

2016 Annual Report



CHAIR IN
DIGITAL ECONOMY



Craig Fenton, PwC Australia, presents closing remarks at *Proactive Organisation* event, March 2016.

Contents

2

2016 in a rear
view mirror

4

World-class
research

6

Events

8

Education

10

Industry
advocacy

12

Looking
ahead

14

People

16

Partners





2016 in a rear view mirror

The PwC Chair in Digital Economy at QUT, through its research, education, and facilitation activities, aims to accelerate the uptake of emerging opportunities the digital economy brings.

The PwC Chair in Digital Economy is a joint venture and a globally unique partnership between QUT, PwC, Brisbane Marketing and the Queensland Government. The Chair sets a world-class standard for collaboration among academia, industry and government. The Chair, with all its founding partners, has a shared goal to explore and develop new creative opportunities in an age of great disruption.

Our activities help organisations observe, predict and understand the changes that the digital economy brings. We explore and recommend ways of reacting to opportunities and challenges institutions and communities face.

It is our goal to advance digital economy thought leadership in Brisbane, Queensland, and Australia.

Research

Together with industry and government partners, we conduct world-class research resulting in academic publications, industry reports and educational materials.

Events

We host regular research seminars and public events, during which we explore topics that are relevant for researchers and practitioners, ensuring that our work contributes to both the body of knowledge and practical aspects of the digital economy.

Education

We run regular courses, such as the Disruptive Innovation Leadership Course, training hundreds of individuals in new ways of thinking required for the digital economy. Thousands of viewers regularly access the Chair's podcasts. We mentor students in developing business ideas and successfully taking them to market.

Industry advocacy

The PwC Chair in Digital Economy works in close collaboration with industry advisory groups, governments, as well as individual businesses, on ensuring that everyone can benefit from the opportunities that the digital economy brings.

While established in Brisbane, Australia, the PwC Chair in Digital Economy has an ambition to proactively prepare enterprises, governments and citizens for the digital economy in the entire Asia Pacific region while working closely with similar groups in other parts of the world.



Professor Rowena Barrett presents findings of High Growth Firms report to audience at *The Secret Code: Growth in the Digital Age* event, August 2016.

World-class research

In 2016, the PwC Chair in Digital Economy has increased its focus on cutting edge research in three main areas: environmental sensing, proactive organisation and insight-to-action. We published our research in venues such as International Journal of Productivity and Performance Management, Journal of Retailing and International Journal of Adult Vocational Education and Technology. Additionally, we have reached practitioners through our publications in outlets such as The Australian, Australian Financial Review, and The Conversation.

Environmental sensing

The sheer number of new technologies and business models emerging every day can overwhelm organisations, which are traditionally inward focused. Environmental Sensing research helps institutions 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.

Our research reports in 2016:

- Disrupting Professional Services: where there's threat, there's opportunity
- The Future of Compulsory Third Party Insurance in Queensland

The Proactive Organisation

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. Proactive Organisation research explores the nature of institutions that can provide 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.

Our research reports in 2016:

- The Proactive Organisation

Insight-to-action

The ability to thrive in the digital economy requires organisations to have a consistent approach to identifying and assessing new opportunities. Whether applying a digital-first methodology or looking to digitise existing value creation, organisations can benefit from evidence-led insights.

Our research reports in 2016:

- High-Growth Firms in the Digital Economy
- Advancing Queensland's Public Libraries



The Hon Leanne Enoch, officially opens the *Proactive Organisation* event, March 2016.

Events

In 2016, we continued our successful series of events, holding three large-scale public events, attracting close to one thousand attendees, while also streaming to far corners of the country and sharing event recordings to connect to a broader audience.

The Proactive Organisation

30 March 2016

The first event for 2016 was opened by The Honourable, Minister Leanne Enoch, who outlined a vision for government delivering services proactively for its citizens. A dynamic and lively panel discussion followed, featuring QUT's Professor Marek Kowalkiewicz, Professor Rebekah Russell-Bennett and Professor Bronwyn Harch together with Mr Andrew Spina from the Queensland Government.

The Secret Code: growth in the digital age

4 August 2016

Professor Rowena Barrett took the stage at Room-Three-Sixty to officially release the Chair's report on high growth firms in Queensland. The keynote address unpacked the secret code and shared characteristics from Queensland businesses experiencing an average of at least 20% turnover growth over three years.

Monica Bradley hosted Safety Culture's founder and CEO, Luke Anear, in a fireside chat to discuss his personal journey from Townsville start-up to successful global entrepreneur. The event concluded with a thought-provoking presentation from artist Lauren McCarthy who explored the social impact of digital transformation.

Hiding in Plain Sight: trends that will shape the economy

17 November 2016

Always forward thinking, the PwC Chair in Digital Economy capped off 2016 with Professor Marek Kowalkiewicz and Professor Michael Rosemann answering the question on everyone's mind – what are the future trends?

The pair outlined trends set to hit in 2017 and gave the audience practical advice on how to best prepare themselves, and their business, to take full advantage of the opportunities that exist in the digital age. Cat Matson (Chief Digital Officer of Brisbane) and Monica Bradley joined the speakers for a rapid-fire Q&A. The evening ended with artist-researcher Stephanie Hutchinson, giving an engaging presentation on how technology and humans interact.



Professor Marek Kowalkiewicz makes keynote address at Australian Information Industry Association's *iAwards* gala dinner, July 2016.

Education

Disruptive Innovation Leadership Course

In 2016 we trained over 300 individuals in our Disruptive Innovation Leadership Course, delivering the course across Australia and New Zealand.

Podcasts

We continued our podcast series, The Digital Week, addressing topics such as blockchain, high-growth firms and proactive governments. The Digital Week has a listenership of 17,000, providing an excellent platform to reach our global audience.

Keynotes

In 2016, we delivered over 37 keynotes in Australia. From small start-up meetups, CEO summits, through to industry and academic conferences with thousands of participants, we made sure to address a diverse group of digital economy stakeholders.

Student Design Jams

Our recent Student Design Jam, ran jointly with Queensland Urban Utilities, helped dozens of students understand how large organisations can respond to new trends in the digital economy and helped QUU inform their strategy.

The concept of Student Design Jam, as delivered by PwC Chair in Digital Economy was shortlisted for Wharton Reimagine Education 2016 award, confirming the global uniqueness of our approach.



Professor Michael Rosemann
presents at QUT's *Real World
Futures* event, October 2016

Industry advocacy

Innovation Sprints

The PwC Chair in Digital Economy has conducted 8 Innovations Sprints in 2016. Each innovation sprint is a 6-8 week-long activity, helping our partners address challenges and opportunities brought by the digital economy. Partnering with the Queensland Government, these sprints aimed to tackle tough, intractable social problems by exploring how the government could focus on proactively delivering solutions to their citizens.

We conducted Innovations Sprints in the following areas:

- Establishing and running a café and restaurant businesses
- Mitigating child protection authority interventions
- Internal ICT and Communication Challenges within DSITI
- Personalisation and convergence in service delivery
- Attracting digital business to Queensland
- Measuring the impacts of government ICT strategies
- Improving access to small business assistance across Queensland Government
- A vision of Youth Leadership Summit 2018

Influence on policy

Our contribution to the “opportunities for personalised transport” task force resulted in a new framework for personalised transport industry announced by Queensland Government in August 2016.

Influence on start-ups

In 2016, we mentored several start-ups. One of them, The Smart Toilet Company, created by a team of QUT students, won the main prize in Global Business Challenge 2016, a sign of recognition of the feasibility, desirability and viability of their business model.

Looking ahead

2016 was a year of continued growth for PwC Chair in Digital Economy. We increased our research focus and continued growing the ecosystem. We expanded the reach of our activities and added hundreds of graduates to our courses. Our efforts have been recognised worldwide. In 2017, you can expect further expansion from us: both the calibre of our research, as well as the real-world impact. Digital economy is not slowing down, and neither are we.

Our team will focus on “futures thinking” in 2017. A set of methods for exploring possible future scenarios in various industries will complement our “environmental sensing” expertise. Together with our strong research skills and very practical innovation sprints, we will offer a powerful combo allowing organisations to decrease their innovation latency and increase the effectiveness of their strategic planning. Our goal: no more strategic surprises for businesses and individuals!

We will also increase international collaboration. Expect world-renowned experts visiting Brisbane to work with us for a day, a week, a month or a few months. Are you one of them? Get in touch with us now!

We will continue our series of public events. Moreover, with the support of our sponsors, we will be able to continue offering them completely free of charge to participants. Every event will equip our audiences with new skills to better respond to opportunities of XXI century.

Finally, we will put a strong focus on building the ecosystem. If you care about ensuring that digital economy's opportunities are accessible to everyone, please join us! Please get in touch with us to learn about our corporate membership model, joint research activities, or other ways of working together. Together, we can help individuals and organisations thrive in the digital economy!

On behalf of the team,



Professor Marek Kowalkiewicz
PwC Chair in Digital Economy



Professor Marek Kowalkiewicz hosts
*The Secret Code: Growth in the
Digital Age* event, August 2016



People

The PwC Chair in Digital Economy has almost doubled in size since this year. We are working closely with our partners to deliver world-class research, products and services.

Marek Kowalkiewicz
Professor and PwC Chair
in the Digital Economy





Our team

Sara Bennett, QUT
 Alex Blauensteiner, City of Brisbane
 via Brisbane Marketing
 Dr Ivano Bongiovanni, QUT
 Monica Bradley, QUT
 Amanda Briggs, QUT
 Dr George Cairns, QUT
 Anna Dixon, PwC
 Dr Paula Dootson, QUT
 Dr Matthew Flynn, QUT
 David Ives, Queensland Government
 Karen Foelz, QUT
 Katrina Fraser, ATO
 Trent Lund, PwC
 Cat Matson, City of Brisbane via
 Brisbane Marketing

Dr Willem Mertens, QUT
 Matthew McNaughton, QUT
 Rosie Odsey, QUT
 Jodie Pattinson, QUT
 John Ridgway, Queensland
 Government
 Professor Michael Rosemann, QUT
 Paul Russell, Queensland
 Government
 Dr Sukanlaya Sawang, QUT
 Dr Muhammad Shahiduzzaman, QUT
 Ben Sorensen, PwC
 Andrew Spina, Queensland
 Government
 Peter Townson, QUT

Partners

Founding Partners



**Queensland
Government**

BRISBANE MARKETING
ECONOMIC DEVELOPMENT BOARD



Partners

- Queensland Urban Utilities
- State Library of Queensland
- Australia Post
- Motor Accident Insurance Commission
- Ergon Energy
- Energex
- Queensland Government, Department of Transport and Main Roads
- SPARQ solutions
- Queensland Government, Department of Education and Training

Friends of the Chair

- SunSuper
- Saint Vincent de Paul Society
- Super Retail Group
- CEDA
- National Disability Insurance Scheme
- Australian Government, Australian Public Service Commission

A photograph of Cat Matson, Chief Digital Officer of Brisbane, speaking at a podium. The podium features the QUT logo. She is wearing a black top and a black cardigan with gold dots. A microphone is in front of her. The background is dark with some blurred lights.

Cat Matson, Chief Digital Officer
of Brisbane, closing remarks at
*The Secret Code: Growth in the
Digital Age*, August 2016

Get in touch with us!

The PwC Chair in Digital Economy at QUT

www.chairdigitaleconomy.com.au

admin@chairdigitaleconomy.com.au

Join the conversation!

Twitter www.twitter.com/ChairDigEconomy

Facebook www.facebook.com/chairdigitaleconomy/

LinkedIn www.linkedin.com/company/pwc-chair-in-digital-economy

Soundcloud www.soundcloud.com/pwc-chair-digital-economy



CHAIR IN DIGITAL ECONOMY

The PwC Chair in Digital Economy at QUT

www.chairdigitaleconomy.com.au

admin@chairdigitaleconomy.com.au

Join the conversation!

Twitter www.twitter.com/ChairDigEconomy

Facebook www.facebook.com/chairdigitaleconomy/

LinkedIn www.linkedin.com/company/pwc-chair-in-digital-economy

Soundcloud www.soundcloud.com/pwc-chair-digital-economy