

The Past to the Future: The National Indigenous Business & Economic Conferences Footprint

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Disclaimer: Aboriginal and Torres Strait Islander readers are warned that this paper contains the names of people who are deceased. We have included their names as a sign of respect for their contribution to the Indigenous business sector.

Abstract: The National Indigenous Business & Economic Conferences (NIBEC) held in 1993 (Alice Springs) and 1995 (Brisbane) were landmark Indigenous-led interventions in Australian economic policy, convened in the wake of Mabo and intensified struggles over land rights, self-management, and economic independence. Marking the 30th anniversary of the inaugural NIBEC, this paper traces the conference footprint from 1993–2025 and reassesses its contribution in the context of contemporary equity, diversity and inclusion (EDI) agendas, Indigenous Procurement Policy (IPP) settings, and the growing Indigenous Estate. Using a qualitative historical review, we analyse conference reports, facilitator speeches, program materials, subsequent sector reports, and oral histories, coding them to the 1993 Facilitators' triad of Political Structures, Support Structures, and Financial Structures. We show how delegates' calls for a national business voice, a practical "Black Pages" register, procurement levers, and Indigenous-led finance prefigured later institutional developments, including Indigenous chambers alliances, Supply Nation certification and registers, and the IPP. At the same time, we identify persistent gaps: the absence of a nationally mandated peak body with a strategy remit and stable funding; uneven capability and coordination across jurisdictions; ongoing constraints on access to finance; and unresolved challenges around Indigenous business definition, black cladding, and protection of cultural and economic assets across the Indigenous Estate. We argue that NIBEC's original work program remains a valid diagnostic for 2025 and propose a NIBEC 3 as an agenda-setting national forum to articulate, resource, and measure a First Nations-led business and economic strategy grounded in self-determination and sovereignty.

Key Words: Indigenous business, Indigenous economic development; Indigenous entrepreneurship; Indigenous estate; Economic self-determination.

Introduction

The National Indigenous Business & Economic Conference (NIBEC) has played a pivotal role in the evolution of Indigenous business and economic strategies in Australia. Marking its 30th anniversary in 2023, it is an opportune moment to reflect on the progress made since its inception and to chart a path forward in the context of contemporary trends in equity, diversity, and inclusion (EDI). This paper aims to review the achievements and ongoing challenges of the Indigenous business community, focusing on the foundational NIBEC conferences of 1993 and 1995, and to provide insights into the future directions necessary for sustained growth and self-determination.

Appendix A lists the names, roles, and contributions to NIBEC 1993 and NIBEC/QIBEC 1995. This list indicates the commitment made by Indigenous and non-Indigenous participants to developing the early Indigenous business and economic strategies in Australia.

The early 1990s were a transformative period for Indigenous Australians, marked by significant legal and political developments. The landmark Mabo decision of 1992, which legally recognised native title for the first time, provided a critical backdrop for discussions at the first NIBEC conference. This decision underscored the need for economic positioning and self-management within the Indigenous community. The convenors of the first NIBEC in Alice Springs in 1993 were focused on understanding the opportunities and challenges of Indigenous business. The conference aimed to bring Indigenous people across Australia together to discuss and make a national statement about our business and economic future.

The NIBEC conferences were pioneering in their approach, bringing together Australian and international delegates from diverse backgrounds, including university students and experienced industry professionals, to discuss and strategise on Indigenous economic development. The themes of the conferences were designed to address the multifaceted barriers to Indigenous economic participation and to lay the groundwork for sustainable business development. In the years following the initial conferences, the Indigenous business landscape in Australia has continued to evolve. The establishment of organisations such as Supply Nation and the growth of the Indigenous business sector have been significant milestones. However, the need for a comprehensive review of the progress made and the challenges that remain is critical. This paper draws on historical documents, including conference reports and speeches, to analyse the achievements of the past 30 years and to identify areas where further efforts are needed.

Contemporary trends in EDI have also influenced the discourse around Indigenous business. The growing recognition of the importance of cultural diversity in the workplace and the push for greater inclusion of Indigenous perspectives in business practices have created new opportunities for Indigenous enterprises. These trends align with the original goals of the NIBEC conferences, which emphasised the importance of cultural values, community support, and economic empowerment. Moreover, the current focus on decolonising business education and integrating Indigenous knowledges into curricula reflects a broader shift towards recognising the value of Indigenous contributions to the economy (PricewaterhouseCoopers-Australia, 2018). The holistic, relational nature of Aboriginal knowledges contrasts with the compartmentalised approach of western business pedagogies, highlighting the need for systemic change in how business education is delivered.

This paper documents and critically analyses Indigenous business development from the NIBEC conferences (1993–1995) to the present, assessing the strategies employed and their outcomes. The 30-year arc coincides with contemporary policy shifts, such as the Australian National University First Nations Portfolio's *Murru waaruu Economic Development Seminar Series: Outcomes Report* (2024) and the maturation of the Commonwealth *Indigenous Procurement Policy* (IPP) (National Indigenous Australians Agency, 2020), creating a timely policy window to reassess what NIBEC seeded and what remains structurally constrained. We do not claim direct causality; rather, we trace agenda-setting influence, whereby NIBEC's nationally aired problems/solutions (peak voice, register, procurement levers) provided reference points later taken up by sector actors, certification regimes, and the IPP. The article proceeds as follows. We outline the historical context of the NIBEC conferences and analyse the 1993 and 1995 proceedings. We then review achievements and persistent challenges (1993–2025) to derive contemporary implications and future directions. The conclusion summarises key points and reflects on the ongoing journey toward Indigenous economic self-management, self-determination, and sovereignty.

Analytically, we organise the review around the 1993 NIBEC Facilitators' triad of Political Structures, Support Structures, and Financial Structures, following these trajectories through 1995 to the present. We draw on contemporaneous conference reports, facilitator speeches, program materials, and subsequent sector reports and peer-reviewed literature. Sources from personal archives and published outputs were coded to the triad; continuity and change (1993–2025) were verified against documentary evidence and oral history.

Contemporary Implications and Future Directions

It is essential to maintain and make accessible historical documents such as the NIBEC conference reports. These documents provide valuable insights and serve as a foundation for future strategies. The significance of these historical records cannot be overstated, as they offer a roadmap of the achievements, challenges, and lessons learned in Indigenous business development. Ensuring that these documents are preserved and accessible to future generations is crucial for the continuity and evolution of Indigenous economic strategies.

Historical Context (Pre-1993)

The first NIBEC in 1993 marked a significant turning point for Indigenous business in Australia. These conferences emerged during a period of profound socio-political change and heightened awareness of Indigenous rights, underscored by the landmark Mabo decision in 1992. This decision, which legally recognised native title for the first time, fundamentally altered the landscape of Indigenous rights in Australia and provided a critical backdrop for the discussions at the first NIBEC conference. The socio-political environment of the time also included significant developments in Indigenous policy and advocacy. From the early 1970s with the Aboriginal Tent Embassy (Foley et al., 2013) and the land rights movement, Aboriginal people have led a long struggle over land rights across many state and territory borders, one which continues today. The beginnings of this struggle began almost a century ago. In the time since, Aboriginal people have led public protests, brought about positive political action, set up a tent on the front lawn of Parliament House, and caused positive law reform (Queensland Studies Authority Indigenous Perspective Resource, 2007).

The early 1990s were characterised by a growing recognition of the need to address historical injustices faced by Indigenous Australians. The Mabo decision, handed down by the High Court of Australia, rejected the doctrine of terra nullius (land belonging to nobody), which had previously denied Indigenous Australians their land rights. This legal recognition of native title was a monumental victory for Indigenous Australians and set the stage for broader discussions on self-determination and economic independence (Behrendt et al., 2008).

The establishment of the Aboriginal and Torres Strait Islander Commission (ATSIC) in 1990 was an attempt to provide Indigenous Australians with a greater voice in their own governance and to facilitate the delivery of programs and services. ATSIC played a crucial role in supporting initiatives like NIBEC, which sought to empower Indigenous communities economically and politically (National Indigenous Business & Economic Conference, 1993a). Additionally, the broader movement for Indigenous rights and recognition was gaining momentum, with increased advocacy for treaty negotiations and reparations. The 1980s and into the 1990s saw a surge in activism and public awareness campaigns aimed at addressing the socio-economic disparities faced by Indigenous Australians. This period also witnessed significant academic and policy discussions about the need to decolonise existing structures and create frameworks that genuinely supported Indigenous autonomy and development.

Against this backdrop, the NIBEC conferences were pioneering in their approach, emphasising the importance of Indigenous-led solutions and the need for robust support structures to facilitate economic growth.

“The need for a national business conference to explore economic independence which is just as important as the recent Mabo High Court decision we have survived on welfare funding and need to stop reacting and start taking the initiative to create new opportunities was the motivation for NIBEC 1993” (National Indigenous Business & Economic Conference, 1993a).

The 1993 triad shows (i) what delegates proposed, (ii) what subsequently matured, and (iii) what gaps persist. Future directions are framed as updates to the original NIBEC work program, not a new agenda. Table 1 is the master map: what delegates asked for (1993), what matured (1995–2025), and what remains.

Table 1: What NIBEC asked for, what happened, and what is still missing (1993–2025)

Theme	1993 – What delegates said they needed	1995 – What was tried or coordinated	2009–2025 – What changed	What is still missing today
Have one strong national business voice	Establish a national body and a register to “get the Black Economy moving”	Working groups scoped a national voice and registry ideas	State/territory chambers formed; national chambers alliances began; Supply Nation created a national register (2009)	No nationally mandated peak with a strategy remit and stable funding
Government tends to direct Indigenous business clients to ATSIC	Educate public servants and balance access to programs with economic development programs	Agency-facing sessions and recommendations from workshops	Commonwealth Indigenous Procurement Policy (IPP) added demand-side targets (2015 onwards)	Capability and coordination are uneven across jurisdictions and agencies

Make Indigenous suppliers visible and verifiable	Create a practical national register	Practical options discussed across sessions	Supply Nation certification and Indigenous Business Direct built verification and visibility (2009 onwards)	Coverage is incomplete beyond Commonwealth and participating buyers
Access to finance	Remove barriers to mainstream finance and collateral	Finance streams canvassed pathways and joint ventures	Indigenous Land and Sea Council (ILSC)/ Indigenous Business Australia (IBA) instruments expanded (1995–2001 onwards)	Demand for access to finance is far greater than IBA and ILSC restrictive programs; early-stage risk capital and regional access remain limited
Use procurement to grow firms	Put government and corporate spend to work for Indigenous businesses	Procurement engagement was pushed by delegates (the Black Economy)	IPP (2015 onwards) and state/territory policies increased contract flow	Targets and verification are not uniform across all jurisdictions/tiers

NIBEC 1993, Alice Springs

The first NIBEC, held in Alice Springs in September 1993, convened over 350 delegates from diverse backgrounds and was hosted by the Arrernte Council of Central Australia with President Charles Perkins and Vice-President Ted Hampton. The conference aimed to unite Indigenous people across Australia to establish mechanisms for support, education, finance, and growth, which were seen as essential for transitioning from a dependency on welfare to achieving economic self-determination. The first NIBEC consisted of the NIBEC Conference itself, the National Indigenous Trade Exhibition, and the National Indigenous Business Awards night.

The inaugural NIBEC conference focused on plenary sessions and workshops. Day One workshops covered issues of (1) Support, (2) Finance, (3) Education/Training, and (4) Growth; and Day Two industry workshops covered (1) Arts and Crafts, (2) Tourism, (3) Housing, (4) Media/Entertainment, (5) Primary Industry, and (6) Consulting (National Indigenous Business & Economic Conference, 1993a, b).

On arrival in Alice Springs a day and a half before the conference Charles Perkins, Ted Hampton, Ross Hampton (Administrator), and Colin Cowell (Marketing) asked Graham Atkinson and myself, Rod Williams, to jointly manage the Facilitators. We were asked to make a speech on the final day summarising the conference and workshop points. The first question I asked as the newly appointed joint Facilitator Co-Manager was who are the Facilitators that we will be managing? The answer was that it was our role to find them. We decided to look at the list of the 350 delegates attending the conference and found that a number of Indigenous people attending had 20 to 30 years of experience across various industries and sectors. Each workshop group of 20 people was matched with an Indigenous workshop facilitator and a workshop scribe (young Indigenous Charles Darwin University students or experienced writers with community/public service/industry backgrounds).

See Appendix A for NIBEC 1993 people contributions.

At the end of each day the Indigenous workshop facilitators and all workshop scribes would present the main points from their workshops and argue whether it was good enough to be written on my white board. The afternoon before my final presentation to the full conference we had three white boards of business-related points from the above workshop sessions. I was able to link all of the points to three categories: Political Structures, Support Structures, and Financial Structures. This was used for my final speech (Williams, 1993)

Political Structures (1993–2025) (Dispelling the Myths)

- 1993: Delegates asked government to stop treating businesses as welfare recipients and to re-train public servants. Place business support on the agenda (educate public service) and find a balance with cultural, social, and political agenda.
- 1995: Sessions engaged agencies and set out concrete recommendations.
- Since 2009–2015: Verification and procurement levers matured (e.g., Supply Nation, IPP).
- Gap now: Capability and cross-jurisdiction coordination are still uneven and undeveloped.

The Alice Springs conference identified several myths and systemic issues that needed to be dispelled.

Dispelling the Myths

1. “Plenty of money is spent on Aboriginal economic development”: Delegates highlighted that this perception is misleading. Much of the ATSI funding counted under “economic development” was actually directed to the Community Development Employment Program (CDEP), which created short-term employment opportunities but

did not generate sustainable enterprises. The message was clear: do not confuse welfare or employment programs with genuine investment in Indigenous business.

2. “Aboriginal and Torres Strait Islander people are not interested in business”: This myth was strongly rejected. Many delegates had paid their own way to attend the conference—an act that in itself demonstrated commitment, sacrifice, and determination to pursue business opportunities. As one delegate noted, “If that is not telling Australia that we mean business, then nothing ever will.”

Reframing Government Responsibilities

Delegates stressed that government agencies must shift their approach. Indigenous business aspirations cannot be seen solely as the responsibility of ATSIC or one portfolio. All departments—industry, trade, finance, and beyond—share a responsibility to support Indigenous Australians in business. The prevailing attitude that “ATSIC will deal with it” was seen as discriminatory and unacceptable.

Balancing Social and Economic Funding

Participants argued that the dominance of social welfare funding in Indigenous Affairs must be counterbalanced with real investment in economic initiatives. This required:

- educating public servants and ATSIC councillors who were not economically minded or trained
- reorienting policies and programs to include clear economic development targets
- ensuring a portion of Indigenous Affairs funding was dedicated to business support, enabling communities to move from dependency to generating their own income and profits.

Building on the Mabo Decision

While delegates acknowledge the importance of the landmark Mabo decision, they emphasised that it should not dominate the conference agenda. Native title recognition was celebrated, but the task ahead was to ensure that Indigenous Australians could build upon that foundation. Delegates envisioned Indigenous peoples becoming business partners with the corporate sector, rather than being positioned only as recipients of social programs. Part of this broader vision included ensuring that the Social Justice Package following Mabo struck a balance between social and economic measures. Delegates asserted that the future of Indigenous communities lay in business development rather than government control of their economic destiny.

Support Structures (1993–2025)

- 1993: Delegates wanted a national voice and a practical business register.
- 1995: Working groups and coordination advanced those ideas.
- Since 2009: Chambers alliances strengthen; Supply Nation built a national register.
- Gap now: No nationally mandated peak body with a strategy remit and stable funding.

National Business Voice

At the Alice Springs conference, delegates discussed the need for developing a representative body to give us a business voice, an Indigenous Chamber of Commerce. Some of the names presented were NICIC – National Indigenous Chamber of Industry & Commerce, INTAC – Indigenous National Trade Agreement Congress, and NIBEC – National Indigenous Business Economic Council. Currently we do not have an Aboriginal and Torres Strait Islander business voice. There is strong support for a national body and delegates were clear that ATSIC cannot represent our business interests. In structuring a national representative body, delegates stated that it must ensure that it caters for our economic and business aspirations. National strength will come from the building of the state and regional associations. Unless there is support and commitment from Indigenous businesspeople, the concept will never succeed.

1. Need for a National Aboriginal and Torres Strait Islander Business and Economic Strategy: To focus on change and identify how we can better utilise our human resources and assets. Unless we start to have a better understanding of the Aboriginal and Torres Strait Islander market, money flow, and economic bargaining power of our human and capital resources, they will never be utilised to their maximum potential.
2. The need for specialist Industry Management Support Services, e.g., the Stores Program, Tourism Management, Pastoral Management Services, Housing Industry, and others: The industry workshops of the conference identified that Aboriginal and Torres Strait Islander businesses have similar problems, and solutions can be found when industry representatives cooperate.
3. National Aboriginal and Torres Strait Islander Business Register – Black Pages:

- a. consultants and resource people
- b. individual business house
- c. funding bodies and their criteria for funding.

We need to get the Black Economy moving by doing business with one another.

1. Business and Economic Support Units: In some states they are working well, in others they are not. Our businesses need support. New businesses need assistance in the preparation of business plans. Support is needed when individuals start to consider going into business and support is needed in the early stages of setting up the business.
2. Utilisation of current Organisation Support Structures:
 - a. Land Council Resources to give business support
 - b. Legal Aid Services should have access to contract or commercial legal advisors in each state or some of the larger regions for commercial contracting difficulties.
3. Protection of Aboriginal and Torres Strait Islander Assets is very important:
 - a. Cultural Values: to ensure that these are not exploited
 - b. Patents and Copyright: patent to protect Indigenous flora and fauna; copyright designs and information which are currently being exploited by national and international business interests
 - c. Economic Assets: to utilise our capital assets more effectively. Remove restrictive legislation which prevents the capital asset being used as equity. Educate our own people about the economic value of the assets they control, e.g., housing companies and other organisations.

Financial Structures (1993–2025)

- 1993: Barriers to mainstream finance were universal concerns; joint ventures encouraged.
- 1995: Financing pathways were mapped and discussed.
- Since 1995–2001: ILSC/IBA instruments expanded; IPP demand helped firms to grow.
- Gap now: Early-stage risk capital, collateral options, and regional access remain limited.

Barriers to Finance

Delegates consistently raised the lack of access to mainstream banks and financial institutions. Indigenous business faced two key questions: Where can we seek funds? and How should we present our cases? At the time, there was almost no access to financial information, services, or support at either a national or international level.

Key Proposals

- Improve access to mainstream finance: Indigenous businesses must be able to engage with banks and financial institutions like any other business sector.
- Promote joint ventures: Delegates highlighted joint ventures as a pathway to capital and market entry. A local example cited was the partnership between Peter Kittle Toyota, the Central Australian Aboriginal Community, and the Aboriginal and Torres Strait Islander Commercial Development Corporation.
- Community controlled finance: The development of Indigenous-controlled banks and credit unions at regional, state, and national levels was strongly recommended.
- Break down barriers with banks: Existing mistrust and institutional barriers between Indigenous businesses and Australian banks need to be dismantled. Delegates noted that if this could not be achieved domestically, Indigenous business might be forced to seek international financial support.

Other Financial and Governance Concerns

- Database of bad consultants: Delegates called for a national database to identify and exclude consultants who had exploited Indigenous businesses and communities.
- The Black Economy: Participants stressed the potential of mobilising the “Black Economy” comprising Aboriginal Affairs budgets, at least 2% of other government department contracts, and Indigenous-to-Indigenous trade. Harnessing this spending power could create real control and benefits for Indigenous communities and businesses.
- Redefining financial benefits: Too often, financial progress was measured by the number of social programs delivered by the government. Delegates argued instead that true financial change required getting the Black Economy moving to generate wealth directly for Indigenous individuals, businesses, and communities.

NIBEC 1995, Brisbane

Building on the foundations of the 1993 conference, the second NIBEC was held in Brisbane in 1995 and introduced new strategies and support mechanisms to strengthen Indigenous enterprise. The event was organised as National Indigenous Business Week (NIBW) and featured multiple components:

- a special screening of the 1955 film *Jedda* (in colour) in partnership with the Brisbane International Film Festival
- the second NIBEC Conference
- the National Indigenous Trade Exhibition
- the Telstra Indigenous Business Awards night
- a Networking Breakfast

Hosted at the newly opened Brisbane Convention and Exhibition Centre, the second major event at the venue, it attracted more than 637 delegates. The conference theme, Business Partners in Australia's Future, underscored the importance of building relationships between Indigenous and non-Indigenous business leaders. NIBEC 1995 reaffirmed the aim of promoting long-term enterprise growth, enabling Aboriginal and Torres Strait Islander communities to achieve self-management and self-determination through financial independence. The event was hosted by the Queensland Indigenous Business and Economic Corporation Limited (QIBEC), which had been incorporated in October 1994 specifically to organise NIBW.

See Appendix A for the NIBEC/QIBEC 1995 people contributions.

Workshops at NIBEC 95: The Innovation Workshop; Options for Corporate Pastoral Leaseholders; Joint Ventures; Identifying Fraud and Corruption in Business; Indigenous People in the Housing Industry; Funding Your Business and Finding a Suitable Legal Structure; Your First Steps to Business; How to Start a Business Enterprise Centre; Your Staff and Your Business, Retail; Credit Unions; International Networking; Marketing Your Business; Consultants and Economic Research; How to Deal with Your Bank Manager; Understanding Your Finances; Business Opportunities for Sydney Olympics 2000 and the Youth Forum (National Indigenous Business & Economic Conference, 1995).

The establishment of the QIBEC Board and Secretariat demonstrated a commitment to creating sustainable support structures for Indigenous businesses. The involvement of prominent Indigenous leaders and collaboration with non-Indigenous business experts underscored the importance of partnerships in driving economic growth.

Achievements and Challenges: 1993–2025

Over the past 30 years, significant progress has been made in areas both discussed and overlooked during the NIBEC conferences. While the Indigenous Estate was not addressed, notable achievements have included the establishment of representative bodies, increased access to financial resources, and the growth of Indigenous enterprises. However, challenges remain particularly in finding the right balance between social and economic funding, and in ensuring that government policies effectively support Indigenous economic aspirations.

Political Structures (Dispelling the Myths)

At the 1993 NIBEC the delegates stated that many of our people measure financial benefits by how many social programs the government has implemented that year. Real financial change is about getting the Black Economy moving in a direction that will benefit both the Aboriginal and Torres Strait Islander community and individual business houses.

Balancing Social and Economic Funding

One of the persistent challenges highlighted during the NIBEC conferences and still relevant today is the balance between social and economic funding. The historical focus on social welfare programs has often overshadowed the need for economic development initiatives. As discussed in the NIBEC 1993 conference, there is a critical need to reorientate government policies and programs to support economic growth alongside social support (Williams 1993). Ensuring that funding structures do not perpetuate dependency but instead promote sustainable economic development remains a key issue.

The *Murru waaruu* process calls for a paradigm shift in First Nations economic policy. Governments must move away from a legacy of social policies directed at First Nations welfare and simple mainstream industry participation to a strategic commitment to policy underpinning sustainable First Nations wealth creation. First Nations peoples must be seen as capable and competent economic partners with unique knowledge and assets, not as passive recipients (Australian National University, 2024).

Policy and Institutional Support

The national Indigenous “Social Justice Package” refers to a series of measures proposed in Australia during the mid-1990s. The Keating Government’s Social Justice Package was envisioned as a third part of its response to the [Mabo \(No. 2\) decision](#). It aimed to address the broader social justice issues arising from the dispossession and historical treatment of Aboriginal and Torres Strait Islander peoples. While the Native Title Act 1993 and Land Fund were implemented, the Social Justice Package itself was never fully realised. The full commitment from the federal government for the Social Justice Package outlined by the Keating Government was not taken up by the next Howard Government (Aboriginal and Torres Strait Islander Commission, 1994).

Policymakers and Indigenous business leaders must work together to create an environment that supports sustainable economic development and self-determination. This includes advocating for policies that provide equitable access to resources and opportunities. Government programs should be designed with input from Indigenous communities to ensure they address real needs and aspirations. Institutional support is also crucial. Universities and research institutions can play a significant role by conducting research on Indigenous business issues, providing training and development programs, and facilitating knowledge exchange. The decolonisation of business education is a key component of this effort. Integrating Indigenous knowledges and perspectives into business curricula can help create a more inclusive and relevant educational environment (Leroy-Dyer et al., 2025; Motta & Allen, 2022; Woods et al., 2022).

Policy Support and Public Sector Education

There is an ongoing need for continuous education of public servants and policymakers about the unique economic needs of Indigenous communities. The integration of Indigenous perspectives into mainstream economic frameworks requires a nuanced understanding of cultural, social, and economic contexts. Training programs and policy reforms are essential to ensure that government initiatives are inclusive and supportive of Indigenous economic aspirations. As highlighted in recent scholarship, effective policy support can significantly impact the success of Indigenous businesses (Cutcher et al., 2020; Eva et al., 2024).

The *Muru waaruu* seminar series outcomes report also highlighted that government engagement with the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) requires significant internal government capacity-building. For example, public servants require further education to meaningfully engage with UNDRIP. The findings of the Productivity Commission, such as those relating to cultural capacity, “institutional racism, cultural safety, and unconscious bias”, are instructive and important to considering how government can effectively engage with UNDRIP as a tool to develop effective laws and policies (Australian National University, 2024).

Integration of Indigenous Knowledge in Business Education

The integration of Indigenous knowledge into business education is an ongoing challenge that ties into broader efforts to decolonise the curriculum. The holistic and relational nature of Aboriginal knowledges contrasts with the compartmentalised approach of western business pedagogies. Efforts to Indigenise the curriculum must go beyond tokenistic inclusion and address the structural changes needed to make business education more inclusive and reflective of Indigenous perspectives (Eva et al., 2024; Motta & Allen, 2022; Woods et al., 2022).

Support Structures

Develop a Representative Body to Give us a Business Voice

Currently we do not have an Aboriginal and Torres Strait Islander business voice. There is strong support for a national body and ATSIC cannot represent our business interests. Early to mid-2000s the following organisations have been developed such as the National Indigenous Business Chambers Alliance, Aboriginal Business Industry Chamber of South Australia, First Nations Chamber of Commerce and Industry, Goldfields Aboriginal Business Chamber, New South Wales Indigenous Chamber of Commerce, Noongar Chamber of Commerce and Industry, Northern Territory Indigenous Business Network, and the South Queensland Chamber of Commerce.

National Indigenous Business Chambers Alliance (2024): In October 2022, Indigenous business leaders from across the country met on Larrakia Country to establish the National Indigenous Business Chambers Alliance Working Group. The group is a collective of majority-owned Indigenous businesses that advocate for a First Nations-led, place-based approach to growing the Indigenous business sector. Membership of the Alliance is comprised of active state, territory and regional Indigenous Chambers of Commerce and Industry with First Nations leaders appointed to the Alliance Working Group from various organisations.

The National Indigenous Business Chamber Alliance is established but will require funding support to become a sustainable entity.

1. **Need for a National Aboriginal and Torres Strait Islander Business and Economic Strategy:** To date, no national Indigenous business and economic organisation has been established with the recognised authority and mandate to develop and implement a comprehensive strategy. While various regional bodies, institutional agencies, industry associations, and advocacy groups have contributed valuable initiatives, their efforts have often been fragmented and limited in scope. The absence of a centrally resourced nationally endorsed body has meant there is no unified framework to coordinate policy, align funding priorities, and drive long-term strategic economic development for Aboriginal and Torres Strait Islander peoples across Australia. This gap has contributed to inconsistencies in government engagement, uneven access to resources, and missed opportunities for coordinated action within the Indigenous Estate.
2. **The need for specialist Industry Management Support Services, e.g., the Stores Program, Tourism Management, Pastoral Management Services, Housing Industry, and others:** The industry workshops of the conference identified that Aboriginal and Torres Strait Islander businesses have similar problems, and solutions can be found when industry representatives cooperate.

Future directions should focus on enhancing support structures that are tailored to the specific needs of Indigenous businesses. This includes the establishment of more specialised industry management support services, as discussed during the NIBEC conferences. Such services can provide targeted advice, mentorship, and training in key sectors such as tourism, construction, and cultural industries (Williams, 1993).

An example of a successful Indigenous specialist industry support body is the Aboriginal Enterprises in Mining, Energy and Exploration Ltd. AEMEE is an incorporated not-for-profit company set up to grow Indigenous businesses in Australia and overseas in mining and allied industries.

3. **National Aboriginal and Torres Strait Islander Business Register – Black Pages:** Over the years, several Aboriginal and Torres Strait Islander business registers have been established to identify, promote, and connect Indigenous-owned enterprises with procurement opportunities. Notable among these is Supply Nation, which operates a national database of verified Indigenous businesses, and the various state and territory Indigenous Chambers of Commerce, each maintaining their own registers of certified members. These certification processes are designed to confirm Indigenous ownership and control, giving government agencies, corporate buyers, and other organisations confidence that they are engaging with genuine Indigenous suppliers. Together, these registers play a critical role in supporting the growth of the Indigenous business sector by improving visibility, facilitating market access, and linking businesses to programs such as the IPP and other supplier diversity initiatives.
4. **Business and Economic Support Units:** In some states they are working well, in others they are not. Our businesses need support. New businesses need assistance in the preparation of business plans. Support is needed when individuals start to consider going into business and support is needed in the early stages of setting up the business. This service (generic business planning and small business support) is currently offered through online workshops by Indigenous Business Australia (IBA), the large Australian banks and Commonwealth and state government agencies.
5. **Sustainable Business Support Structures:** The effectiveness of business support structures varies across regions, with some states showing better performance than others. The creation of specialist industry management support services, as discussed during NIBEC 1993, has been partially successful. However, there is still a need for more comprehensive and accessible support services that cater to the diverse needs of Indigenous businesses. Programs that offer mentorship, industry-specific advice, and start-up support are crucial for nurturing new and existing enterprises.

Strengthening Indigenous Business Frameworks

Strengthening Indigenous business frameworks will require ongoing collaboration, innovation, and advocacy. Collaboration between Indigenous business leaders, policymakers, and academic institutions is vital to create robust support systems. Research by Jones (2023) and by Eva et al. (2024) highlights the importance of Indigenous entrepreneurship as a means of achieving economic self-determination and reducing socio-economic disparities. Partnerships with non-Indigenous entities can also bring in diverse perspectives and resources, fostering a more inclusive business environment.

Innovation in business practices and support structures is necessary to address the unique challenges faced by Indigenous businesses. The integration of digital technologies, for example, can enhance market access and operational efficiency. Studies have shown that leveraging technology can significantly boost the productivity and competitiveness of Indigenous enterprises (Beetson et al., 2020).

1. Utilisation of current Organisation Support Structures:

- a. Land Council Resources to give business support
- b. Legal Aid Services should have access to contract or commercial legal advisors in each state or some of the larger regions for commercial contracting difficulties.

This action proved difficult to implement because many organisations delivering social, health, land council, educational, and legal services to the community operate under strict funding agreements. These contracts typically define the scope of services in narrow terms, leaving little or no provision for activities outside the approved remit. As a result, providing commercial contracting advice or business development support could be considered beyond the organisation's funding charter, potentially breaching funding conditions and jeopardising future financial support. This structural limitation has often restricted the ability of such organisations to play a direct role in fostering Indigenous economic participation, despite their close relationships with community members who might benefit from these services.

1. Protection of Aboriginal and Torres Strait Islander Assets is very important:

- a. Cultural Values: to ensure that these are not exploited
- b. Patents and Copyright: patent to protect Indigenous flora and fauna; copyright designs and information which are currently being exploited by national and international business interests
- c. Economic Assets: to utilise our capital assets more effectively. Remove restrictive legislation which prevents the capital asset being used as equity. Educate our own people about the economic value of the assets they control, e.g., housing companies and other organisations.

Protection of Cultural and Economic Assets: The protection of cultural and economic assets, including intellectual property rights, remains a significant challenge. The exploitation of Indigenous knowledge, designs, and natural resources by national and international entities has been a longstanding issue (Janke & Sentina, 2018). The need for robust legal frameworks to protect Indigenous intellectual property was emphasised during the NIBEC conferences and continues to be critical today (National Indigenous Business & Economic Conference, 1993a, 1995).

The rights of Indigenous people are described in the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). Fundamentally, entrenched in the UNDRIP is the key principle of free, prior, and informed consent. In developing laws and policies that recognise and protect Indigenous knowledge, the fundamental point of reference is Article 31 of the UNDRIP which recognises Indigenous peoples' rights to: own, manage and control their Indigenous knowledge; be consulted about use of Indigenous knowledge; give or withhold consent around use of Indigenous knowledge (the free, prior, and informed consent right); and make self-determined decisions about Indigenous knowledge (Assembly UN General, 2007).

Financial Structures

Indigenous Estate in Australia

We consider the Indigenous Estate as the asset base through which the financial domain envisioned at NIBEC can be realised. Williams et al. (2025) argue that the Indigenous Estate is a "wicked complex problem" requiring strategies and application of Indigenous knowledges in business and community contexts. These insights are essential for ensuring long-term cultural, social, environmental, political, and economic sustainability of the Indigenous Estate, fostering a more sustainable, equitable, and prosperous future for all people living in Australia.

Growth of the Indigenous Estate of Australia: The Australian Indigenous Estate in 2014 was estimated at 20% of the land mass held under exclusive possession of native title or land rights and estimated to grow to 31% with the number of registered native title claims in progress. This does not include jointly managed National Parks and Indigenous Protected Areas (IPA), forming 40% of the Australian terrestrial conservation estate (Altman & Jackson, 2014). It encompasses assets held or anticipated to be held for the benefit of Aboriginal and/or Torres Strait Islander peoples, with a focus on the collective ownership, stewardship, and responsibility for the assets of the Indigenous Estate (Fry, 2016). The Indigenous Estate continues to grow across Australia, including the Torres Strait Islands, with land claim settlements, native title agreements, asset purchases, compensation, and rights settlements (Williams et al., 2025).

The *Murru waaruu* economic development outcomes report stated, "Over 50% (increasing to an expected 65% by 2030) of the Australian landmass is subject to some form of First Nations legal right or interest. These rights and interests are given effect through 25 separate Commonwealth and state and territory statutory instruments" (Australian National University, 2024).

Wealth Creation Across the Indigenous Estate

Here we draw on the Indigenous Business Network (IBN) wealth creation model to enrich our definition. This model is a component of the Gongan Business Model which we discuss further below (Williams, 2023). This model responds to the tangible and intangible assets of the Indigenous Estate, offering a comprehensive definition of the Indigenous Estate that includes the growing social enterprises and Indigenous small businesses sector, and the various initiatives that build the capacity of this sector. The Indigenous Estate in this model is defined by the way in which it is used to develop wealth for Indigenous peoples in the contemporary Australian context. It includes:

Individual and Family Wealth: This includes individual and family investments, and savings. Business structures such as family trusts, sole traders, family-owned social enterprise, individual and family small businesses and companies limited by guarantee.

Community Wealth: This includes structures for community-owned resources, including land assets to enhance cultural, social, environmental, and economic wellbeing, community enterprises, company limited by guarantee, community trusts, social enterprises, and investments.

Corporate Wealth: This includes Indigenous for-profit businesses, Pty Ltd businesses, joint ventures with non-Indigenous partners, businesses that have a percentage of Indigenous ownership (but do not qualify as an Indigenous business), and other for-profit entities that are beneficial to Indigenous individuals, families, and community.

Institutional Wealth: This pertains to federal, state, and territory statutory bodies and funds established to act in the interest of Aboriginal and Torres Strait Islander peoples' businesses, such as IBA, ILSC, Aboriginal Hostels Ltd (AHL), Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS), and various state and territory Land Councils. These assets and corporate structures are held under various legislative instruments and can be redirected to other government priority and policy endeavours.

Cultural and Spiritual Wealth: This dimension necessitates a holistic definition, encompassing cultural heritage sites, spiritual connections to land and family, and the intangible assets of Indigenous cultural and intellectual property rights. These intangible assets can contribute to the value of the social enterprise, for-profit business, or trust structure.

The IBN model is a comprehensive and multifaceted approach to defining the plethora of ways that Country, in the form of the Indigenous Estate, can provide for Indigenous peoples' wealth within the current context of the Australian Estate (Williams et al., 2025).

Social enterprise (as mechanism): The Indigenous Social Enterprise sector will reflect a wider social enterprise impact model approach due to the cultural, social, environmental, and economic aspects of the land holdings of the Indigenous Estate.

Increased Access to Financial Resources: Efforts to improve financial inclusion have led to increased access to resources for Indigenous entrepreneurs. Initiatives such as IBA have provided loans, grants, and business support services, helping to bridge the financial gap that has historically hindered Indigenous enterprise development. The IBA's tailored financial products have limited impact to service the Indigenous economy of Australia.

Delegates emphasised the urgent need to address systemic barriers to finance and outlined several key proposals:

- **Mainstream Access:** Indigenous businesses require full access to financial information, services, and support at the national level. Without this, many remain excluded from mainstream economic participation.
- **Joint Ventures:** Partnerships between Indigenous communities and established businesses were seen as a practical pathway to capital, skills, and market opportunities. One example cited was the joint venture between Peter Kittle Toyota, the Central Australian Aboriginal community, and the Aboriginal and Torres Strait Islander Commercial Development Corporation.
- **Community-Controlled Finance:** Delegates called for the establishment of Indigenous-controlled banks and credit unions at regional, state, and national levels. These institutions could provide culturally aligned financial services and reinvest directly into communities.
- **Breaking Down Barriers:** Structural barriers between Indigenous businesses and mainstream financial institutions must be dismantled. Delegates warned that if domestic banks remain inaccessible, Indigenous businesses may be forced to look internationally for financial support.

Improving Access to Financial Resources

The *Murru waaruu* outcomes report stated that the paradigm shift envisaged by the seminar series proposals is intended to change the current transactional relationship that First Nations peoples have with governments and

industry to one of genuine partnership involving an equity stake in economic projects. This vision underpinned the seminar series with an understanding that developing and implementing an economic self-determination policy is a long-term approach and is complementary to the National Agreement on Closing the Gap. The question of capacity was ever-present throughout the seminar series and although not specifically addressed on its own in this report, must underpin any framework that seeks to improve economic development opportunities for First Nations peoples (Australian National University, 2024).

Improving access to financial resources remains a critical priority. Indigenous businesses often face significant barriers in securing funding from mainstream financial institutions due to perceived risks and a lack of collateral (Evans & Polidano, 2022). Initiatives such as IBA, ILSC, Social Ventures Australia (SVA), Traditional Credit Union (TCU), Many Rivers Microfinance Ltd (MRM), First Nations Capital (FNC), and the First Nations Foundation (FNF) have made strides in providing tailored financial products, but there is still room for improvement. Expanding the scope and reach of such initiatives can help bridge the financing gap. Moreover, exploring alternative financing models, such as community development financial institutions and impact investing, can provide additional avenues for funding. Research by Benjamin et al. (2024) underscores the potential of community-based financial models to support sustainable economic development in community.

Another issue raised was the creation of a database of consultants. Delegates proposed creating a national database to identify “bad consultants” who had exploited Indigenous communities and businesses. This would serve as a safeguard to prevent repeat exploitation and ensure accountability. Status: Despite strong support at the time, this recommendation has never been actioned.

Black Economy

If we calculated how much is being spent in the Black Economy each year, which is made up of the Aboriginal Affairs budget, the 2% of other government department contracts that should be directed towards Aboriginal and Torres Strait Islander business, and the income generated by doing business with one another, imagine the control and benefits the Black Economy can give us.

Post-1995, the growth of national Aboriginal and Torres Strait Islander assets and business activities has been driven by several key factors, including native title settlements, land purchases by the Indigenous Land and Sea Corporation (ILSC), acquisitions by State Land Councils, business development activities supported by IBA, and the overall expansion of the Indigenous business sector.

Establishment of Representative Bodies: The period following the NIBEC conferences saw the establishment of several representative bodies aimed at advocating for Indigenous business interests. Organisations such as Supply Nation, formed in 2009, have been instrumental in connecting Indigenous businesses with procurement opportunities in the corporate and government sectors. Supply Nation’s certification of Indigenous businesses has helped enhance visibility and credibility, fostering economic partnerships that were envisioned during the NIBEC era.

Indigenous Procurement Policy (IPP): The IPP is the primary mechanism to drive Indigenous participation within the Commonwealth Procurement Framework. Since it was introduced in 2015, the policy has generated over \$9 billion in contracts for Indigenous businesses (National Indigenous Australians Agency, 2020)

Growth of Indigenous Enterprises: The growth of Indigenous enterprises over the past three decades is a testament to the resilience and innovation within Indigenous communities. According to the Australian Bureau of Statistics (ABS), the number of Indigenous-owned businesses has steadily increased (ABS, 2021), with sectors such as construction, health, and cultural services seeing significant representation. This growth aligns with the goals set out during the NIBEC conferences to foster entrepreneurial spirit and economic self-sufficiency. The best available evidence suggests that the number of registered Indigenous businesses and corporations grew at around 4% per year between 2006 and 2018 (Evans et al., 2021).

Established in 2009, Supply Nation empowers Indigenous-owned businesses by promoting supplier diversity and facilitating procurement from verified Indigenous suppliers, driving social impact and economic inclusion. Since 2009, Supply Nation has facilitated more than \$20 billion of procurement spend from corporate, government and non-profit members with verified Indigenous businesses. In 2023–24 alone that figure was \$4.6 billion (Supply Nation, 2025). Indigenous businesses also have significant reach into Indigenous communities. An estimated 16% of the Indigenous population is directly connected to the Indigenous business sector; this includes 29,200 Indigenous business owners, more than 61,300 people living in the households of these business owners, and more than 65,700 Indigenous employees working at these Indigenous businesses (Supply Nation, 2025).

Challenges

Indigenous Business Definition: To qualify as an Aboriginal or Torres Strait Islander business in Australia an individual must complete a form or provide a letter of “Proof” or “Confirmation of Aboriginal and/or Torres Strait Heritage”. Government agencies, Aboriginal organisations, universities, and schools often supply their guidelines for confirmation of Aboriginality requesting three “working criteria” points to be addressed (Australian Institute of Aboriginal and Torres Strait Islander Studies, 2020):

- being of Aboriginal or Torres Strait Islander descent
- identifying as an Aboriginal or Torres Strait Islander person
- being accepted as such by the community in which you live or formerly lived.

The confirmation of Aboriginal and/or Torres Strait Heritage documentation is essential for accessing Indigenous government support, employment programs, education programs, Indigenous business loans, membership to Supply Nation, membership to Indigenous Chamber of Commerce organisations, and the like.

The second stage to qualify as an Indigenous-owned business is the percentage of business ownership. Foley (2012) has been researching the areas of Indigenous business definition and Indigenous entrepreneurship for many years and has found the definitions to qualify as an Indigenous business can range from 51% to 25% ownership, depending on the government policy, membership requirements for Supply Nation or Indigenous Chamber organisations, or tender contractual guidelines. Many of the Aboriginal and Torres Strait Islander businesses in Australia are certified members of Supply Nation (Supply Nation, 2019) and/ or certified members of the network of Indigenous Chamber of Commerce organisations across Australia.

Black Cladding: This is the practice of a non-Indigenous business entity or individual taking unfair advantage of an Indigenous business entity or individual for the purpose of gaining access to otherwise inaccessible Indigenous procurement policies or contracts. Unfair advantage involves practices and arrangements that result in the disadvantage or detriment to an Indigenous business, or that do not represent a genuine demonstrated level of equitable partnership and benefit (Supply Nation, 2019). Black clad businesses appear as if Indigenous people own, operate, and benefit from them, whereas, in reality, power and the resultant benefits of business ownership are vested in non-Indigenous owners (Denny-Smith et al., 2024).

Fostering an Entrepreneurial Culture

This paper considers two main definitions of Aboriginal and Torres Strait Islander entrepreneurship: the Indigenous entrepreneur and the Indigenous social entrepreneur, both of which play important roles across the Indigenous Estate. Indigenous entrepreneurship is shaped by cultural values and is often motivated by community wellbeing and cultural preservation, rather than profit alone. Recognising these drivers is essential for policy and program design. As Peredo et al. (2024) argue, supporting these motivations leads to more sustainable and impactful practices. Evans & Polidano (2022) further note that First Nations entrepreneurship in Australia is relatively new and increasingly takes a “partnership approach” with leading Indigenous entrepreneurs and sector intermediaries.

Globally, Indigenous entrepreneurship has been described through various categories: sustainable, environmental, social, heritage, tribal, and others (Austin et al., 2012; Colbourne, 2017; Curry et al., 2016; Dana, 2007; Dana, 2015; De Bruin & Mataire, 2003; Dees, 2001; Evans & Williamson, 2017; Foley, 2000, 2003, 2006, 2008; Lindsay, 2005; Majid & Koe, 2012; Shirodkar et al., 2020; Tengeh et al., 2022). However, “tribal entrepreneur” is not widely used in the Australian context. Foley (2000) defines the Indigenous Australian entrepreneur as one who “alters traditional patterns of behaviour, by utilising their resources in the pursuit of self-determination and economic sustainability via their entry into self-employment, forcing social change in the pursuit of opportunity beyond the cultural norms of their initial economic resources” (p. 11).

Indigenous entrepreneurship manifests across for-profit and social forms, spanning individual, family, community, corporate, institutional, cultural, and spiritual dimensions of the Indigenous Estate (Williams, 2023). Both forms are critical to growing and protecting the asset base, with social enterprise and hybrid structures expected to play a central role in wealth creation and distribution. Fostering an entrepreneurial culture is essential for long-term growth. This requires not only financial and technical support but also embedding entrepreneurship in education, through curricula, specialised training, and community engagement, to equip the next generation with the skills and mindset to succeed.

Conclusion

NIBEC 1993–1995 crystallised a triad of challenges that remains a valid diagnostic for 2025. Since then, voice and visibility improved (e.g., chambers alliances), supplier-diversity infrastructure matured (Supply Nation, IPP), and limited capital pathways expanded (IBA/ILSC), yet mandate, coordination, and capability gaps persist. We show historical concordance rather than direct causality, tracing how conference agendas, working groups, and sector milestones align over time. The single largest barrier is the absence of a nationally mandated peak with a strategy remit. We therefore argue for a NIBEC 3 that is agenda-setting: a nationally endorsed forum to articulate, resource, and measure a First Nations-led business and economic strategy.

Reflecting on the history of NIBEC and the progress made over the past 30 years, it is evident that significant strides have been taken towards Indigenous economic self-determination. However, the journey is far from complete. The challenges faced by Indigenous businesses today are complex and multifaceted, requiring a coordinated and sustained effort to overcome. The vision set forth during the NIBEC conferences remains as relevant today as it was in 1993. By continuing to build on this foundation, embracing innovation, and fostering partnerships, the Indigenous business community can achieve greater economic independence and contribute to the broader Australian economy.

It is time for a National Indigenous Business & Economic Conference (NIBEC 3) to convene, allowing the multifaceted business voices to discuss our future with the government, corporate, and community sectors.

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Appendix A: Names, Roles, and Contributions to NIBEC 1993 and NIBEC/QIBEC 1995

Year	Name	Role/Organisation	Contribution/Source
1993	Charles Perkins	Arrente Council of Central Australia	President; NIBEC Conference Chairman
1993	Ted Hampton	Arrente Council of Central Australia	Vice-President; NIBEC Conference Manager
1993	Ross Hampton	Arrente Council of Central Australia	Administrator (NIBEC Conference)
1993	Colin Cowell	Arrente Council of Central Australia	Marketing (NIBEC Conference)
1993	Rod Williams	NIBEC Volunteer	Conference Facilitator: Speaker
1993	Graham Atkinson	NIBEC Volunteer	Conference Facilitator: Speaker
1993	Martin Perkins Allan French William Bray Adelaide Chong Jenny Hampton Adam Perkins Heather Brown Chris Christie Sharon Firebrace	NIBEC Coordinators	Training Exhibition/Trade Displays Security Exhibition Communities Delegate Registration Workshops Women's Events Technology Media Liaison
1993	Loris O'Donoghue (Chair)	Chairperson ATSIC	Keynote: Leadership presence
1993	Gatjil Djerrkurra	Chairperson: Aboriginal and Torres Strait Islander Commercial Development Corporation (CDC) National Businessman of the Year	Keynote: Leadership presence
1993	Alf Bamblett	ATSIC: Melbourne Commissioner	Keynote: Leadership presence
1993	Ron Moroney	ATSIC: Manager Economic Development	Keynote: Leadership presence
1993	Yvonne Goolagong Cawley	NIBEC Guest	Dinner Speaker
1993	Hon. Robert Tickner	Minister for Aboriginal and Torres Strait Islander Affairs	Speaker
1993	Hon. Warren Snowdon	Member for Northern Territory	Speaker
1993	Rosemary Wanganeen	Owner Sacred Site Within Healing Centre	Speaker
1993	Marjorie Thorpe	Administrator: Lake Tyres Aboriginal Trust	Speaker
1993	Lorraine Liddle	Chairperson: Imparja Television	Speaker
1993	Joesph Elu	Vice Chairman: Island Coordinating Council/Director Ibis Stores, Torres Strait	Speaker
1993	John & Mary Williams Pecili Bolakaro Daniel Moya Ndumiso Ntshinga	Lit'Wat Nation, Canada Vatukarasa Village, Fiji Pueblo Indian, USA African National Congress, South Africa	International Speakers
1993	Noel Bridge	NIBEC Workshop Facilitator	Speaker, Workshop Facilitator or Observers
1993	Heather Brown	NIBEC Workshop Facilitator	Speaker, Workshop Facilitator or Observers
1993	Auntie Kathy Mills	NIBEC Workshop Facilitator	Speaker, Workshop Facilitator or Observers
1993	Steve Brennan	NIBEC Workshop Facilitator	Speaker, Workshop Facilitator or Observers
1993	Darrin Ballangarry	NIBEC Workshop Facilitator	Speaker, Workshop Facilitator or Observers
1993	Joanne Schmider	NIBEC Workshop Facilitator	Speaker, Workshop Facilitator or Observers
1993	John Martin	NIBEC Workshop Facilitator	Speaker, Workshop Facilitator or Observers
1993	Pastor Bill Hollingsworth	NIBEC Workshop Facilitator	Speaker, Workshop Facilitator or Observers
1993	Robyn Rioli	NIBEC Workshop Facilitator	Speaker, Workshop Facilitator or Observers
1993	Kim Bridge	NIBEC Workshop Facilitator	Speaker, Workshop Facilitator or Observers
1993	Sharon Clark	Scribe/Charles Darwin University Student	Workshop notes; daily summaries
1993	Yvette Carolin	Scribe/Charles Darwin University Student	Workshop notes; daily summaries
1993	Noel Morich	Scribe/Charles Darwin University Student	Workshop notes; daily summaries
1993	National Indigenous Business Week	National Indigenous Business & Economic Council (NIBEC) working group that consisted of Indigenous business representatives from across Australia	Nominated at NIBEC 1993 in Alice Springs and state consultations
1993	Rod Williams Graham Atkinson	NIBEC National Coordinators	NIBEC Representatives
1993	Pat Williamson Lance Moran Lee Madden Margret Campbell Ray Morrison	New South Wales/ACT	NIBEC Representatives
1993	Rod Williams Victor Jose Allen Lee	Queensland	NIBEC Representatives
1993	Graham Atkinson Sharon Firebrace Paul Briggs Charles Wolf Duncan McGuinness	Victoria/Tasmania	NIBEC Representatives
1993	Doug Turner	South Australia	NIBEC Representatives

	Richard Young Rick Callaghan		
1993	Kim Bridge Noel Bridge Shirley McPherson Criag Somerville John Hanson	Western Australia	NIBEC Representatives
1993	Ted Hampton John Patterson Robyn Rioli Loyota Pearce	Northern Territory	NIBEC Representatives
1994	QIBEC	Queensland Indigenous Business and Economic Corporation Limited (QIBEC) formulated a bid to host the 2nd NIBEC event in Brisbane	The QIBEC Board decided to execute the idea of having a young Indigenous secretariat to organise the 2nd NIBEC that was supported by mentors and specialist event organiser mentors
1995	Charles Perkins	Deputy Chair/ATSIC	Worked with NIBEC working group, QIBEC, national coordination team; ATSIC major sponsor NIBEC 95
1995	Rod Williams Sandra (Georgiou) King Glen Miller Garth Terare	Chair/QIBEC Board Secretary/ QIBEC Board Director/QIBEC Board Director/QIBEC Board	Company performance and conference governance
1995	Carlyn Waters Gael Duff Rachael Weldon Ruth McNally Fiona Tyson Natasha Gordon Christine James	General Manager QIBEC Conference Coordinator Project Officer Awards Officer Trade Exhibition Assistant Training and Research Officer Receptionist	NIBEC Secretariat: Increased the number of causal Indigenous staff prior and during conference
1995	Debra Rose Terry Kappen David Saunders William Glenbar	QIBEC Mentors	QIBEC Mentors
1995	Tracy Watts Ashley & John Gordon Michael Rynne Alan Reese Brendan Greaney	Indigenous Management Australia Carillon Conference Management Darvall & Rynne Legal Rochester, White and Malone Accountants Postgraduate marketing student (Silvio's Pizza)	Specialist Mentors
1995	Tammy Pope	Telstra Australia	Major Sponsor at NIBEC 95; Telstra Indigenous Business Awards
1995	Hosts: Stan Grant and Michelle Tauhine Performances: Kamballa Aim 4 More Garth Terare	Telstra Indigenous Business Awards Night	Hosts and Performers at the Awards
1995	Sandra (Georgiou) King and Aaron Pedersen Shelley Monkland: Fashion Designer Delvene (Delaney) Cockatoo- Collins: Fashion Model	NIBEC Fashion Parade	Hosts
1995	Wayne Quilliam	Wayne Quilliam Photography	Conference Photographer
1995	Lyn Vickerman	Chamber of Commerce and Industry Queensland	Chamber supported and promoted the event across its Queensland network
1995	Neville Bonner Wenten Rubuntja	Jagera Elder Arrernte Council Elder	Conference handover from Alice Springs to Brisbane
1995	Te Taru White Ronald Scrimshaw Jaime Pinkham Dame Georgina Kirby Diana Kemege Hans Matthews	Te Puni Kokiri, Ministry of Māori Development, NZ Canadian Imperial Bank of Commerce Dept Natural Resources, Nez Perce Tribe, USA Māori Women's Development Fund, NZ Development Specialist, Suquamish Tribe, USA President, Canadian Aboriginal Minerals Association	International Guests
1995	Hon. Robert Tickner Hon. Warren Snowdon Senator Cheryl Kernot Hon. Ernie Bridge Cr Jim Soorley	Minister Aboriginal and Torres Strait Islander Affairs Parliamentary Secretary to Minister for Employment, Education and Training Leader of the Democrats MLA Western Australia Lord Mayor, Brisbane City Council	Speakers

1995	Lois O'Donohue Professor Colin Bourke MBE Ian Spicer Peter Switzer David Ross Commissioner Mick Dodson Tracker Tilmouth Jackie Huggins Tiga Bayles Christine Donnelly Steve Comeagain Kerry Blackman Robin Bryant Darryl Kickett Eileen Torres Dallas Donnelly Murray Chapman Les Melzer Merv Shipp Getano Lui Jnr Barry Ingram Eddie Fry Kate Ross Andrew Mason John Hanson	Chairperson ATSiC University of South Australia Australian Chamber of Commerce and Industry Australian Small Business magazine Indigenous Land Corporation Human Rights and Equal Opportunity Com Central Land Council Council for Aboriginal Reconciliation 4 AAA Aboriginal Dance Theatre Redfern SOCOG (Olympics 2000) Indigenous Marketing Just Too Deadly Consultant CreditCare Koorie Mail ATSiC FAIRA Merv Shipp Repairs (20 years in business) Torres Strait Regional Authority Sunseeker Homes Normandy Mining Group Australian Bureau of Statistics Elders Insurance Yawony Building Company	Speakers
1995	Terri Janke Adam Perkins	Youth Forum Co-Lead	Youth Forum leadership