessing Asian opportunities broadly, through capabilities, or by targeting specific markets and export products and services?**

Based on GHD's experience we consider the most effective approach is to target niche markets with specific capabilities. We been working in, and offering assistance to the Asia Pacific region for over 30 years, with an office presence for 23 years. Services offered during this period and into the future include:

- International Development Assistance;
- Master planning;
- Engineering;
- Water services;
- Energy (production and efficiencies); and
- Environment.

We consider the pattern and history of targeting professional services in the region has requires a sound understanding of the history, culture, and customs of the area.

**Can Tasmania access Asian growth?**

**4.1 How important is Asian literacy to your business or work?**

Understanding Asian literacy is critical. Culture and custom are the keys to being able to understand Asian markets. Success comes from a foundation of cultural respect.

GHD has recognised the importance of Asian literacy and has for some time mandated training in cultural literacy for staff who work in or working with Asian clients. This training is specific to each area/region/country.

Having resident staff has provided this first hand understanding of the key drivers of success.

**4.10 What other sectors should the White Paper process consider for accessing opportunities arising from the Asian Century?**

Tasmania should be leveraging from our experience in the following areas:

- Renewable energy;
- Technology, including water, wastewater and solid waste treatment;
- Mining and forestry; and
- Place making and urban design.

**4.13 What do you believe is the role of governments in general in facilitating opportunities arising from the Asian Century?**

We believe that the role of government in facilitating opportunities is to support opportunities by having a seamless process for planning, development and approvals to allow opportunities to proceed with

minimal impediment. This approach will avoid frustration and provide confidence in the business community to actively pursue opportunities.

The need to establish clear lines of communication and responsibilities is an important part of providing this confidence to meet with success.

**4.18 Are there particular sectors where you believe foreign investment in Tasmania should be encouraged (or discouraged)?**

Tasmania should be encouraging foreign investment in the following sectors:

- Mining;
- Energy;
- Aquaculture and agriculture (food bowl), including wine production;
- Renewable energy;
- Tourism and education; and
- Housing and property.

**4.20 What is the role of government in facilitating investment by international investors and Tasmanian business overseas? At what level of government should assistance, if any, be provided?**

Facilitation of investment by international investors should be driven by market forces. Having a clear communication plan in place at a government level allows proponents and investors the means of approach at the appropriate level.

The role of government would then become the vehicle to remove any impediment to the process and provide confidence in the process.

**4.22 What opportunities does your organisation see in the next phase of Asian growth?**

Tasmania should leverage our environment credentials to offer environmental services and renewable energy capabilities.

We believe the Asian market is an expanding market. As the level of demand changes, Tasmania's capability and services should change to reflect this. Different Asian markets have different levels of maturity. We need to be flexible in our expectations, services and participation.

**4.23 What is the role of government in facilitating risk management and the transition from infrastructure to consumption led-growth in Asian economies?**

Collaboration is the key to facilitating risk management in this process. The involvement of all parties, early in the process, is seen as a workable approach in order to avoid potential unnecessary government requirements delaying an opportunity.

GHD are keen to remain involved in the process of the White Paper as it evolves to the next stage. The opportunity to provide information and feedback on this important document is paramount to this organisation as we are keen to not only develop business opportunities, but to also promote and provide links for Tasmanian business through our established office network in the region.

As a global company, we are leaders in our market fields of Transportation, Energy and Resources, Environment, Property and Buildings, and Water. Established in 1928, GHD employs more than 6500 people across five continents, and the cornerstone of our business is our client-centred culture and teamwork-based approach known as One GHD. Should there be a confirmed inclusion of the Middle East (Discussion question 1.2), and the west coast of North America, and New Zealand (Discussion question 1.4) as potential marketplaces in the White Paper, GHD are able to support this through our long term presence in these areas, as follows:

- Doha, Dubai and Abu Dhabi (260 staff), which were established in 2001;
- West Coast of the USA (325 staff), which were established in 2004; and
- New Zealand Pacific (460 staff), which were established in 2000.

We trust that our response to your request meets your requirements, and we look forward to the next phase of this important step in being part of "Tasmania's Place in the Asian Century".

Sincerely  
GHD Pty Ltd.



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