CHAIR IN DIGITAL ECONOMY

2015 ANNUAL REPORT

Supported by:

Brisbane Marketing
BRISBANE'S ECONOMIC DEVELOPMENT AGENCY

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The PwC Chair in Digital Economy contributes to establishing a national innovation system by providing a new engagement model across private and public sector, universities and entrepreneurs and inspires and drives digital business take-up through research, education, services and industry advocacy. Officially launched on 23 April 2015, the PwC Chair in Digital Economy seeks to investigate, educate, faciltiate and stimulate the local, national and global digital economy.

7

active research projects

52

keynote presentations

230

students registered for Student Design Jams and open innovation opportunities

A message from the Chair

2015 marks the first year of existence of the PwC Chair in Digital Economy. Not only have we established a high performing team and delivered our first outcomes, we have also created impact well beyond our original plans. The PwC Chair in Digital Economy team has grown and has, in many ways, set a new standard for collaboration among academia, industry and government.

We have commenced research and investigation in a number of projects with our funding partners and signed additional industry project agreements, thus expanding beyond the initial ecosystem. The current projects will have tangible impact on Brisbane, Queensland and Australia, with the potential to scale globally.

We equipped hundreds of students, executives, and business owners with increased digital economy capacity and skills through activities such as Student Design Jams, Board Meetings and custom tailored workshops. We have developed and launched the PwC Disruptive Innovation Leadership Course designed to educate and as well as disrupt the way education is delivered.

We have facilitated increased participation in the digital economy through education and mentoring. Working with small organisations, emerging start-ups, mid sized and large organisations, we increased their abilities to thrive in digital economy.

Through a series of high profile events, numerous keynotes across Australia and online activities such as newsletters, videos, podcasts, reports and articles, we have spread the word on insights, game changing opportunities and catalysing ideas to stimulating the digital economy throughout Australia. What's more we have done this as a partnership between academics from different disciplinary background and with industry and government.

I am convinced we have a bright future ahead of us. The global community, entrepreneurs, policymakers and academics are striving to understand what opportunities the digital economy brings. We all endeavour to seize these opportunities before they turn into threats - as they inevitably do in disruptive scenarios. The opportunity for the PwC Chair in Digital Economy is right here, right now. We are making a positive difference in Australia and the world.

Professor Marek Kowalkiewicz

The PwC Chair in Digital Economy, the first role of its type in Australia was created in recognition of the shortfall in the marketplace for digital business innovators creating customer and business value from STEM developed new technologies.

The Honourable Leeanne Enoch MP
Minister for Innovation
Queensland Government

Brisbane is adopting digital technology into our life, our work, our homes and our city. By embracing the emerging local and global economic opportunities, fostering start-ups, developing STEM talent, creating new jobs and industries we are delivering on our economic development strategy contained in the Brisbane 2022 New World City Action Plan. Providing credible research and applied insights to stimulate and guide our digital economy participation and building our innovation and digital capacity are fundamental to the PwC Chair in Digital Economy.

Lord Mayor Graham Quirk
Brisbane City Council

We are very proud to be associated with QUT, the Queensland Government and Brisbane Marketing in the establishment of the PwC Chair in Digital Economy and its achievements this year. The Chair's work fostering capability, capacity and confidence of individuals and organisations to innovate and participate in the digital economy is an essential part of helping Australia to become the Innovation Nation.

Mr Trent Lund
Lead Partner Innovation and Disruption
PwC Australia

Introduction

The PwC Chair in Digital Economy demonstrates the commitment of all academic, industry and government partners to actively guide and shape the digital economy in Queensland. The ultimate aim is to accelerate the uptake of emerging opportunities leading to new jobs in a fast evolving new economy.

A demand-driven research portfolio and mutually beneficial collaborations with various industry and government partners ensures high impact and relevance of all activities. A particular focus on industry change, digital industries, proactively identifying emerging threats and opportunities and studying new business models, services and customer interaction models.

The aims of the PwC Chair in Digital Economy are therefore fourfold:

1. To **investigate** the digital economy by developing a research portfolio that uncovers the dynamics of the digital economy and how it impacts Brisbane, Australia and the world.
2. To **educate** corporate partners and students by providing internationally leading courses and executive education in aspects of the digital economy.
3. To **facilitate** participation in the digital economy through advocacy and service provision to help organisations, especially newer and smaller firms develop their digital capabilities.
4. To **stimulate** the growth of the digital economy by spreading the word on the benefits and game changing opportunities that result from developing digital capabilities.

The PwC Chair in Digital Economy drives digital business take up through research, education, services and industry advocacy. The PwC Chair is sponsored by PricewaterhouseCoopers and financially supported by Brisbane Marketing, Queensland Government and Queensland University of Technology.

In August 2015 Professor Marek Kowalkiewicz commenced as the PwC Chair in Digital Economy. With an impressive background leading research and development projects in Silicon Valley and Singapore, Professor Kowalkiewicz has over 60 publications and 12 patents to his name.

From January to August 2015 Associate Professor Robert Perrons was Acting PwC Chair in Digital Economy. Associate Professor Perrons made a valuable contribution to the formation of the PwC Chair in Digital Economy team. His research expertise is in digital transformation in asset intensive industries such as oil and gas and resources. Many thanks are extended to Associate Professor Perrons.

2015 Achievements

1. Attracting **1** new leader from Silicon Valley to Brisbane
2. Conducting **3** public events with over 200 digital economy stakeholders from industry, government, start-ups and education focussing on digital economy (launch), digital identity and disruptive innovation
3. Signing **3** new industry agreements with Australia Post (via QUT), State Library of Queensland and Queensland Urban Utilities
4. Researching **4** partner projects including High Growth Firms, Queensland State Government One Stop Shop Strategy and Implementation Office, Queensland Treasury Motor Vehicle Accidence and Insurance Commission and Disruptive Innovation Leadership Course
5. Conducting **7** innovation workshops
6. Producing **9** academic papers including Digital Economy: our perspective (R Barrett and S Bennett); Digital Identity 3.0: the platform for the people (W Mertens and M Rosemann); and Digital Economy – a macro economic perspective (M Shahiduzzaman and M Kowalkiewicz)
7. Releasing **30** podcasts with catalysing ideas, uncovering what's new in the new economy and making sense of it in under 15 minutes with a view to increase digital literacy, capacity and confidence within the ecosystem
8. Delivering **52** keynotes to government and a wide variety of industry groups
9. Exciting **230** students to register for Student Design Jams and open innovation opportunities with corporate sponsors
10. Informing over **1000** subscribers and social media followers with new ideas, research themes and events with over 145,000 social media impressions

2016 Objectives

In 2016 we will continue our focus on the four aims of the Chair: Investigate, Educate, Facilitate and Stimulate. Together with our partners we will continue refining our objectives, to ensure we remain agile, innovative and creative.

1. **Investigate**
    a. Deliver results of existing projects and initiate new projects with our founding partners as well as new industry partners.
    b. Continue investigation of our core research themes and identify potential new themes.
    c. Release thought leading papers on the proactive organisation, digital intelligence, revenue resilience and environmental sensing, together with publishing results of our research, in internationally recognised publications and venues.
2. **Educate**
    a. Run the PwC Disruptive Innovation Leadership Course at QUT and initiate delivery of the course in other locations.
    b. Commence at least two PhD students (focussed on the digital economy).
    c. Facilitate more than 200 students participating in Student Design Jams and other innovation focused activities of the Chair.
3. **Facilitate**
    a. Continue successful delivery of Student Design Jams and identify other approaches to help organisations increase their revenue resilience and ability to innovate in the digital economy.
    b. Establish a partnership with at least one organisation where we provide environmental sensing as a service.
    c. Increase opportunities to learn from other successful economies and disseminate lessons learned.
4. **Stimulate**
    a. Organise the National Year of Digital Inclusion conference in Brisbane and combine it with our related activities and with our partners.
    b. Continue quarterly themed events informing the community on digital economy insights and opportunities. Explore offering these events in other capital cities of Australia.
    c. Continue to grow our presence in on-line media by exploring new ways of promoting digital economy insights, ideas and opportunities.

Research

Research Themes

The PwC Chair in Digital Economy's research portfolio is well placed to address the important challenges of the emerging economy. All topics are grounded in well-identified real world problems and align with QUT's research strengths across two Faculties. We are striving for recognised, global thought leadership in all research focus areas and the projects with our founding and industry partners provide valuable empirical evidence for our applied research.

The aim of our research is to better understand and improve the strategic, digital and innovation readiness to engage with and benefit from the digital economy.

Strategic Readiness

The age of digitisation, and the plethora of disruption it unlocks, put many established revenue streams under threat. As such, it is no longer enough for organisations to only focus on optimising their operations and striving for efficiency gains. Revenue Resilience research is dedicated to models helping to assess which revenue streams are in danger from being disrupted. Such insights guide organisations and help them to channel innovation activities to those revenue-generating activities in most need for change.

Recently, we have witnessed a large number of high growth businesses applying business models that were unknown 10 or 20 years ago. The New Business Models research theme aims to identify and explore new and emerging business models. With a higher understanding of their applicability, we can advise entrepreneurs and established corporations which business models may prove to be more successful than others.

Disruptive innovation forces businesses to change in order to stay relevant and ensure success. In the Change Models research theme we explore the various strategies businesses can take when implementing fast paced change in the digital age. Empowered with scientifically informed evidence, businesses can accelerate their change processes and proactively manage related risks.

Digital Readiness

The ability to thrive in digital economy requires organisations to have a consistent approach to identifying and assessing new opportunities. The **Digital Mind** research theme equips organisations with new technology-agnostic thinking patterns; improving sense making in a fast moving economy. Concepts

	Strategic Readiness			Digital Readiness			Innovation Readiness		
	Revenue Resilience	**New Business Models**	**Change Models**	**Digital Mind**	**Proactive Organisation**	**Digital Identity**	**Environmental Sensing**	**Systemic Ideation**	**Innovation Pipeline**
High Growth Firms in the Digital Economy for Queensland Government			✔				✔		
Proactive Government Service Delivery for One Stop Shop Strategy and Implementation Office, Queensland Government					✔	✔			✔
Compulsory Third Party in the Digital Economy – Future Foresight for MAIC Queensland Treasury	✔						✔		
Advancing Queensland Public Libraries for State Library of Queensland		✔			✔		✔		
Ignite Australia for Australia Post	✔			✔		✔		✔	✔
The Affordance of Smart Meters – Opportunities for Queensland Urban Utilities	✔	✔		✔				✔	

such as ‘share of digital attention’ or ‘digital capital’ help channelling strategies and provide new lenses for strategic and tactical decision making processes.

The growing access to data and information sources via digital identities and smart sensors as well as advanced analytics allow organisations to offer products and services in a proactive and predictive way. The **Proactive Organisation** research theme explores the nature of organisations that are able to offer services to their customers based on life events and digital signals. We study related customer value propositions and cost to serve as much as entire new services that could emerge under this paradigm.

In the Economy of People and the ‘Internet of Us’, consumers are increasingly empowered and demand control over their own data. The **Digital Identity** research theme looks into the future of digital identity of consumers and how it can be implemented in corporate and government scenarios. The results of this research helps organisations to offer their customers a world of ‘bring your own data’ and unlock entire new, customer-centric engagement models.

Innovation Readiness

The sheer number of new technologies and business models emerging every day can overwhelm organisations, which are traditionally inward focused. The **Environmental Sensing** research theme helps organisations to understand which trends may become relevant and potentially disruptive to them. Equipped with this knowledge, organisations reduce their response latency and can establish sensing systems helping them to overcome unconscious incompetence.

Lack of ability to innovate is often cited as a reason for accepting the status quo by organisations. The **Systemic Ideation** research theme focuses on identifying approaches that can be used to generate ideas in a structured way. As a result of the research, organisations can apply “ideation templates” and ensure their workforce possess contemporary thinking skills.

While innovation is crucial for many organisations, most companies lack a well-defined innovation process and supporting innovation systems. The **Innovation Pipeline** research theme explores tools, methods and processes of innovation and aims to design an effective and efficient innovation system for organisations. The results of the research help organisations to accelerate a cost effective idea-to-implementation process.

Papers

1 Barrett, R., and Bennett, S. *Digital Economy: Our Perspective,* (2015), *unpublished*

2 Mertens, W., and Rosemann, M., *Digital Identity 3.0: the platform for people,* (2015), *unpublished*

3 Perrons, R., and MacAuley, D.,*The case for "n«all": Why the Big Data revolution will probably happen differently in the mining sector*, Resources Policy 46 (2015) pp. 234–238

4 Perrons, R., and Jensen, J., *Data as an asset: What the oil and gas sector can learn from other industries about "Big Data",* Energy Policy, Vol 81, (2015), pp. 117-121

5 Perrons, R., *How the energy sector could get it wrong with cloud computing,* Energy Exploration and Exploitation, Vol 33, No. 2, (2015), pp. 217-226

6 Recker, J., and Rosemann, M., *Systemic Ideation.* Business Transformation Journal, No. 13, July 2015, pp. 34-45.

7 Straka, K., Wrigley, C. and Rosemann, M.*The role of design in the future of digital channels: Conceptual insights and future research directions.* Journal of Retailing and Consumer Services, 26 (2015), pp. 133-140.

8 Straka, K., Wrigley, C. and Rosemann, M. *Typologies and touchpoints: Designing multi-channel digital strategies.* Journal of Research in Interactive Marketing, 9(2) (2015), pp. 110-128.

9 Shahiduzzaman, M., and Kowalkiewicz, M., *Digital Economy: a macro economic perspective,* (2015), *unpublished*

Projects and Partnerships

High Growth Firms in the Digital Economy Research Project

Queensland Government

for Department of Science, Information Technology and Innovation, Queensland State Government

Investigated through this project is the interaction between digital disruption, technology change and organisational growth. The focus is on high growth Queensland-based firms and the way technology and technological change has caused changes in firm growth patterns. The research outcomes will provide insights into innovation ecosystems that foster high growth of firms and assist others in their growth ambitions. With a deep understanding of the key determinants, government can change policy to enable other firms to grow fast, which in turn will stimulate the economy.

Timeframe
July 2015 to March 2016.

Outcomes
Expected outcomes of the study include:

- a policy orientated report produced for an industry based audience including selected case studies of Queensland-based high growth firms;
- a checklist to help managers understand implications of endogenous or exogenous technologically driven change within the firm;
- an academic journal article which is theoretically informed and empirically sound for submission to a SCImago Q2 or Q1 ranked journal; and
- recommendations for further research.

Proactive Government Service Delivery

for One Stop Shop Strategy and Implementation Office Queensland State Government

This research explores innovative, credible and achievable whole of government proactive service models within a digitised economy and the environment for Queensland State Government implementation with a one-year timeframe. The overall aim is to explore and assess the impact of the economy of citizens on the way government services are provided. In particular, this project will study how emerging digital identities reduce the latency of government services, i.e. the time between life event and service consumption.

Timeframe
November 2015 to March 2016.

Outcomes

- ✓ a workshop communicating the concept of proactive/predictive government services, with the aim to achieve group consensus on the process, outcomes and scope of the project;
- ✓ mapping a selected, but comprehensive set of Queensland Government services against a taxonomy of reactive, proactive and predictive services;
- ✓ mapping proactive and predictive services into a matrix 'Quality of Service' and 'Cost of Proactive/ Predictive Delivery' via student design jams; and
- ▪ incubating selected proactive and predictive services including assessment of technological readiness, build and test prototypes with internal and external stakeholders, and assess business model.

Compulsory Third Party (CTP) in the Digital Economy – Future Foresight

for Motor Accident Insurance Commission, Queensland Treasury

This partnership addresses the future of compulsory third party (CTP) insurance in a digital economy by employing scenario thinking methods to look at the near and distant future, identifying factors or trends that may impact the current CTP insurance model. These trends include, but not limited to: car automation, car sharing, demographic change, ownership trends, medical advances and service delivery models. The research includes a literature review, discussions with other QUT domain experts, workshops and a survey. The project also includes exploring how elements of CTP insurance can be modernised using digital technologies.

Timeframe
October 2015 to January 2016.

Outcomes

- ✓ Workshops with domain and industry experts;
- ✓ Student survey to validate selected research findings;
- ▪ Preparation of four scenarios for Scenario Thinking; and
- ▪ A research report and infographics providing future foresight and scenario thinking research outcomes.

Advancing Queensland Public Libraries

for State Library of Queensland (SLQ)

In a short research project, the PwC Chair in Digital Economy will explore where opportunities lie for SLQ to facilitate participation and growth in communities in light of evolving community needs, changing technologies and behaviours, out-dated perceptions regarding libraries.

The research project will:

1. examine libraries' current models, in a sample of selected councils identified as representing different Queensland communities;
2. conduct in depth case studies, including involvement of a diversity of participants (including users, non-users and representatives of community stakeholder groups) in each of these communities;
3. consult experts from a diversity of academic disciplines;
4. explore synergies with organisations including Australia Post and Schools; and
5. make recommendations for change and initiate experiments.

Timeframe
September 2015 to March 2016.

Outcomes

- Report for SLQ on research findings, insights, recommendations and a range of ideas on how to improve/change libraries;
- Presentation of findings in a one-day workshop;
- Presentation of study and outcomes at public event;
- Investigation of synergies between SLQ and Australia Post; and
- Pilot Study and/or initiated experiments (e.g. linking libraries to schools).

Ignite Australia

for Australia Post

The partnership with Australia Post involves a number of streams of investigation:

1. A study to explore how Australia Post's retail stores can be transformed for community and productivity gains, how store success can be replicated and how Australia Post's assets and resources could be used differently for better effect;
2. Understanding how Australia Post can become the provider of digital identity solutions for Australians;
3. Understanding how to thrive in the digital economy with a particular focus on small and medium sized businesses and a focus on food producers exporting to Asia Pacific; and
4. How large organisations such as Australia Post innovate and decrease time to market and commercialise opportunities

The Partnership aims to ignite digital and disruptive thinking and enable Australia Post's staff to innovate and provide better outcomes for their customers.

Timeframe
March 2015 to March 2017.

Outcomes
Main outcomes in 2015 included:

- ✓ A range of ideas for how to use Australia Post's assets better or differently based on an Innovation Workshop with Australia Post partners and team members, and two student cohorts applying design-led innovation to the challenge;
- ✓ A conceptual paper and public event exploring the concept of Digital Identity 3.0, which was developed based on a literature review, a Student Design Jam, an internal workshop and a range of informal interviews; and
- ✓ Wide-spread awareness—within Australia Post as well as externally—of Australia Post's ambitions to become a leader in the digital economy and in digital identity, and a growth in digital literacy of various Australia Post executive groups. This was achieved though various presentations and workshops.

The Affordances of Smart Meters – Opportunities for Queensland Urban Utilities and its ecosystem

for Queensland Urban Utilities

This multi-staged project will start with a review of the use of digital information in current business as usual (BAU) activities for QUU. It will identify opportunities for QUU to better utilise its existing data/ digital information for improving operational excellence and customer experience in BAU activities.

The project will continue by exploring possible new market models that take advantage of the emerging intelligence network-wide "smartness" taking root both within QUU's traditional assets and those of other sectors to which QUU could become connected.

Timeframe
November 2015 to November 2017.

Outcomes

- ✓ workshop and an opportunity statement on the digital utility of the future;
- preparation, execution and analysis of an ideation stage with students, customers and potentially QUU employees in the form of a one day or two day design jam including articulation of the essence and value proposition of 1-2 shortlisted ideas;
- development of shortlisted ideas to prototype stage incl. an assessment of business model, technological readiness and first customer insights via Student projects under academic supervision; and
- 2 in-house executive seminars.

Products and Services

Keynotes

Over 52 keynotes and public seminars on digital economy themes, concepts, research, insights and opportunities have been delivered in 2015. Keynotes were delivered for a variety of organisations across industries as broad as government, banking and finance, utilities and resources, transportation, insurance, emergency services and senior living and included:

1. Committee for Economic Development Australia (CEDA)
2. Queensland Government Chief Information Officers (QGCIO)
3. CIO Summit
4. International Society for Professional Innovation Management (ISPIM)
5. Redefining Townsville
6. Brisbane Asia Pacific Film Festival (BAFPP)
7. Click! Digital Expo
8. Asset Institute
9. Super Retail Group
10. RACQ

PwC Disruptive Innovation Leadership Course

Development and establishment of the PwC Disruptive Innovation Leadership Course, a two day intensive program designed to empower leaders facing rapid change and growing uncertainty. The course explores how to apply different ways of thinking and working to solve complex problems and fundamentally disrupt industries to gain a market edge.

Designed to elevate **capability, capacity and confidence** of individuals to participate, succeed and thrive in the disruptive environment, the PwC Disruptive Innovation Leadership Course examines:

1. the innovation imperative and role of leaders and organisations in developing new value opportunities;
2. how to think like a disruptor and positively self-disrupt an environment using corporate venturing;
3. synthesis and systemic ideation paired with customer-led innovation methodologies that can be used to identify new ventures and opportunities for value creation; and
4. applied corporate venture methods that rapidly validate disruptive opportunities.

The Disruptive Innovation Leadership Course is the first training program to be developed by the PwC Chair in Digital Economy. It provides a benchmark for subsequent course development and delivery; a key goal of the PwC Chair in Digital Economy.

Student Design Jams

Student Design Jams are an intensive one or two day ideation session utilising the unbiased, creative talent of students, i.e. digital natives with a high ease of using contemporary technologies.

A contextualising problem statement, a gamified environment (pitches & judging) and catalysing ideas ensure that new ideas are uncovered providing valuable input for subsequent incubation activities.

Students are exposed to open innovation, systemic ideation and customer-led design principles as they are guided to tackle the provocation. Guided by contextual and complementary documents, data and stimuli, students then pitch ideas with the view to win a number of incentives and/or prises.

Sponsors obtain initial proof of concept prototypes, business model ideas and access to identity high-ranking student talent.

2015 Student Design Jams:

1. Department of Human Services – 30-31 May 2015
2. Australia Post – 29 July 2015
3. Sparq, Ergon, Energex – 29 September 2015

The Digital Week

The fast progressing digital economy demands high level of awareness to stay ahead of the latest trends, opportunities and threats. In response to this need, in 2015 the PwC Chair in Digital Economy launched The Digital Week podcast series.

Each podcast covers in less than 15 minutes an emerging, current topic, local and international cases, a sense-making view on these developments and speculations on related new jobs.

Examples for topics covered in 2015 are:

- Digital Identity
- Digital Community
- Innovation Nation
- Disruptive Innovation
- Digital Public Good

In addition to these podcasts, we also embedded the Digital Dialogue in this series featuring conversations with thought leaders and senior executives. This year, the Digital Dialogue included conversations with

- Professor Marcus Foth, QUT Urban Informatics Research Lab
- Clive Wincup, CIO of Woolworths
- Professor Antonio Liotta, Eindenhoven University of Technology on why the IOT won't be a mess
- Professor Karl Kautz, University of Wollongong innovation, organizational agility and IT management

Together with a digital visit to Hackerspace Brisbane.

These podcasts can be downloaded from any podcatching app (e.g iTunes, Stitcher, Overcast, Downcast) by searching for Digital Week or via soundcloud.

Public Seminars

With over 660 attendees in 2015, the PwC Chair in Digital Economy events are a milestone achievement for Brisbane's leadership in the #digitaleconomy

PwC Chair in Digital Economy Launch

23 April 2015
RoomThreeSixty, QUT Gardens Point

Hon Leeanne Enoch, Qld State Minister for Public Works, Housing, Science and Innovation was joined by Cr Julian Simmonds, Brisbane City Council, Professor Peter Coaldrake, QUT Vice Chancellor and Mr Trent Lund, PwC Lead Partner Innovation and Digital Ventures and over 230 digital economy stakeholders from corporate, industry, start-ups, government and education to officially launch the PwC Chair in Digital Economy based at QUT.

In an engaging event showcasing QUT's strength and ambition in providing relevant and applied research digital economy insights, guests head from distinguished speakers including:

1. Associate Professor Robert Perrons, Acting PwC Chair in Digital Economy
2. Professor Rowena Barrett, Head of School of Management, QUT Business School
3. Professor Michael Rosemann, Head of School of Information Systems, QUT Science and Engineering and
4. panellists Ms Cat Matson, Brisbane's Chief Digital Officer, Mr Andrew Spina, A/Director General of the Department of Science, Information Technology and Innovation, Mr Trent Lund and Associate Professor Robert Perrons, Acting PwC Chair in Digital Economy.

In addition guests engaged with an array of digital exhibitions including Baxter the robot and a demonstration of Cloud Sherpas and Red Crabb project.

Digital Identity 3.0

31 August 2015
PwC Innovation Hub, Brisbane

Over 200 of Brisbane's top digital and information professionals joined the PwC Chair in Digital Economy, QUT, Australia Post, PwC and MyWave to explore dimensions of Digital Identity 3.0: the platform for people where consumers are empowered to own, manage and share their data on their terms.

A digital identity is the 'holy grail' of the digital economy of people. It is a record of personal information created independent of a corporate context. It covers attributes related to demographics and personal education, entertainment, finance, health, retail, likes and dislikes.

Digital Identity is the holy grail of the digital economy of people

Speakers included Mr Andrew Walduck, Executive General Manager leading Australia Post's Trusted eCommerce Solutions business; Amy Johnson, Co-founder and Customer Experience Manager for MyWave and QUT researcher Dr Willem Mertens who together with Professor Michael Rosemann co-authored the Digital Identity 3.0: the platform for people paper.

The impact of the digital identity revolution is not years away – it is here now and is going to touch almost every facet of modern life. The future is personalised, connected and user centric.

L-R: Professor Rowena Barrett (QUT), Hon Chris Whiting MP, Hon Julianne Gilbert MP, Mr Christian Schaefer (Carhood), Mr Trent Lund (PwC), Mr Ben Sorensen (PwC), Professor Marek Kowalkiewicz (QUT), Mr Randolf Clinton (Clinton Capital Partners), Ms Kate Eriksson (PwC), Hon Leeanne Enoch MP, Mr Abel Immaraj (QUU), Profesor Michael Rosemann (QUT), Professor Robina Xavier (QUT)

Disruptive Innovation

9 November 2015
RoomThreeSixty, QUT Gardens Point

On Monday 9 November 2015, QUT and PwC launched the Disruptive Innovation Leadership Course in front of over 220 key digital economy industry, start-up, government and education stakeholders. The honourable Leeanne Enoch, State Minister for Public Works, Housing, Science and Innovation launched the two-day course.

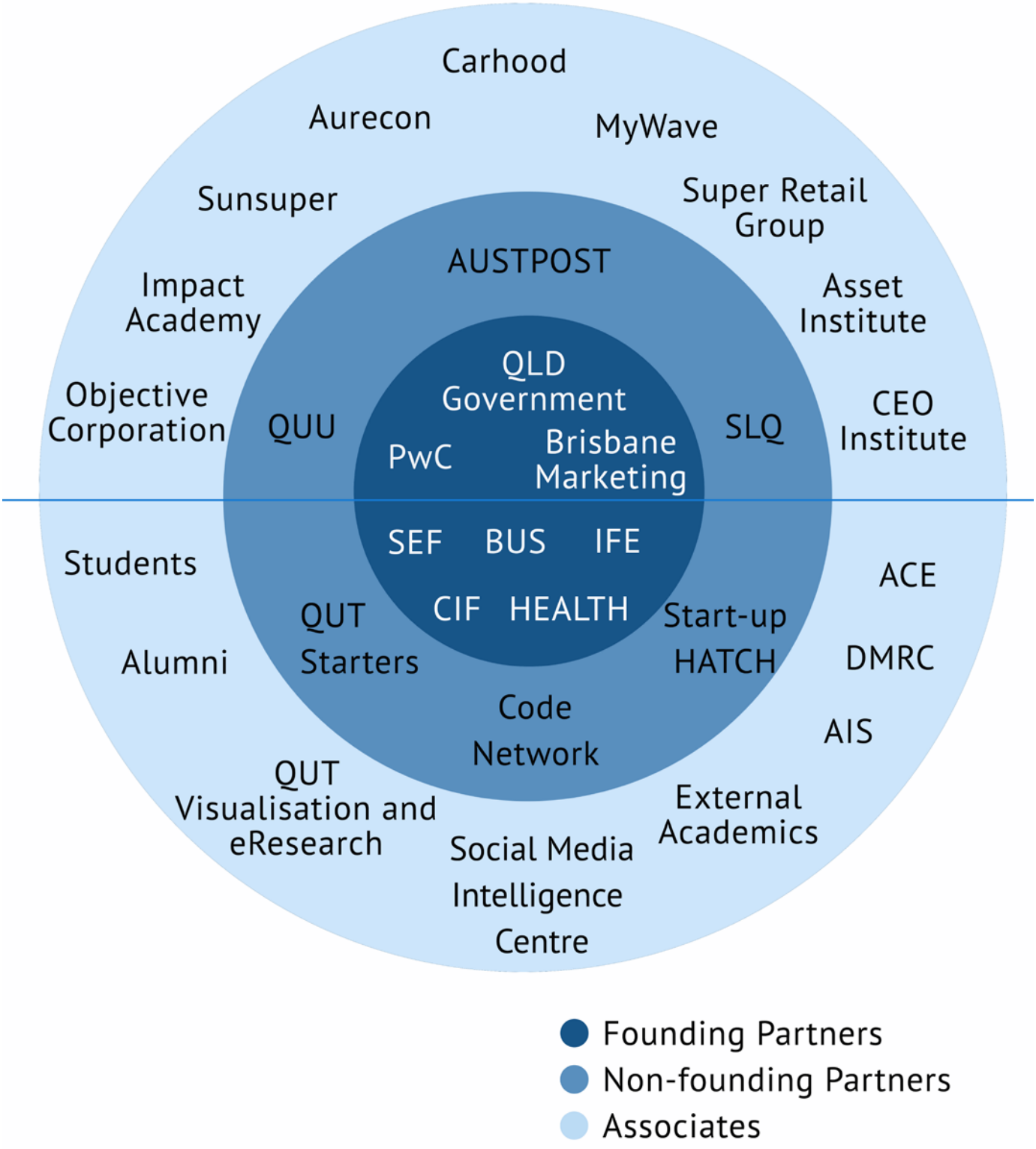
"Digital disruption is already transforming our world and it is at an ever increasing pace, bringing both challenge and opportunities to all sectors of our economy, demanding new ways of thinking," says Hon Leeanne Enoch. "If Australia, and Queensland in particular, is to maintain an internationally competitive and robust economy we must act now to address the challenges and opportunities that we face."

Minister Enoch continued to say that "this disruptive innovation course will be a vital component for business and government to understand and grasp opportunities from digital disruption affecting their organisation or industry."

Guests at the Disruptive Innovation: the hidden opportunity event enjoyed an engaging panel moderated by Ms Kate Ericsson, Head of Innovation for PwC's Digital Change Unit. Panellists were Professor Marek Kowalkiewicz, Mr Abel Immaraj from Queensland Urban Utilities, Mr Christian Schaefer, co-founder of airport parking disruptor Carhood and Mr Randolph Clinton, founder of Clinton Capital Partners, Sydney.

Guests also heard from Professor Robina Xavier, Executive Dean of QUT Business School, Professor Michael Rosemann, Head of School of Information System, QUT Science and Engineering and Professor Marek Kowalkiewicz, PwC Chair in Digital Economy based at QUT.

The Ecosystem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Sunsuper
Super Retail Group
AUSTPOST
Impact Academy
Asset Institute
QLD Government
Objective Corporation
QUU
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CEO Institute
PwC
Brisbane Marketing
SEF
BUS
IFE
Students
ACE
CIF
HEALTH
QUT
Start-up
Alumni
Starters
HATCH
DMRC
Code
AIS
Network
QUT Visualisation and eResearch
External Academics
Social Media Intelligence Centre
Founding Partners
Non-founding Partners
Associates

The Operational Team

Professor Marek Kowalkiewicz	PwC Chair in Digital Economy
Professor Michael Rosemann	Head of School of Information System, QUT Science and Engineering
Professor Rowena Barrett	Head of School of Management, QUT Business School
Associate Professor Robert Perrons	QUT Business School
Mr Trent Lund	PwC Lead Partner, Innovation and Disruption
Mr Ben Sorensen	PwC Queensland Innovation Hub Leader and Director, Innovation & Disruption
Ms Monica Bradley	Corporate Engagement Director
Ms Karen Foelz	Business Development, QUT Business School
Dr Willem Mertens	Postdoctoral Fellow, School of Information Systems, QUT Science and Engineering
Dr Muhammad Shahiduzzaman	Postdoctoral Fellow, School of Management, QUT Business School
Ms Sara Bennett	Research Assistant, School of Management, QUT Business School
Ms Angela Dahlke	Research Assistant, School of Information Systems, QUT Science and Engineering
Dr Geremy Farr-Wharton	Associate Lecturer, School of Information Systems, QUT Science and Engineering
Dr Angela Reeve	Research Assistant, School of Information Systems, QUT Science and Engineering
Mr Peter Townson	Research Assistant, School of Information Systems, QUT Science and Engineering
Ms Anna Dixon	PwC Senior Creative Consultant
Ms Amanda Briggs	Communications Manager, PwC Chair in Digital Economy

Professor Marek Kowalkiewicz

With a passion for exploring bleeding edge technologies and using them to create opportunities and solve problems, Marek has extensive industry based innovation implementation experience together with a strong academic background.

With a high quality publication record and registered patents, Marek is academically rigorous and actively applies research to industry outcomes. His role of Senior Director, Products and Innovation with SAP, Silicon Valley saw him successfully lead teams of researchers and developers in many innovative projects. He drove the set up of a brand new SAP Research centre in Singapore and SAP's newest, flagship series of developer events, d-kom. Marek is also a co-founder of Business Information Systems Institute (I2G), a successful spin-off delivering high quality R&D services in statistical NLP, information extraction, data mining and data integration.

Professor Michael Rosemann

As Professor and Head of Information Systems at QUT, Michael is a disruptive thinker with a digital mind and a passion for corporate innovation, revenue resilience, process design and research management. His work is focused on creating exciting future world's with today's possibilities that make current practices obsolete.

Author/editor of seven books, more than 220 refereed papers in outlets such as MISQ, EJIS, Information Systems and JAIS, Editorial Board member of ten international journals and co-inventor of two US patents, Michael has established three industry-funded Chairs. His School has received a ranking of 'above world-class' in research in Australia (ERA 2012) and includes QUT's Business Process Management Discipline, one of the largest BPM research groups in the world.

Professor Rowena Barrett

Rowena leads the School of Management at QUT Business School. Her research focuses on work and employment issues in smaller firms with a view to develop innovative solutions to problems of importance. She is particularly interested in the people needs and dimensions of innovation.

Her school's research excellence is evidenced in an 'above world average' research ranking, the hosting of 2 ARC Future Fellows, staff winning significant competitive and industry research funds, producing high ranked journal articles and home to the globally renowned Australian Centre for Entrepreneurship.

Mr Trent Lund

Trent Lund is the Lead Partners for Innovation and Venutres at PwC. He helps organisations leverage emerging technologies to transform ideas into customer-centred, commercial outcomes. Trent sits at the intersection of corporates and start-ups: enmeshing the agility and speed of a start-up with corporate rigour and scale. Equally, Trent focuses on execution – solving worthwhile problems – rather than merely identifying the problem's symptoms.

With two decades of industry knowledge, Trent has worked across the globe – including in the Asia-Pacific, United Kingdom and the Middle East – delivering innovative customer-led growth initiatives. He has worked in business consultancy and new ventures always where innovation is leveraged to identify new sources of value.

Mr Ben Sorensen

Ben Sorensen is leader of PwC's Queensland Innovation Hub and a Director in PwC's Innovation & Disruption team. Ben's focus is on helping organisations and individuals to adopt new ways of thinking and working to positively self-disrupt and deliver new value for customers and stakeholders.

Over the last 20 years Ben has worked in a variety of roles with many organisations, operating in 25 countries and 15 different industries. Ben consults to government, corporates, NGOs and high-tech start-ups, and has founded and operated global businesses in licensed properties and digital content.

PwC Chair in Digital Economy Team

The PwC Chair team draws on innovation specialists, postdoctoral fellows, researchers and professoriate with aligned expertise and research interests. Of particular note are experts in the areas of positive deviance; robotics; data markets; design led innovation; small and medium firm business structures, accountancy and innovation; social media and digital communications; business process management; industry and urban economic analysis; and organisational behaviour.

This broad research proficiency is enhanced by PwC's applied and open innovation capabilities. Strategically linked with innovation and digital change, the PwC Chair brings the impact of evidence-based research together with industry and applied commercialisation experience in a unique collaboration to enhance innovation output and rigour in the digital economy.

Our values
QUT

How to engage with us

Innovation Cycle

The PwC Chair in Digital Economy covers the complete innovation cycle: from inspire and ideate through to incubate and scale. By combining QUT's research and capability building expertise and PwC's commercialisation processes, partners are equipped with the ability to develop a culture of innovation and digital mindset within their organisation and follow through with creating, validating and producing real work innovations fit for market.

INSPIRE	IDEATE	INCUBATE	SCALE
Keynote Address Technology Led Innovation Briefings Board Meetings Self-Service Innovation Assessment	Research and Analysis including: Design Led Innovation Capacity Customer Insights Hypothetical Futures Open Innovation Labs	New Value Creation PwC Incubation Services including: 30/60/90 day sprints Venturing Testing and measuring	Startup Brokerage PwC Commercialisation Services Prototyping

In the **inspire** phase we help organisations shift their mindsets. What mindset is essential to lead business through the age of digital disruption? Incremental improvements, risk management strategies and other traditional approaches to innovation are not enough to thrive in digital economy. The inspire phase of the innovation cycle exposes organisations to new techniques, evidence, research and technologies but also to students and digital natives who inherently think differently.

Ideation is a process of exploring problem or opportunity statements and using appropriate tools, including rigorous research and design led innovation, to reach the desired outcome. We ideate within the context of the digital economy – what new business models are enable by digital technologies, the sharing economy and Internet of Things? How can tools such as data analytics or positive deviance analysis assist with identifying, validating and measuring innovation performance? How can traditional organisations develop a culture of innovation?

The vital next step is to **incubate**. This involves structured and tested incubation sprints. The aim of the sprints is to move from an idea to a minimal viable product or well-tested prototype ready to be released to a test cohort. Here the expertise and experience of PwC comes to the fore. The PwC Innovation Hubs are well designed for this work. Visitors to the Hubs quickly adopt new skills and capabilities to scale and innovate in a very different, better way.

Once a minimal viable product or well-tested prototype is available, we **scale** it. The commercialisation skills and experience of PwC are instrumental. In addition, we look at emerging business model adoption – partnering with start-ups, white label development and other creative business and market model strategies.

If you are not sure where to start, just talk to us. Bring your unique problem or opportunity to us and we will help to design the appropriate recipe of innovation elements and experiences for your organisation, its leadership as well as clients and stakeholders.

PwC Chair in Digital Economy based at Queensland University of Technology (QUT)

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