

The Brisbane Digital Confidence Index 2018

QUT Chair in Digital Economy in partnership
with Brisbane Marketing



Chair in
Digital Economy.



BRISBANE MARKETING
ECONOMIC DEVELOPMENT BOARD



The Brisbane Digital Confidence Index 2018

August 2018

This document is the Comprehensive Report (Part B). A visual summary (Part A) has been prepared to provide an overview of the findings.

This report was prepared by the Chair in Digital Economy at QUT in partnership with Brisbane Marketing. The Chair investigates, stimulates and educates to help organisations and individuals thrive in the digital economy.

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Contents

Preface	4
Introduction	5
Methodology	7
Findings	10
Participant Profile	10
Digital Confidence Index	13
Digital Confidence Model	20
Technology and Business Challenges	25
Requested Support from Brisbane Marketing and Beyond	30
Conclusion	32
References	33

PREFACE

When business owners are confident, they invest, grow and change their business.

The concept of 'digital confidence' is relatively new. This study is among the first of its kind to develop an index of the digital confidence of businesses and generate insights that help to improve confidence levels when organisations go digital. The business itself is our focus and we think of digital confidence as more than just technology confidence. Indeed, we concentrate on all aspects of an organisation's journey to thrive in the digital economy.

This report aims to understand the confidence of Brisbane businesses to adapt and grow in the digital economy.

Our research confirms the strong enabling role that technology can play to grow a business. More than 90% of the businesses that participated in the survey agree that technology enables them to manage their business in a better way. However, more than one-third of them don't think that the technology investments and organisational changes have been funded in their business confidently.

Why is such a crucial investment still a mystery for so many businesses?

Our results indicate gaps in digital confidence across organisations. The confidence levels of the businesses vary by their size, sector, maturity, age and type. There are gaps between technology and business confidence in digital awareness, readiness, execution and leverage. We have identified specific technology and business challenges organisations face every day. These gaps need to be reduced, and challenges addressed, both at the organisational level and in the economy as a whole.

The findings in the report will help you and your business to cope with new and emerging challenges.



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INTRODUCTION

WHAT IS DIGITAL CONFIDENCE?

In the digital economy, aside from the business cycle and systemic shocks, new kinds of disruptions emerge. Technological improvements have disrupted not only products, services and markets, but also social and consumer behaviour.

Digital disruptions, such as new business models and emerging technologies, are shaping the way organisations can transform, and gain or retain competitive advantage. A lot of things organisations do today are cross-border in nature, which means that business environments are becoming necessarily unpredictable in nature [1].

Organisations need to react to the disruptions confidently. This is known as the art of resilience. Resilience is the managerial, financial and operational strength of the firm to cope with unpredictable events. As the business and economy have become ever-more connected, and as digital disruptions are all around, being resilient has become more important than ever. Digitally confident organisations may respond to the environment by understanding the impact and likelihood of disruptions and reviewing their risk management efforts [2,3].

'Digital' is a concept broader than just technology, it encapsulates people and the value derived from technology's use in business [4]. Formally, 'digital' is defined as: 'the dynamic, digital phenomena that radically change the way we work, live and think' [5]. The radical change could create uncertainty—or lack of confidence—among businesses. Confidence refers to the 'quality of being certain of your abilities or of having trust in people, plans or the future' [6].

At the heart of 'digital confidence' is trusting that expectations will be met to overcome constraints in the digital economy. Confidence greases the wheels for action and is a key factor driving success.

A recent survey of Australian firms inferred that firms with higher levels of digital confidence may outperform those that are less digitally confident [7]. Consequently, firms having a low level of digital confidence may lag behind their high-performing counterparts. Other reports indicate a lack of confidence by firms in implementing digital strategy [8]. A survey of Queensland-based small- and medium-sized enterprises (SMEs) found that 50% believed technology was moving at a faster pace than could be comprehended [9]. We need to understand what is contributing to this fundamental problem and how to address it.

In this report, we propose a model of digital confidence (Figure 1). The model consists of two indicators of the Digital Confidence Index (i.e., technology and business) and four constructs of organisational awareness, organisational readiness, execution, and leverage, proposed to influence digital confidence.

The Digital Confidence Index developed in this report can help organisations assess their own confidence, benchmark themselves against industry peers and monitor their progress over time. It will help to monitor changes, to understand the challenges businesses face, to design interventions and to measure their effectiveness.

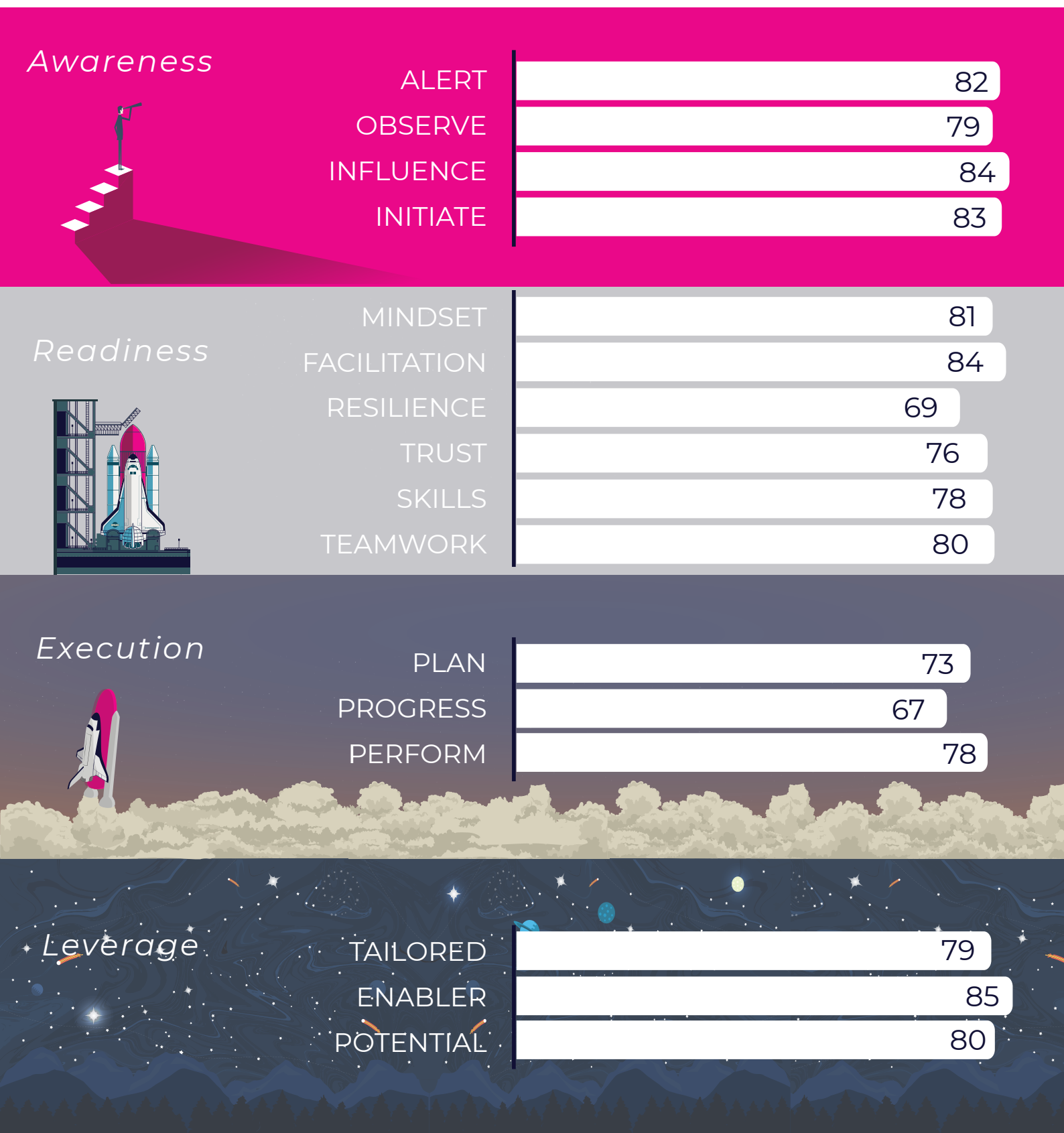


Figure 1: Digital Confidence Index Model

METHODOLOGY

The purpose of this research is twofold. First, to establish a Digital Confidence Index for businesses in Brisbane and second, to explore the extent to which organisational awareness, organisational readiness, execution, and leverage impact digital confidence.

The survey was run between March and April 2018 on a sample of owners, Chief Executive Officers (CEOs), senior managers and employees from businesses in Brisbane ($N = 310$). The sample was recruited from Brisbane Marketing and Chair in Digital Economy networks, with over 10,000 potential respondents approached.

The survey took 10 to 15 minutes to complete and comprised 26 questions, both structured and open-ended questions. These questions included items measuring organisational awareness, readiness, execution, leverage and business and technology confidence. Specific measures for these constructs are outlined below.

DIGITAL CONFIDENCE INDEX

The Digital Confidence Index comprises an item measuring technology confidence and an item measuring business confidence on a scale of 1 (very confident) to 5 (very hesitant). An average of the two items is computed and normalised on a scale from 0 (least confident) to 100 (most confident) to ascertain the Digital Confidence Index.

Organisational awareness

The organisational awareness of businesses has been measured by four items:

- **Alert:** In this business, we are alert to customers' needs and new competitors.
- **Observe:** In this business, we observe the actions of other businesses that successfully use new technology.
- **Influence:** New technologies influence this business to do things differently.
- **Initiate:** Parts of this business have changed or been reviewed because of technology.

These four items are found to be statistically reliable at measuring the construct of organisational awareness (Cronbach's Alpha = 0.782).

Organisational readiness

In the survey, organisational readiness has been measured by six constructs. They are:

- **Mindset:** The business has a positive mindset that welcomes changes and new technology initiatives.
- **Facilitation:** The business values and facilitates the gathering of new knowledge and technology options.
- **Resilience:** The business has the ability to overcome constraints.
- **Trust:** The business has positive expectations and the trust to invest in new technology.
- **Skills:** There is capability in people and management to adapt to a changing business environment.
- **Teamwork:** There is teamwork in this business that attains goals.

These six items are found to be statistically reliable at measuring the construct of organisational readiness (Cronbach's Alpha = 0.857).

Execution

In the survey, digital execution has been measured by three constructs. They are:

- **Plan:** A strategy and plan are in place for this business to grow.
- **Progress:** Change initiatives and technology have been funded with confidence in this business.
- **Perform:** This business has the ability to make new technology work for its employees and customers.

These three items are statistically reliable at measuring the construct of execution (Cronbach's Alpha = 0.735).

Leverage

In this survey, an organisation's position for leveraging value with confidence is measured by three indicators. They are:

- **Tailored:** This business has the ability to provide tailored products/services to meet its customers' needs.
- **Enabler:** Technology enables us to manage this business in a better way.
- **Potential:** There are positive expectations about the growth of this business.

These three items are found to be statistically reliable at measuring the construct of leverage (Cronbach's Alpha = 0.755).

Additionally, the survey included questions on demographics, technological challenges and business support. The demographic questions captured the participants' role in the business (e.g., manager, CEO), the age of business, the size of business, the business location and business characteristics.

The data was processed and analysed using IBM SPSS Statistics software, with qualitative data analysed using Leximancer.

This research was conducted by QUT researchers in adherence with QUT ethics and integrity principles. Ethics clearance involved the review of the research, its value, the capabilities of the research team alongside the participants and the risks and benefits related to their involvement. All participants were invited to learn more about and then consent to the research. The QUT ethics approval number for this research project is 1700000910.

FINDINGS

PARTICIPANT PROFILE

The survey participants represented an approximate distribution of the population. The figures below illustrate the participants' role in the business (Figure 2), gender of participants (Figure 3), age of participants (Figure 4), size of the business the participants work for (Figure 5), the age of the business (Figure 6), and the geographic location of the business headquarters (Figure 7).

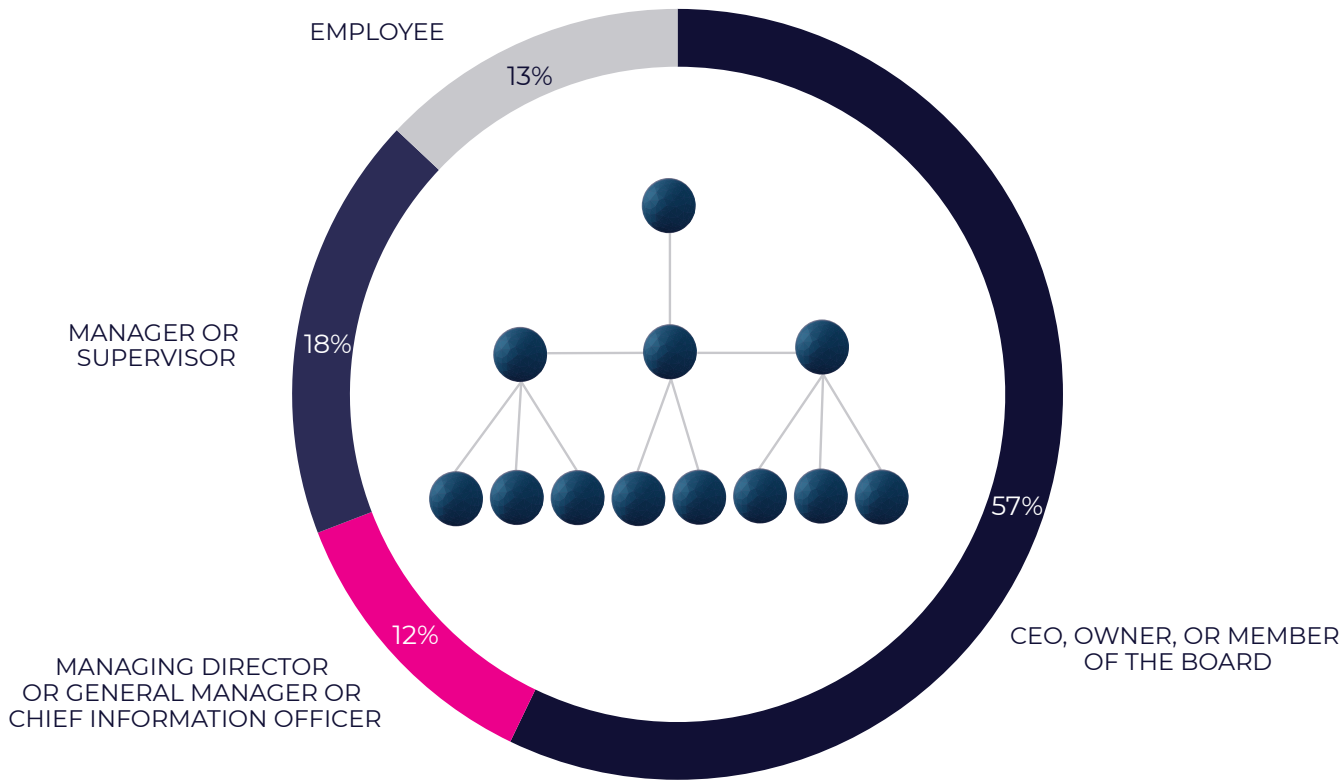


Figure 2. Role in Business

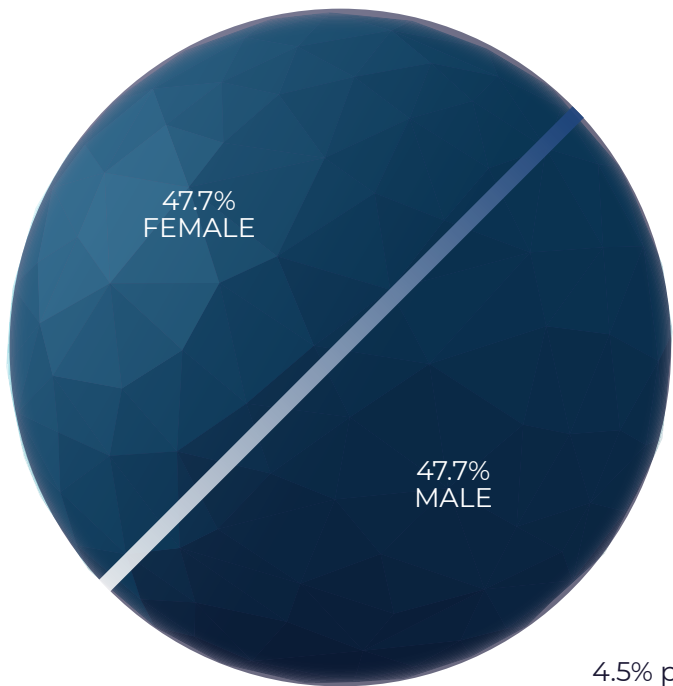


Figure 3. Gender of Participants

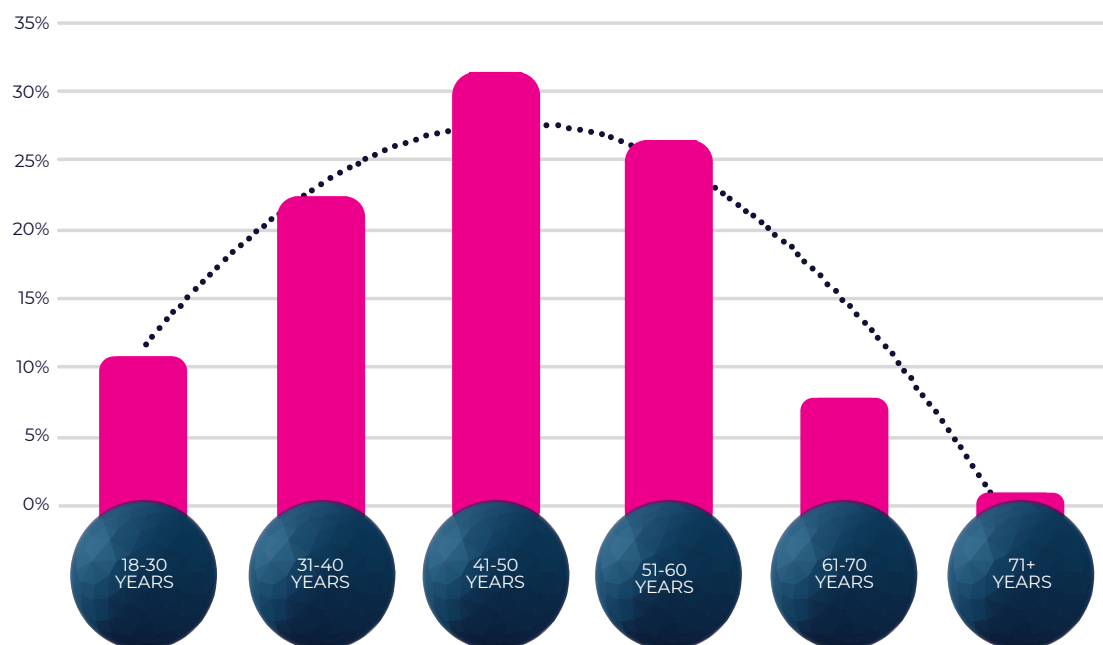


Figure 4. Age of Participants

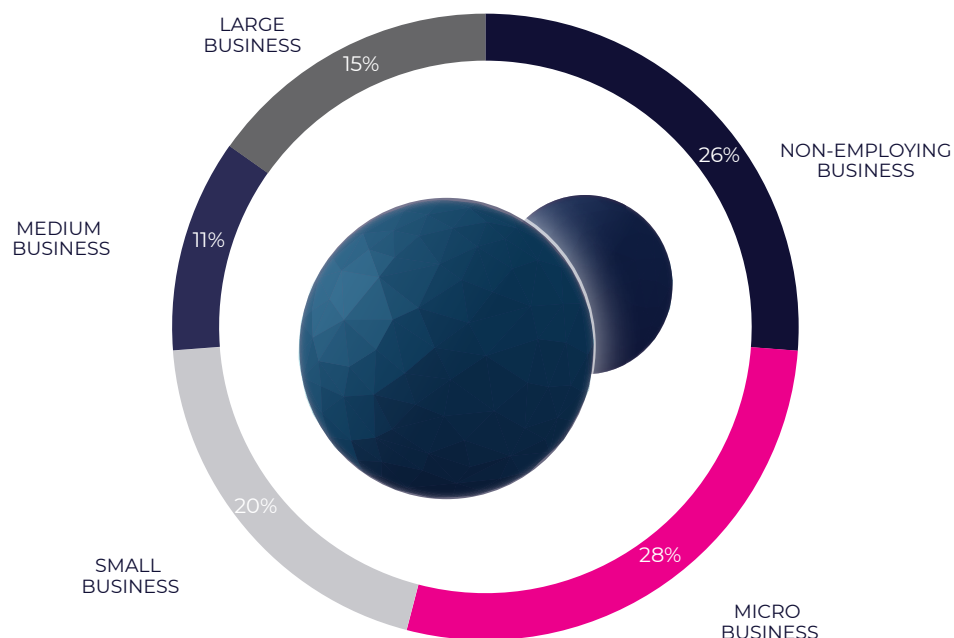


Figure 5. Size of the Business

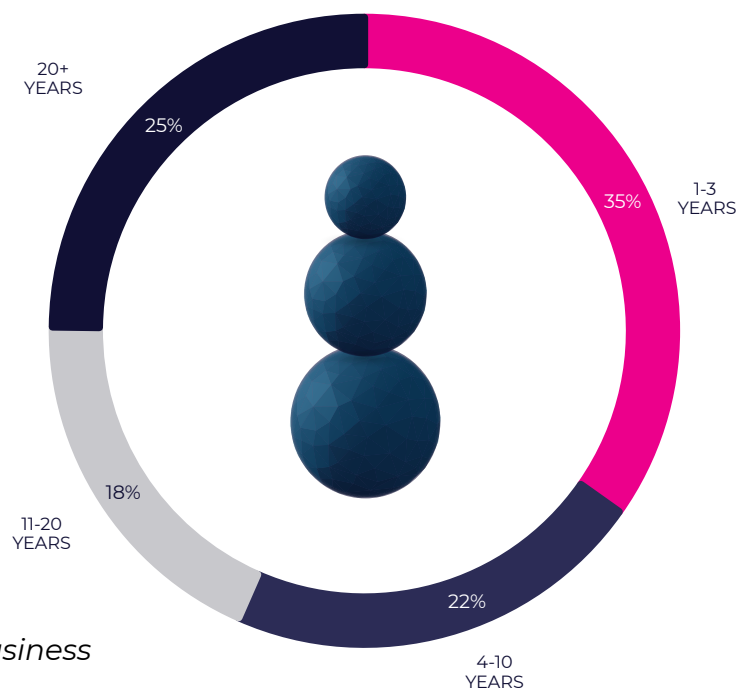


Figure 6. Age of the Business

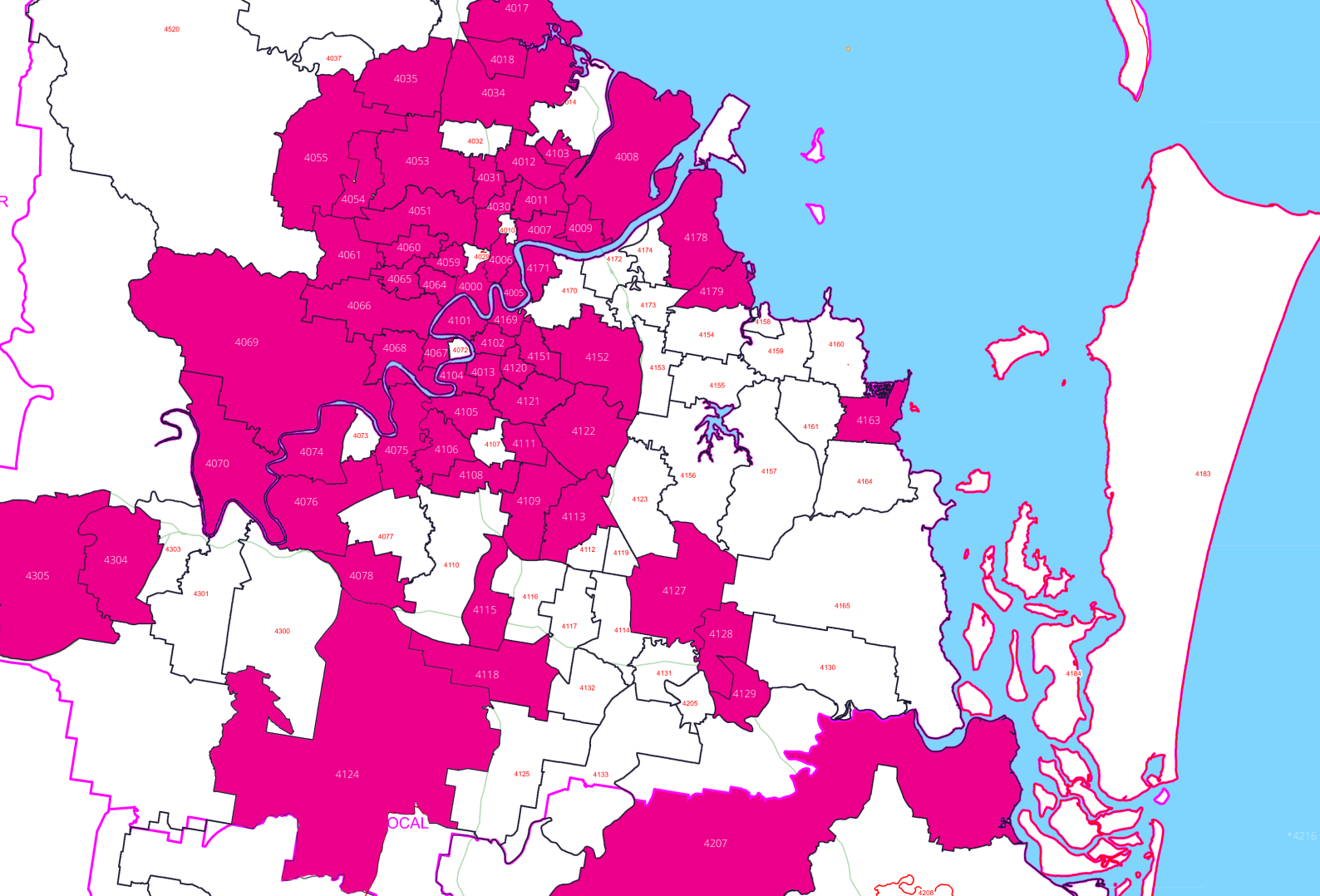


Figure 7. Geographic Location of the Business Headquarters

Ninety-seven percent of the data came from the City of Brisbane, Logan, the Moreton Bay region and Ipswich (those who reported postcodes). The data covers all major postcodes and suburbs. More than 60 businesses participated from the City of Brisbane (postcode 4000), followed by 18 from Fortitude Valley, 9 from New Farm, 8 from Mansfield, 7 from West End, 6 from Newmarket, 5 from Ashgrove, 5 from Kenmore and so forth. Participants are distributed over more than 60 Brisbane postcodes.

DIGITAL CONFIDENCE INDEX

The overall Digital Confidence Index is a weighted sum of business and technology confidence measures. As we do not have *a priori* knowledge on the weights, we use an assumed equal weight (0.5) for each. In other words, business confidence has just as much impact as technology confidence on the Digital Confidence Index. This assumption is reasonable as a bivariate correlate found business confidence and technology confidence to be positively correlated ($\beta = 0.567, p < 0.005$). This means that as business confidence increases, technology confidence increases and vice versa.

The research found Brisbane businesses are perceived to have a technology confidence measure of 78 and a business confidence measure of 72 (Figure 8). Figures 9 and 10 visually represent the spread of responses to each of those measures. Combined, with even weighting, Brisbane businesses are perceived to have a Digital Confidence Index of 75.

With an overall Digital Confidence Index of 75, comparisons can be made for the following Digital Confidence Index results for specific types of businesses discussed below.

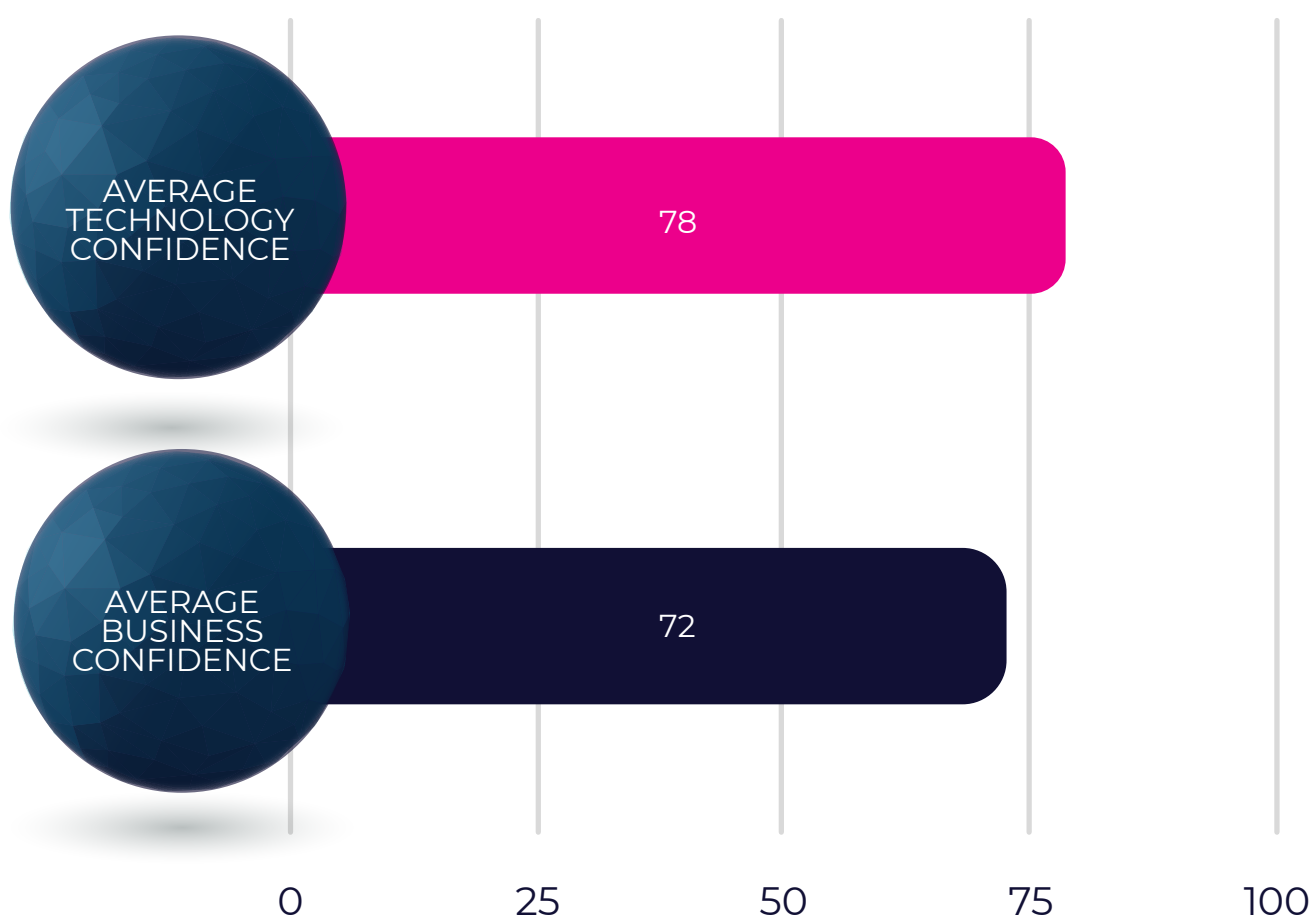


Figure 8. Business and Technology Confidence Indices

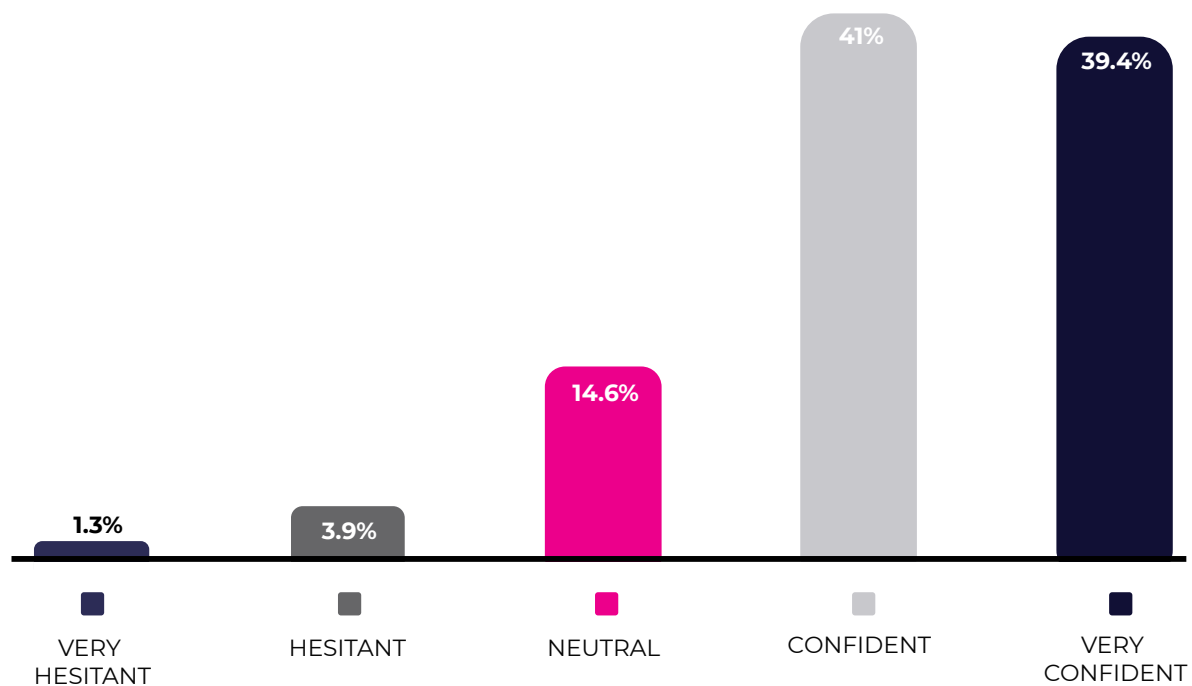


Figure 9. Technology Confidence

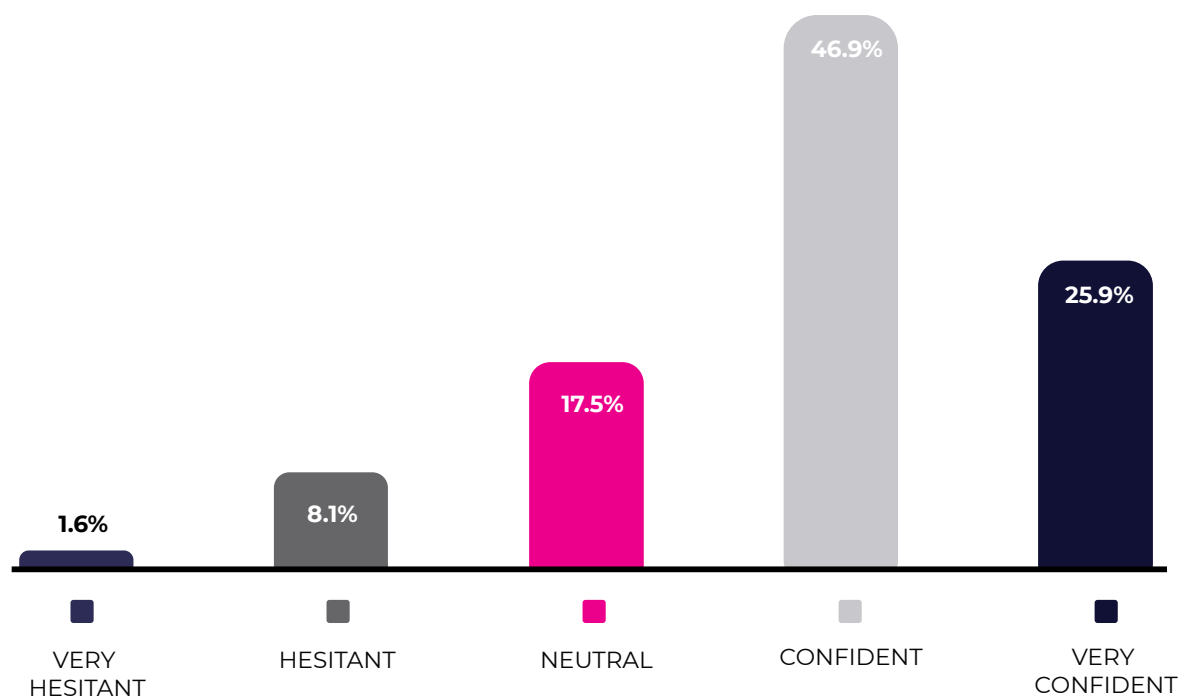


Figure 10. Business Confidence

Global versus Local

In the sample, 24.8% of participants identified as working for a global business that had an office in Brisbane, compared to 73.8% that identified as working for a local business with an office in Brisbane. Globally connected businesses were perceived to have a higher Digital Confidence Index (80) compared to perceptions of local businesses (73). This difference held for business and technology confidence. As illustrated in Figure 11, the perceived confidence measures for global businesses was 78 and 82 for business and technology, respectively. The perceived confidence measure for local businesses was 70 and 77 for business and technology, respectively.

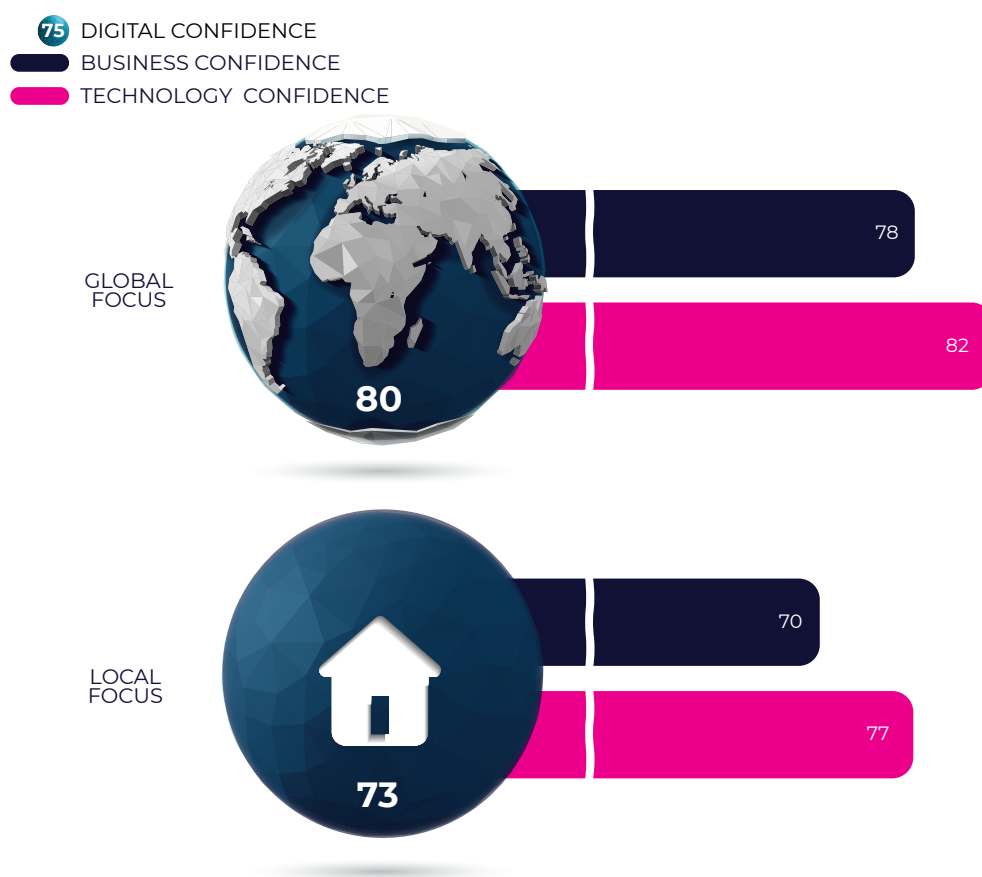


Figure 11. Global versus Local

With an overall Digital Confidence Index of 75 for businesses in Brisbane:

- Global businesses have above average digital confidence
- Local businesses show below average digital confidence
- There are statistically significant differences in the digital confidence of global and local businesses.¹

B2B versus B2C

Just over half of the respondents indicated that their business was B2B (52.7%), with 47.3% indicating their business was B2C. The results indicate that B2B businesses are perceived to have a business confidence measure of 76 and technology confidence measure of

84, resulting in an overall perceived Digital Confidence Index of 80. Comparatively, for B2C businesses, participants perceived a business confidence level of 67 and technology confidence level of 73, resulting in an overall perceived Digital Confidence Index of 70. These results are illustrated in Figure 12.

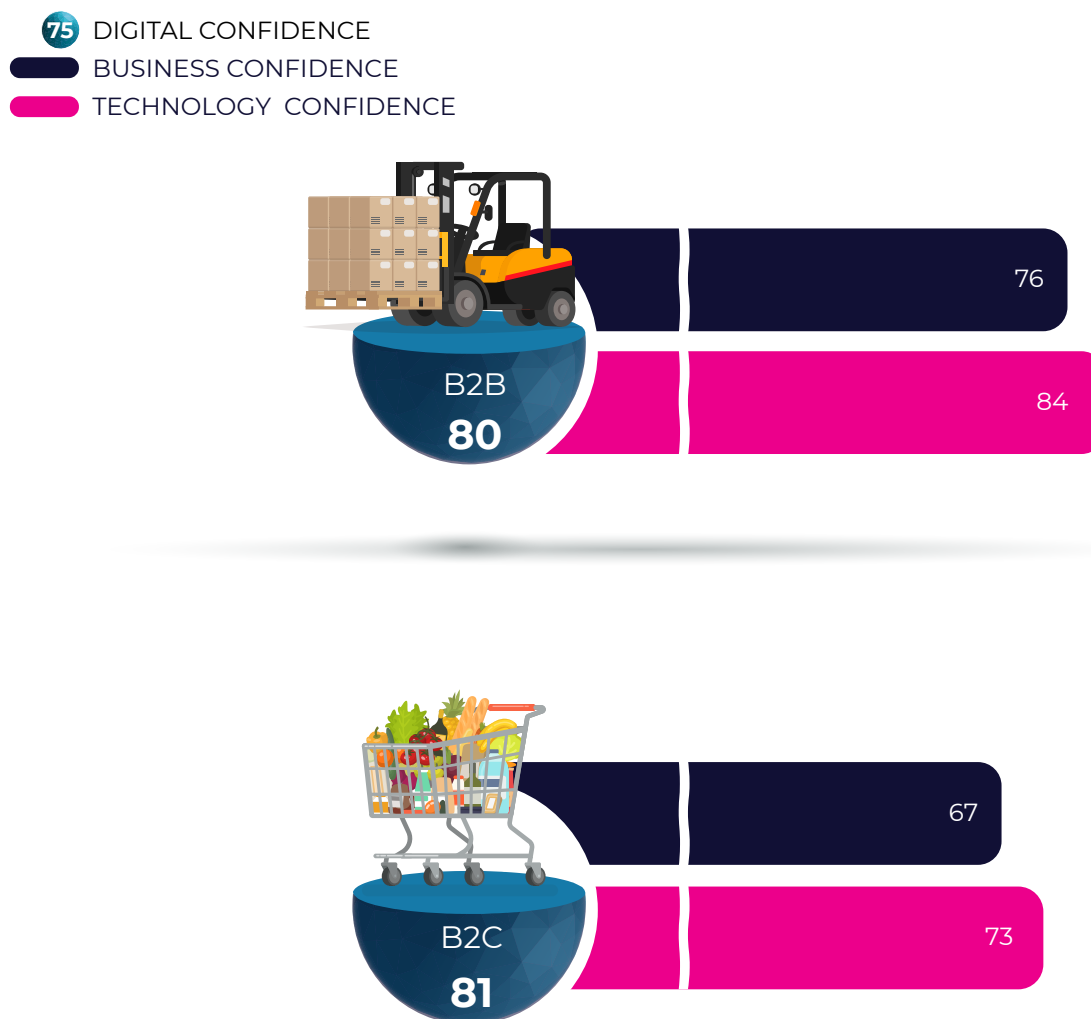


Figure 12. B2B versus B2C

With an overall Digital Confidence Index of 75 for businesses in Brisbane:

- B2B businesses have above average digital confidence
- B2C businesses have below average digital confidence
- There is a statistically significant difference between the digital confidence of B2B and B2C businesses.

Business Maturity

Digital confidence across the businesses varies based on their maturity cycle, categorised as 'start-up', 'growth and expansion' and 'mature'. In the survey, over a quarter (29.4%) of participants identified as working for a business in the 'start-up' business maturity

phase, while 39.2% and 31.5% participants identified working for a business in the 'growth and expansion' and 'mature' business maturity phases, respectively.

Figure 13 illustrates the different business and technology confidence measures that underpin the overall Digital Confidence Index of the business across the three business maturity phases. Start-ups are found to have an overall Digital Confidence Index of 74, based on a perceived business confidence measure of 71 and technology confidence measure of 77. Businesses in the growth and expansion phase have an overall Digital Confidence Index of 79, based on a perceived business confidence measure of 76 and technology confidence measure of 81. Finally, businesses operating in the mature phase of the business maturity cycle have an overall Digital Confidence Index of 71, based on a perceived business confidence measure of 68 and technology confidence measure of 75.

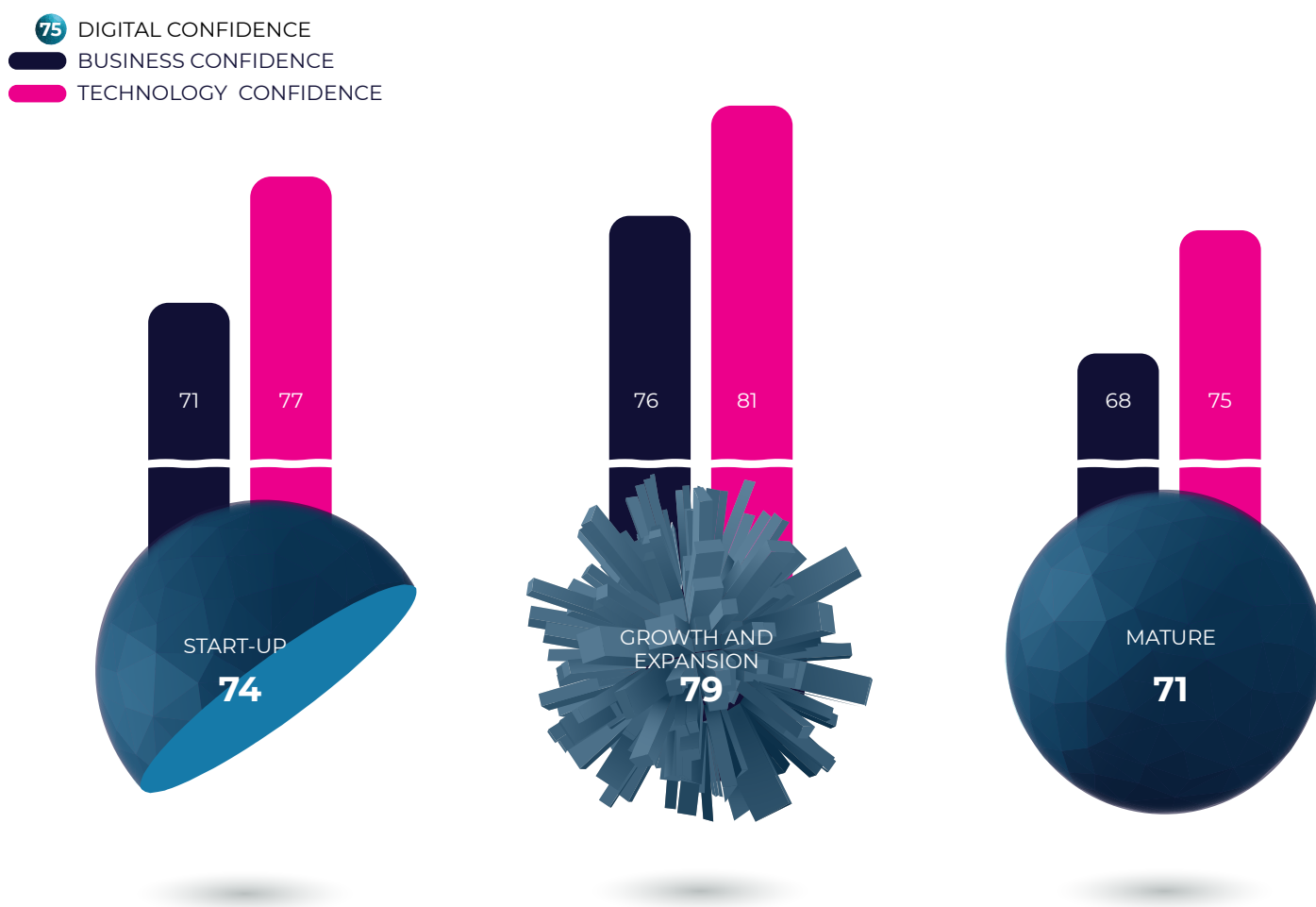


Figure 13. Business Maturity

With an overall Digital Confidence Index of 75 for businesses in Brisbane:

- Start-ups have an about-average digital confidence.
- Digital confidence is higher for businesses in the growth and expansion phase of the business maturity cycle.
- Mature businesses have lower than average digital confidence indices.
- There is no statistically significant difference in the digital confidence index of businesses with different maturities.

Family versus Non-Family Owned

Family businesses, a majority of businesses in Australia, are found to have lower average Digital Confidence Index (73) than non-family owned businesses (77). As illustrated in Figure 14, family-owned businesses' perceived business confidence measure was 69 and technology confidence was 77, in comparison to 74 and 79 for perceived business and technology confidence of non-family owned businesses.

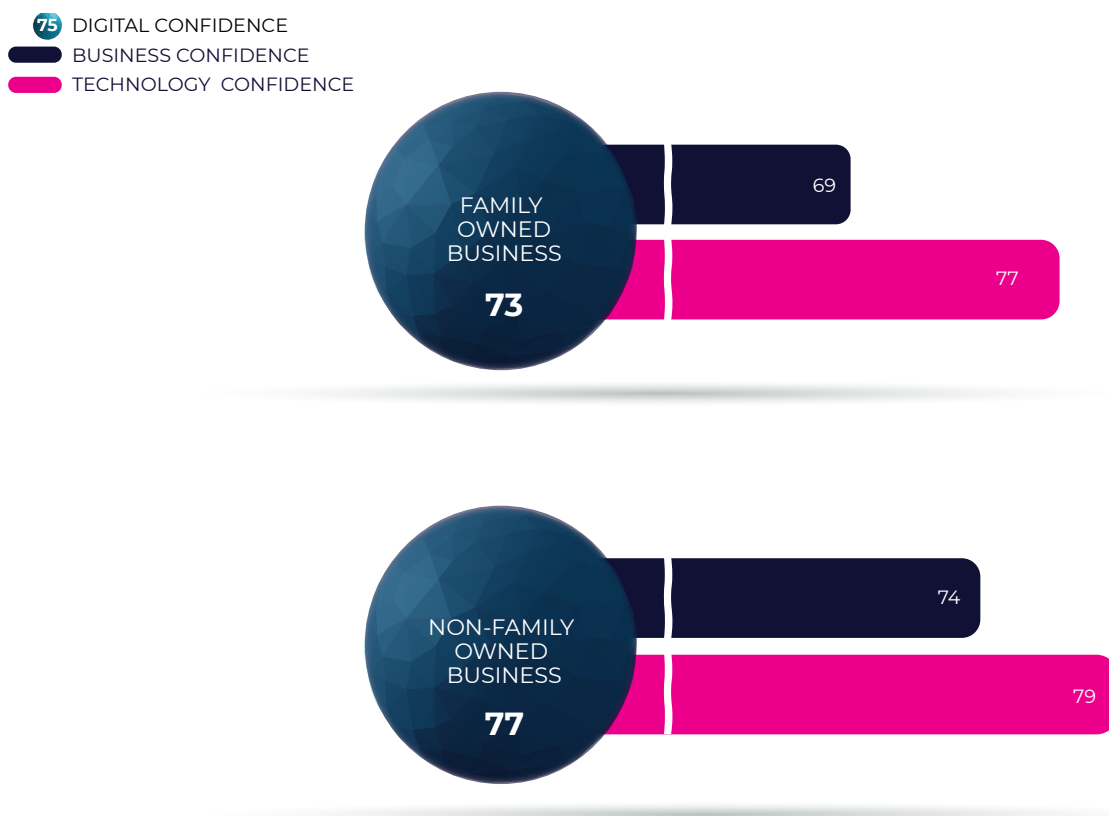


Figure 14. Family versus Non-Family Owned

With an overall Digital Confidence Index of 75 for businesses in Brisbane:

- Non-family owned businesses are found to have higher levels of digital confidence than family-owned businesses.
- There is no statistically significant difference in the digital confidence index of family versus non-family owned businesses.

Business Age

Digital confidence indices tend to vary with business age, with businesses aged more than 10 years having higher levels of digital confidence (77) than newer ones. As illustrated in Figure 15, businesses aged 1–5 years and 6–10 years had the same Digital Confidence Index of 74. Each of these digital confidence indices stem from a perception of business and technology confidence for each business age. Business confidence measures were 71, 71 and 73 for businesses aged 1–5, 6–10 and over 10 years, while technology confidence measures were 77, 76 and 80 for businesses aged 1–5, 6–10 and over 10 years, respectively.

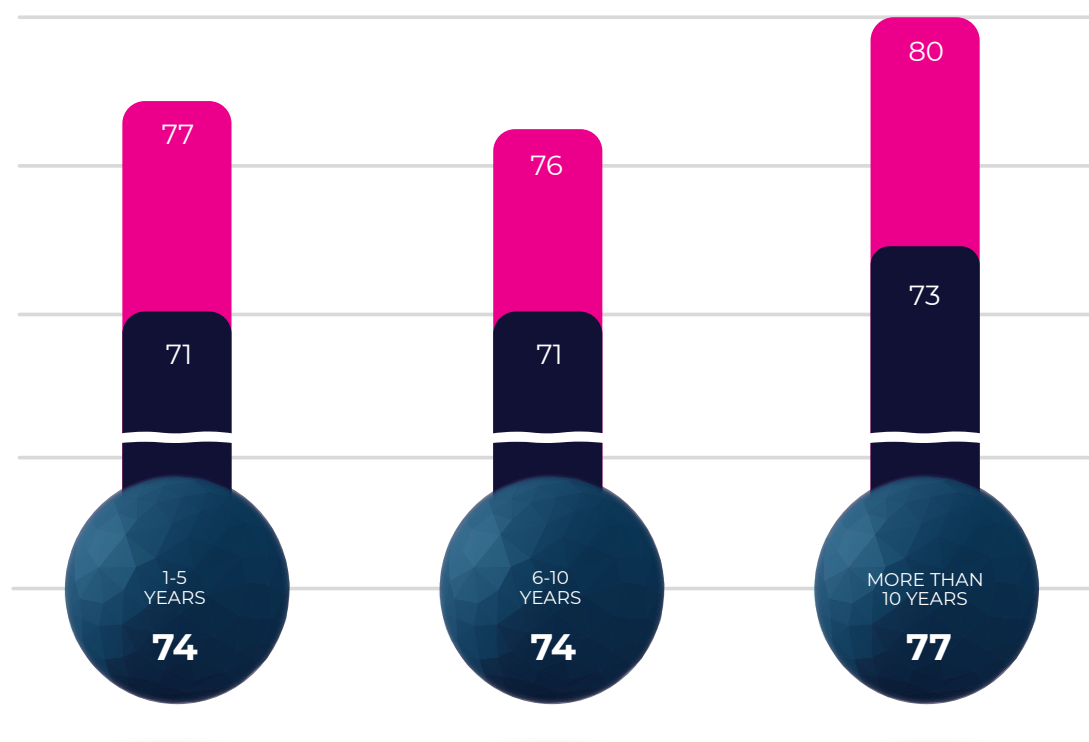


Figure 15. Business Age

With an overall Digital Confidence Index of 75 for businesses in Brisbane:

- Businesses aged more than 10 years have higher levels of digital confidence than newer ones.
- There is no statistically significant difference in the digital confidence index of businesses of different ages.

Business Size

As visually represented in Figure 16, participants indicated that they worked for businesses with a variety of sizes, from sole traders, micro (1–4 employees), small (5–19 employees), medium (20–199 employees) to large (200+ employees). The Digital Confidence Index for each business size was 75 (sole trader), 74 (micro), 74 (small), 77 (medium) and 77 (large).

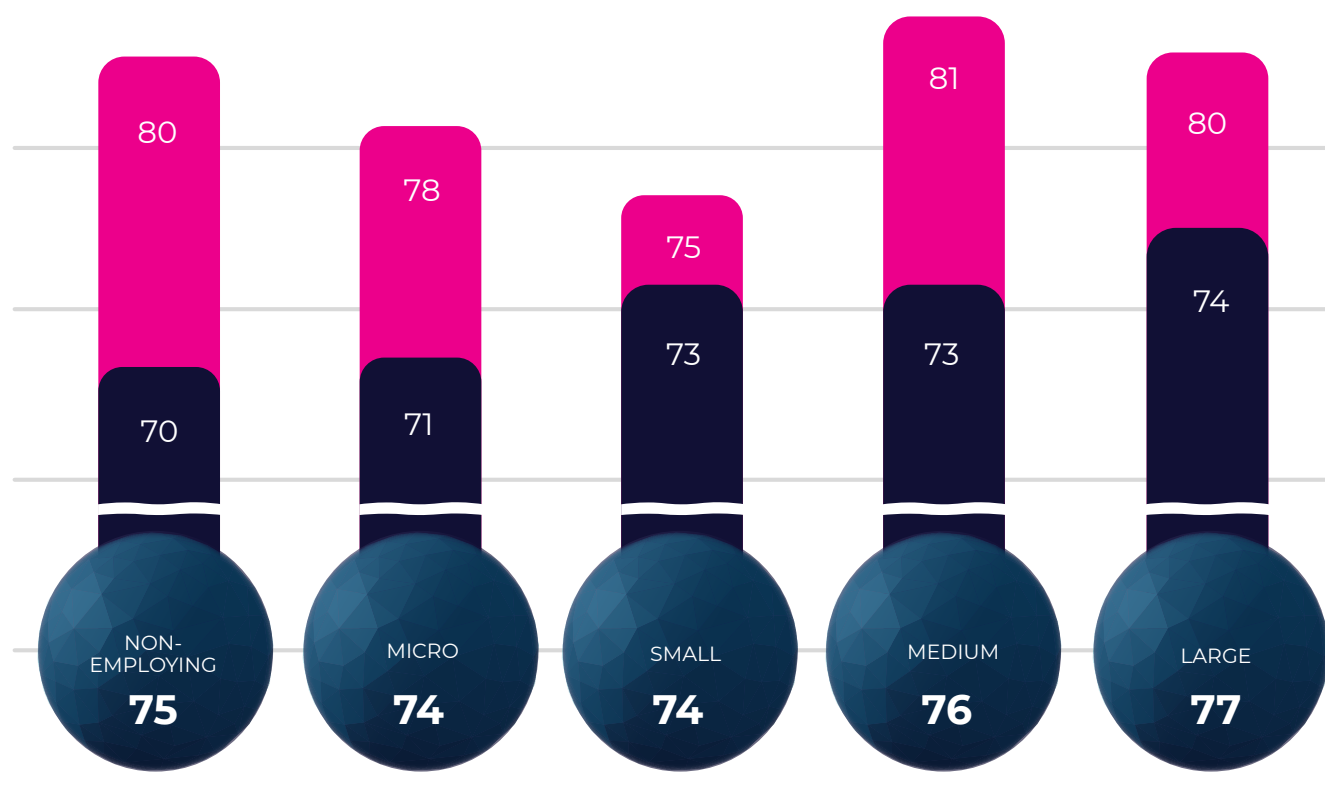


Figure 16. Business Size

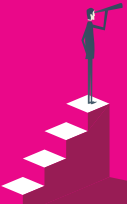
With an overall Digital Confidence Index of 75 for businesses in Brisbane:

- Businesses of difference sizes have about-average digital confidence index.
- There is no statistically significant difference in the digital confidence index of businesses based on their size.

DIGITAL CONFIDENCE MODEL

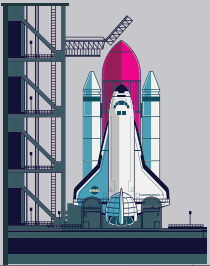
In order to understand how to influence a business's digital confidence, we explored four possible capabilities, including organisational awareness, organisational readiness, execution, and leverage (see Figure 17). Organisational awareness refers to the capability of an organisation to scan the external environment, enabling it to make confident technology-acquisition decisions – it is an organisation's proficiency in drafting an accurate map of their industrial zeitgeist. Superior competency in this field allows organisations to gain valuable insights into developing technologies, customer preferences and innovations in business models. This in turn could enable organisations to make decisions about which external collaborations will be edifying, and which technology acquisitions will be efficacious [10, 11].

Awareness



ALERT	82
OBSERVE	79
INFLUENCE	84
INITIATE	83

Readiness



MINDSET	81
FACILITATION	84
RESILIENCE	69
TRUST	76
SKILLS	78
TEAMWORK	80

Execution



PLAN	73
PROGRESS	67
PERFORM	78

Leverage

TAILORED	79
ENABLER	85
POTENTIAL	80

Figure 17: Digital Confidence Capabilities

Figure 18 illustrates the average score for each of the items measuring organisational awareness.

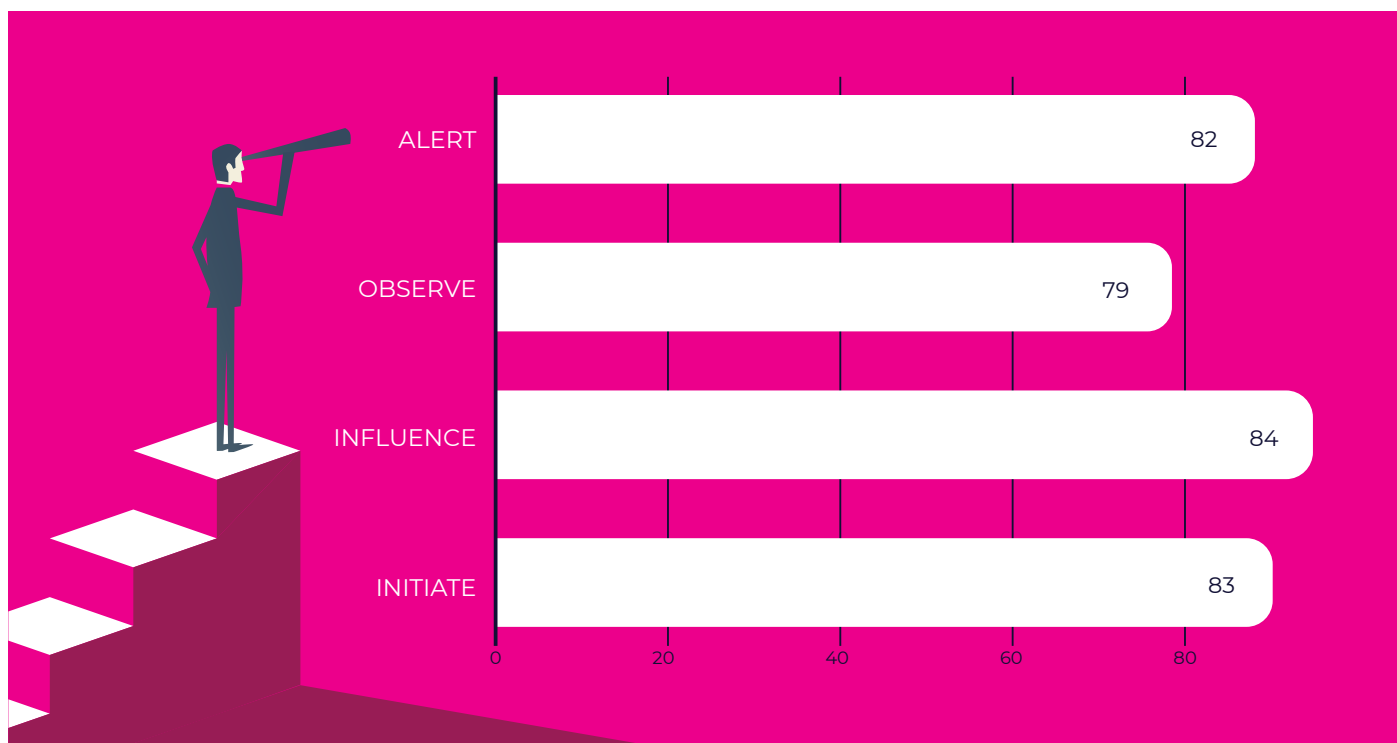


Figure 18. Awareness

Organisational readiness is a key driver of successful digital transformation and an important construct of digital confidence. Advances in new technology and business models are revolutionising the way we live, work, think and relate to one another [12,13]. Organisational readiness encompasses more than technology; most importantly, it refers to creating a culture of innovation, trust, and expectations and capability developments. Previous research indicates that organisations struggle to achieve digital readiness.

Figure 19 illustrates the average score for each of the items measuring organisational readiness.



Figure 19. Readiness

In order to be successful in the digital economy, organisations need to execute their technology implementation confidently. The progress involves planning for business growth, providing adequate funding and making new technology work for the organisation. To execute successfully, organisations need to revisit their overall organisational planning, growth strategy and change initiatives. According to Preston and Karahanna [14], for digital technology and the firm's business to align in strategy, plans, infrastructure and processes, there must be communication and understanding between those responsible for the digital technology and management. The strategic alignment of digital technology planning with the business is contingent on a functional relationship between those responsible for digital technology and management [14].

Figure 20 illustrates the average score for each of the items measuring execution.

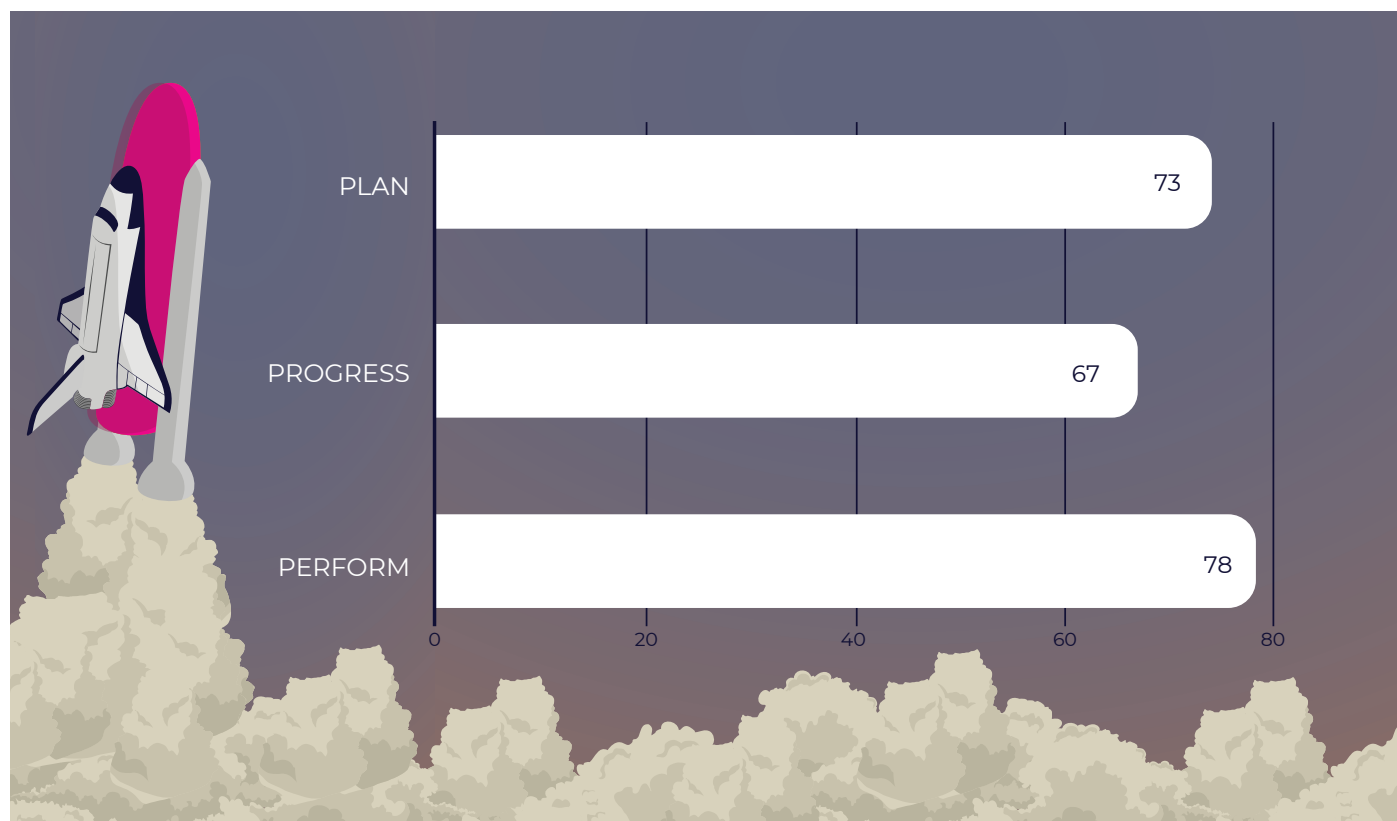


Figure 20. Execution

Any investment in an organisation needs to be leveraged – to maximise returns. The business reflects on its success or failure to capture value through the implementation of digital technology. This involves reflecting on the planning themes described above [15]. In the literature, there is little agreed on in the value of technology. This is because the role of technology is narrowly defined. Investment in technology by itself is not enough to generate value; rather, a number of organisational changes are required [16]. However, when implemented properly, investment in technology can generate significant improvements in productivity and performance [17].

Figure 21 illustrates the average score for each of the items measuring leverage.



Figure 21. Leverage

Each of the four capabilities discussed above have a statistically significant, positive relationship with digital confidence (awareness $\beta = 0.320$, $p < 0.005$; readiness $\beta = 0.610$, $p < 0.005$; execution $\beta = 0.571$, $p < 0.005$; leverage $\beta = 0.510$, $p < 0.005$). In other words, as each of these capabilities improve, digital confidence also increases.

However, despite having individual positive relationships with digital confidence, to understand how they collectively influence digital confidence, a linear regression was conducted and found these four specific capabilities explained 40.8% of the variation in digital confidence (Adj. $R^2 = 0.408$, $p < 0.005$). Of the four capabilities, only organisational readiness ($\beta = 0.400$, $p < 0.005$) and execution ($\beta = 0.259$, $p < 0.005$) were found to be statistically significant in predicting digital confidence, while organisational awareness ($\beta = -0.068$, $p = 0.204$) and leverage ($\beta = 0.090$, $p = 0.163$) were not statistically significant in predicting digital confidence.

Given these results, businesses should consider the following actions specific to organisational readiness and execution.

To address organisational readiness as a means of improving digital confidence:

- Invest in digital readiness.
- Pay special attention to improving relatively weaker indices, i.e., trust and resilient indicators, as well as to the skills and managing capability needed to adapt to a changing business environment.
- Improve the overall organisational readiness, which can significantly improve overall digital confidence to cope with opportunities and challenges in the digital economy.

To address execution as a means of improving digital confidence:

- Invest in improving capabilities on digital execution.
- Pay special attention to improving relatively weaker indices, i.e., in funding digital and change initiatives and having a strategy and plan.
- Strengthen all areas of digital execution, which will lead to an improvement in overall digital confidence.

The results of our research suggest that as organisational awareness improves, so does digital confidence. However, the level of the awareness itself is not a predictor of digital confidence. This may seem counterintuitive at first, but what it really suggests is that it is not the level of organisational awareness, at any point in time, that matters. What matters is the continuous focus on increasing the awareness. From this perspective, in order to improve digital confidence through organisational awareness, the focus should be on maintaining a 'thirst for knowledge':

- Continue efforts to better understand customers' needs and new competitors.
- Learn from other businesses that successfully apply technology innovations.
- Explore use of new technologies to do business differently.

Similarly to awareness, when leverage of new technologies improves, digital confidence improves. However, the level of leverage itself is not a predictor. Therefore, organisations should focus on ongoing efforts to:

- Create tailored products and services.
- Use technology to manage the business better.
- Set ambitious goals regarding business growth fuelled by digital.

Based on our research results, we see that there is much more to learn about digital confidence, especially how it can be influenced, warranting a need for further research in this space.

TECHNOLOGY AND BUSINESS CHALLENGES

Survey participants signalled a number of technology and business challenges. The top technology challenges faced by business are:

- The cost of technology investment
- The time it takes to make changes and adjust
- Understanding of the use of technology
- The lack of fast/reliable internet connectivity
- Cybersecurity.

The top business challenges are:

- Understanding the market changes
- Managing people, work and cost
- Overcoming constraints
- Managing expansion.

Technology Challenges

A number of important issues emerged from asking respondents about technology challenges (see Figure 22). The survey respondents voted the 'cost of technology investment' the top technology challenge. The cost of technology investment comes from the costs of technology assets and the internet, the associated cost of data analytics, the cost of employees and so forth. Business owners also face time constraints to making changes and adapting, and face difficulty in understanding which technology is best for them.



Figure 22: Technology-related Challenges

Business Challenges

When asking an open-ended question about what keeps you awake at night, very interesting findings emerge. A qualitative analysis using Leximancer determined the dominant concepts (see Figure 23).



Figure 23. Word Cloud

The first dominant concept to emerge is related to understanding the market and customers. Responses include understanding market changes and the speed of the market, customer expectations and satisfaction, cost-effective marketing methods, customer demand and acquisition and so forth (see Figure 24).

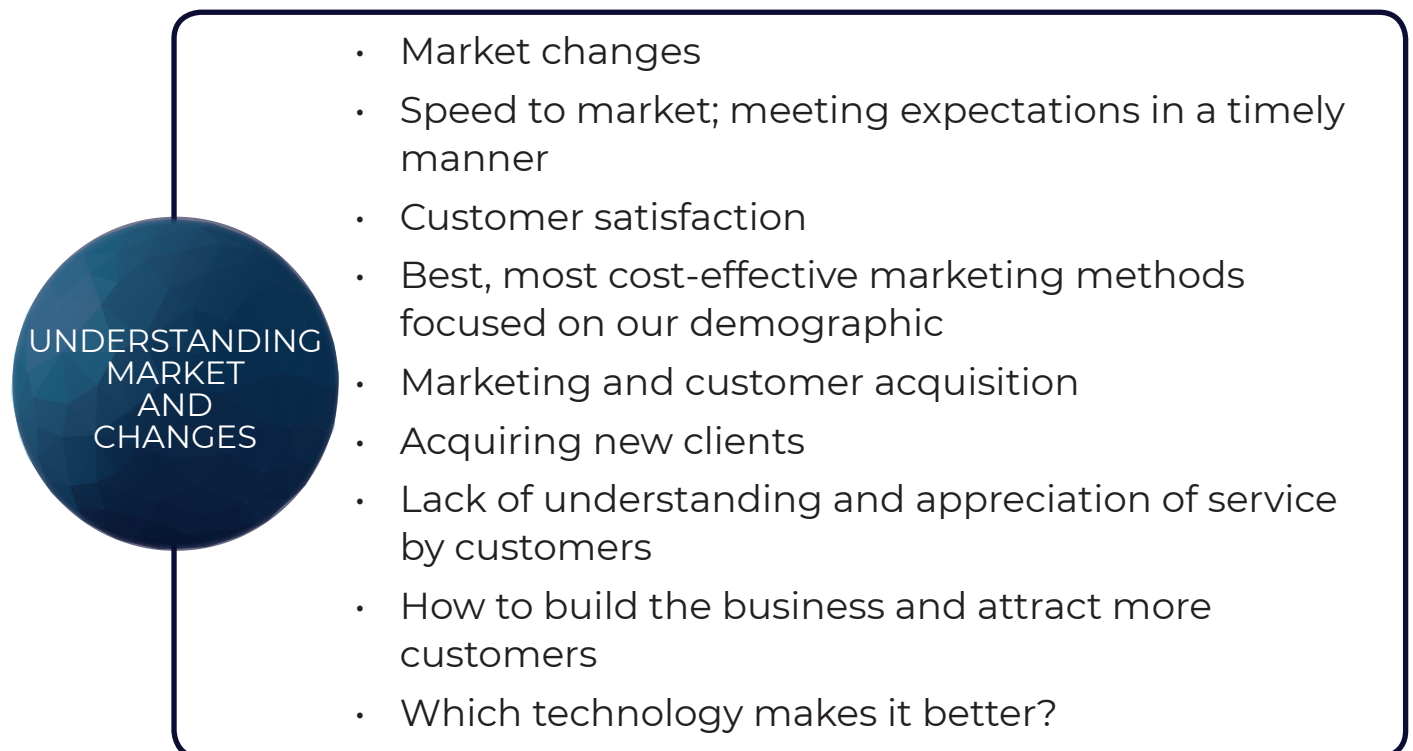


Figure 24. Understanding Market and Changes

The second important concept to emerge is related to people and management (see Figure 25).



Figure 25. Managing People, Work and Cost

The third important concept to emerge is related to the operation and constraints of the business (see Figure 26).



- Resource constraints for change and innovation
- As a charity organisation, we have a desperate need to digitise our systems; however, we don't have the funds. We're currently seeking grants for this purpose.
- Funding (NFP)
- Clear/unified direction on business objectives
- Slow sales cycles
- Panel procurement
- Stress over when the gatekeepers to my industry will catch up with technology and a global audience – they currently think too local
- Make the software and its benefits recognisable
- How to best use social media
- Starting up without tech expertise
- Need to create a digital book for the international market
- Restrictions on what tech they are willing to accept
- No research into pro/cons
- Government policy changes and appointments

Figure 26. Overcoming Constraints

The final concept evident in the data is related to growth and reflection (see Figure 27).



- Excitement!
- Going backward
- General overwhelm
- Not being the first true disrupter to the insurance industry
- Growing digital divide between those with and without digital technology capability and understanding
- What area to specialise in
- Where to put our efforts to best grow the business
- Where our next customers are going to come from

Figure 27. Managing Expansion

The challenges businesses face are much bigger than those of technology alone. Our findings show that it's the business itself that is at the core of discussion. In the next section, we discuss the participants' feedback on the opportunities for support to address these technology and business challenges.

REQUESTED SUPPORT FROM BRISBANE MARKETING AND BEYOND

In the survey, an open-ended question was included to enable participants to provide feedback on the kinds of support that Brisbane City Council (and beyond) could offer to improve business capability and confidence. A total of 178 participants provided feedback on Brisbane City Council activities and support programs, consisting of 5758 words, 558 lines, and 203 paragraphs. The findings are presented below.

Most participants provided very positive feedback about Brisbane City Council's ongoing digital business programs and initiatives.

- 27% of all respondents participate in the Brisbane City Council's digital business programs (e.g., Power-up, events).
- 40% of all respondents do not attend the digital business programs.
- 32% are not aware of the program.
- 73% of the businesses that participated in the survey would like to receive email communications about the programs.

The majority of comments around potential opportunities for support cited, among other things, supporting reliable and fast internet connectivity, creating digital awareness, attracting digital companies and creating ecosystems, continuing to network and find capability development initiatives, supporting small businesses, and providing funding and physical infrastructure for the businesses. This feedback clustered around four constructs of the digital confidence model.

Awareness:

- **Build awareness of initiatives:** Let more people know about all of the Brisbane Marketing initiatives. Improve awareness of what the council does in this space.
- **Facilitate events and workshops:** Continue to organise events and workshops to build greater awareness and acceptance of digital.
- **Facilitate networking for growth:** Support small businesses through creating hubs to grow and network.

Readiness:

- **Train and build digital capacity:** Organise training on Digital User Experience (UX) and website development, courses for the most-used software, and education about technology-related services, processes and improvements. Create a technology champion program to educate local businesses about IT services.
- **Remove frictions between technology and business:** Provide better access to coworking spaces at a lower cost. The barrier between technology and business has not been addressed in a holistic way yet.
- **Connect business suppliers around common opportunities:** Run interesting, engaging and productive events around digital services for local government that draw business and suppliers together. Open up more opportunities for seasoned professionals to share knowledge with other businesses.

Execution:

- **Help small businesses get access to digital R&D:** Provide access to technology R&D, including supporting trials to develop new technology as well as agile and waterfall project management support. Provide grants and funding.
- **Help organisations choose the right technology:** Develop a strategy to determine the best technology options suited to business and train how to deploy them. Prepare and share a roadmap for the future of technology in Brisbane.
- **Help understand value of technology:** Raise understanding of the business value of technology in the general community and business. We need to fully understand all business practices and identify what type of activities could be performed smarter and more efficiently if we leverage from a new technology.

Leverage:

- **Make technology investment more impactful:** Offer opportunities to speak with experts who can bridge the gap between technology and business and assist in finding the right support.
- **Profile success stories:** Create a technology champion program to educate local businesses about IT services. Attract ethical and successful businesses to conduct business in Brisbane. Share best examples.
- **Inspire other digital strategies through Digital Brisbane 2.0:** Help local businesses gain the confidence and faith to invest more heavily in their digital capability. Following this direction and leading by example, upskill local business to have the confidence to expand their digital capability in all their dealings.

CONCLUSION

This report provides a preliminary framework on building confidence and identifies capabilities to consider investing in for future confidence-building.

The survey report identifies various kinds of support that Brisbane Marketing might provide to improve business capability and confidence. The local government can also review and evaluate the existing programs based on the comments gathered.

The participants recognised that it is challenging for local government to help in many areas. However, overall, the participants recommended continuing with the business forums and Power-up sessions. Supporting local businesses and the need for continued education, training, mentoring and networking have been emphasised in all comments. The comments reflect positive expectations, generally, and the strong role that the Brisbane City Council can play in improving technology and business capability. The very important message that emerged from the participants' feedback is that Brisbane needs to be connected, networked and developed.

Digital is the key to navigating the evolving opportunities.

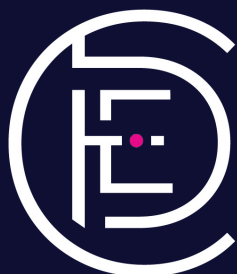
FOOTNOTE

7 This result could, however, be skewed because the group sizes were uneven with 77 global and 217 local businesses.

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