

2015-2019



Chair in
Digital Economy.

Five Year Activity Report

Disclaimer

The QUT Chair in Digital Economy provides industry-relevant, academically grounded research to help organisations reimagine and realise their value in the digital economy.

This publication does not necessarily reflect the views of the founding partners of the QUT Chair in Digital Economy, including PwC, Brisbane City Council, or the Queensland Government.

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Designed by Pete Townson



Professor Marek Kowalkiewicz **Chair in Digital Economy**

In early 2015, four future-focused organisations came together to create an initiative. This was an initiative that would explore the topic of the digital economy, advance the relevant body of knowledge, and help others thrive in the digital economy. The PwC Chair in Digital Economy was born.

I was following the official launch from my home office in Mountain View, USA, and I was curious. Hundreds of people were attending. The event brought representatives of business,

academia, and government into the one space with bold ambitions and an exciting research agenda. It didn't sound like a stock-standard university project at all! By the end of the session, I was sold. Exactly 99 days later I landed in Brisbane with the opportunity of a lifetime in leading this initiative.

In hindsight, we knew so little about the digital economy! Sure, the concept had been around for almost 20 years, but the world at large wasn't yet considering topics such as the impact of social media on politics (that awakening happened in 2016), the future of work (even though the famed study by Frey and Osborne was released in 2013), or even how to

measure the size of the digital economy (practical measures are emerging only now).

Since 2015, our team has continued to over-deliver on bold ambitions. We grew way beyond any initial expectations. We designed new ways of performing commercial research: innovation sprints, policy dashes, and student design jams. We used social media to inform and shape legislation. We introduced concepts such as proactive organisation and the economy of algorithms, and, through our podcast series, suggested dozens of jobs of the future. And we showed how to quantify intangible, often free-of-charge digital goods and services, as they pass national

borders and contribute to international trade.

We have learned so much about the digital economy over the past five years. Yet the concept has continued evolving, and we still know so little. The five years of the Chair in Digital Economy might be coming to an end, but the initiative transforms and in 2020 we will officially launch our next stage – the Centre for the Digital Economy at QUT. Having seen what the past five years have brought, I cannot help, but wonder what the next years will bring! In the meantime, please join us in celebrating in this document those past five years. Stay curious.

Marek Kowalkiewicz





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*The CDE and DLD team
at DLD Salon Brisbane,
24 October, 2019.*



SETTING THE **AGENDA**

The Prime Minister Scott Morrison has said Australia should aim to be a digital economy by 2030. The QUT Chair in Digital Economy has always proudly aimed for the bleeding edge in research concepts and exploring theories. Established in 2015 before the digital economy was a widely used term, let alone understood, the QUT Chair in Digital Economy (CDE) set out to explore the unknown, and to make sense of this new 'digital economy' concept and how it will impact business, technology and society.

Fast-forward five years and the CDE is a globally recognised, widely respected, self-sustaining research operation that has disrupted the traditional academic model, informed government policy, and created new business models fit for the digital economy.

The vision of the four founding partners was to create a five-year research initiative that enabled a unique collaboration between industry, academia, and two levels of government. This model has

become core to how we operate. Growing over five years from a team of three to an operation that has involved more than 80 researchers, designers, and professional staff, the CDE grew quickly and significantly, attracting three times the research funds forecast and achieving global impact through its research and engagement. Becoming a dedicated research centre in 2020 is confirmation of the importance and impact of the agenda that the CDE has set.

At its core, the CDE offers hope and optimism for a positive future within the digital economy. The combination of academic rigour with innovation design and collaboration with industry and government has

enabled the CDE to tackle complex economic and social issues. These issues range from ridesharing legislation to plastics management in the circular economy; from the National Digital Strategy to the Digital Brisbane 2.0 strategy; from reimaging taxation to reimaging record keeping. And it has explored new business models including demand mastery, design as a service, proactive governments, Health 5.0, Retail 5.0 and Government 5.0.

The approach and product offering reimaged the traditional academic model. It resulted in integrating government and industry staff and experts into research



Founding Partners at Chair in Digital Economy Launch event at QUT, 23 April, 2015.

projects; producing minimum-viable research reports within weeks; conducting co-designed six-week innovation sprints on campus; and providing structured ideation education and workshops. New insights have been shared through industry events, keynotes, podcasts, newsletters and CEO roundtables, quickly growing CDE's profile, global network, and market impact.

The CDE set the tone for asking curious questions about what the digital economy is and how it will impact business, technology and society. Working closely with many partners, the CDE has explored how these impacts can benefit organisations, keep incumbents relevant, provide

revenue resilience, and build workforce capability that is future fit.

The ongoing question in the digital economy is how to ensure sustainable digital transformation.

In a world where almost no one can see the next disruption, how do we build resilience and respond to threats, as well as capitalise on opportunities? The work of the CDE is only just getting started with boldly optimistic ambition for global growth.

FOUNDING PARTNERS



A “Chair in” is an academic term for an industry-sponsored professorship funded for a specific amount of time. Typically it is with one industry partner and one professor.

Our founding partners, Queensland Government, Brisbane Marketing, PwC and QUT had much bigger plans when they created the Chair in Digital Economy in 2015 facilitating a first-of-its-kind, five-year partnership between state and local governments, industry and academia.

Their vision became a thriving partnership that resulted in a team of 12 staff at its peak

and more than 80 people contributing over the five-year period as researchers, designers and professional staff.

It was the founding partners’ curiosity about the digital economy, ambition for industry-government-academic collaboration, and courage to invest in a research start-up that fuelled the accelerated growth and commercial-relevance of the Chair in Digital Economy. Evolving to become a dedicated, on-going research centre in 2020 is testament to the vision, strategy and leadership of our founding partners, the steering committee and the commitment of the CDE team.

**Cat Matson,
Brisbane's Chief Digital Officer & Head of Brisbane Innovate,
Brisbane Marketing**

"We called for the establishment of an academic chair in the digital economy as part of the 2012 Digital Brisbane strategy. The goal was to apply both academic rigour and industry pragmatism to deepen our understanding of the opportunities and implications of the digital economy. We wanted to empower small businesses and guide corporates to help Brisbane flourish as the New World City. We also wanted businesses to be ahead of the curve with cutting-edge thought leadership, and for government to provide policy and leadership that enabled business to scale and expand globally. What was realised far exceeded those expectations.

The refreshed Digital Brisbane strategy (Digital Brisbane 2.0), which was developed in collaboration with the Chair in Digital Economy, has informed the evolution of Brisbane Innovate from an annual event into an ongoing process for year-round open innovation. We also have an annual digital festival in Something Digital and we are seeing Brisbane businesses and academic research recognised on the world stage. Investment into Brisbane businesses is growing and opportunities of the digital economy are now deeply understood by stakeholders of the city's economy. As Brisbane's Chief Digital Officer, the last five years of working with the Chair in Digital Economy, and our collaborative achievements, has been a key highlight."



*Cat Matson launching Digital
Brisbane 2.0 at Digital Strategy
of the Future event at QUT,
31 August, 2017.*

**Professor Robina Xavier,
Executive Dean, QUT Business
School**

"From the outset, the QUT Chair in Digital Economy broke new ground and challenged the way academic work is done. The Chair embedded government and business stakeholders in research to co-create outcomes that are real world and relevant.

The partnership model of business-government-academia has allowed the Chair to generate insights that unlock policy pain points, design new business models and revenue resilience, and inform new ways of working with digital intelligence and literacy. It has been wonderful to see the CDE expand everyone's horizons over the past five years."

Craig Fenton, Partner, PwC

“The Chair in Digital Economy has been one of PwC Australia’s largest and most proud partnerships in recent years. Our aim was to help business and government learn more about digital disruption and understand how they can actively capitalise on the opportunities that existed. The true value of this partnership has been the consistent collaboration of all three stakeholder groups, working together on wicked problems such as Health 5.0 and the future of early childhood education. Having more than 700 government change-agents and leaders participate in the co-created executive education program to build skills in disruptive innovation leadership was a particular highlight.”

Trent Lund, Partner, PwC (2016).

“We see the future of the Chair as how do we get bolder, like any new group coming together while we have achieved great things, I think we’ve only just started to demonstrate to ourselves, and the broader market, the power of collaboration. The future for us is how far can we take this collaboration: what bigger, broader societal challenges, around digital disruption in particular can we seek to take on, and do so with an opportunity mindset?”



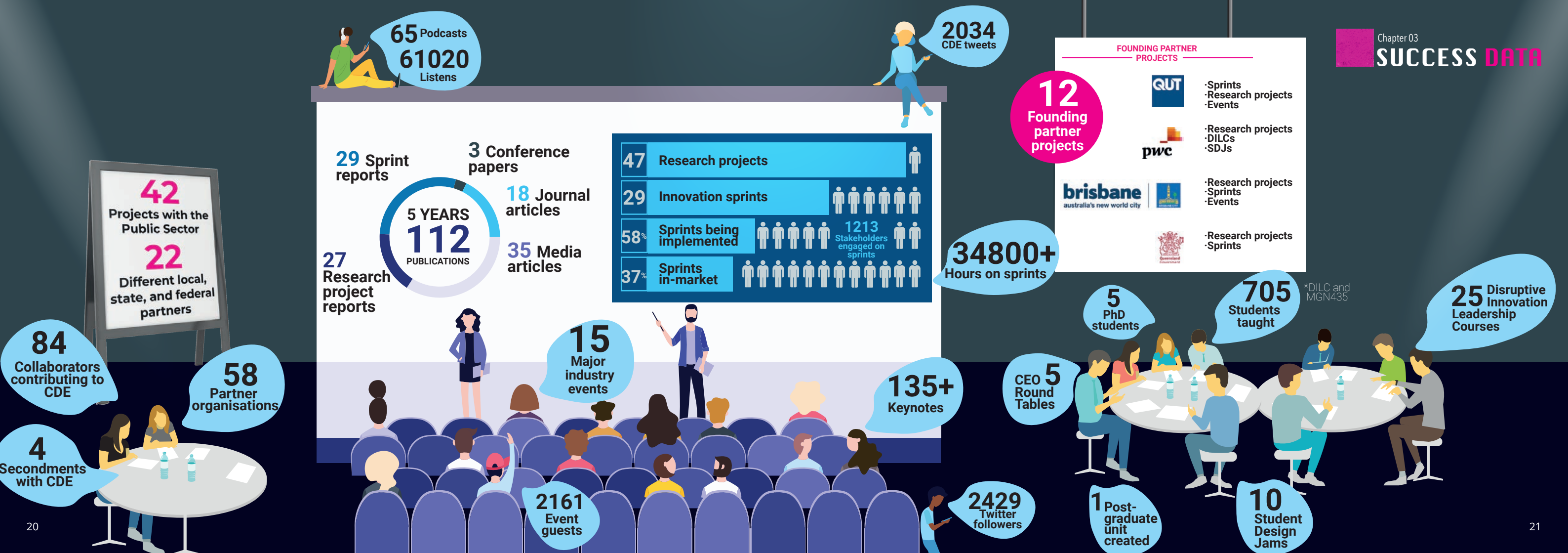
Craig Fenton speaking at Proactive Organisation event at QUT, 30 March 2016.

**The Hon. Leeanne Enoch MP (2016).
Past Minister for Innovation, Science and the Digital Economy and Minister for Small Business**

“The Chair’s role is vital in fast tracking our journey in digital transformation and innovation. We want to ensure Queenslanders embrace digital thinking and this includes looking at how the state government embraces innovation.”

“Innovation is what drives Queensland forward. It’s about looking beyond what we currently know and imagine how things could be. It helps us stay relevant in a competitive market and plays an important role in economic growth. That’s why the Queensland Government has invested \$755 million to make Queensland’s innovation economy stronger.”

advance.qld.gov.au, 2019





RESEARCH & INNOVATION

Relevant to the real world

**RESEARCH
PROJECTS**

**INNOVATION
SPRINTS**

**PROCESS
SPRINTS**

**POLICY
DASH**

**STUDENT
DESIGN
JAMS**

EDUCATION & IDEATION

To build capabilities for the
digital economy

**DISRUPTIVE
INNOVATION
LEADERSHIP
COURSE**

**INNOVATION
IN PRACTICE
UNIT**

COMMUNITY OUTREACH

Sharing of knowledge and
inspiring ecosystems

EVENTS

KEYNOTES

**CEO
ROUNDTABLES**

**DIGITAL
WEEK:
PODCAST**

NUMBER
OF
PROJECTS

28

RESEARCH
PROJECTS



CDE research focuses on the growth of firms, the growth of industry and the growth of society, by exploring H.O.P.E in the digital economy.

22

INNOVATION
SPRINTS



An Innovation Sprint is a 6-week, co-designed ideation process, grounded in academic research, for exploring opportunities and solutions to wicked problems.

06

PROCESS
SPRINTS



Process Sprints allow for rapid exploration of opportunities that exist within a business process, whilst delivering actionable recommendations, internal engagement and employee education.

01

POLICY
DASHS



The Policy Dash is a purpose-built methodology for identifying institutional obstacles, exploring areas for future-proofing regulation and for making recommendations to address them.

10

STUDENT
DESIGN
JAMS



The SDJ is an intensive, highly interactive, ideation session that joins QUT university students with industry employees for a one-day immersive experience.

25

DISRUPTIVE
INNOVATION
LEADERSHIP
COURSE



The DILC is a two-day professional development program for cultivating futures thinking in emerging leaders. And a one-day program for C-suites leaders.

02

INNOVATION
IN PRACTICE
UNIT



This post-graduate unit is designed to equip students with the skills and techniques required not only to identify and develop disruptive ideas, but to also facilitate the intrapreneurship process.

05

CEO
ROUNDTABLES



CEO roundtables create a network via which industry and government executives discuss and understand digital governance and leadership.

15

EVENTS



The CDE hosts public events each year to share research, engage experts and build community around exciting and provocative digital thought leadership.

135

KEYNOTES



The CDE team often engages with industry by providing keynotes and workshops to disseminate and discuss emerging research findings.

65

DIGITAL
WEEK:
PODCAST



Allowing exploration between research and industry and the digital economy, The Digital Week podcast provides engaging commentary by thought leaders.



*Prof. Marek Kowalkiewicz,
The ART of Digital at The Tivoli during Myriad,
17 May, 2018.*

The Chair in Digital Economy takes the position that commercial research projects should be rapid, rigorous and relevant.

CDE has collaborated extensively with industry and government in carrying out numerous research projects in five years. These collaborative projects have culminated in 19 reports, 18 Journal articles and 3 conference papers.

CDE research has explored the digital economy through the lens of humans, organisations, policy and process and economic opportunities. We call this HOPE.

HUMANS
in the digital
economy

Research in this program is focused on understanding why, how, and what behaviours and perceptions exist in the digital economy.

Example research areas include an understanding of and designing out of deviant behaviour of customers; capturing the concept of digital literacy, measuring and impacting it; as well as helping individuals lead their organisations through digital transformation.

ORGANISATIONS
in the digital
economy

Research in this program is focused on understanding disruption, innovation, new business models, strategies, and work across government and private sectors in the digital economy.

Example research areas include developing structured innovation frameworks; understanding the concepts of digital maturity and digital confidence; the impact of new technologies, such as machine learning and augmented reality; as well as ways for organisations to transition from Industry 3.0 to Industry 4.0.

POLICY AND
PROCESSES
in the digital
economy

Research in this program is focused on understanding the process transformations and policy changes necessary for relevance and resilience in the digital economy.

Example research areas include design of future-proof policies, developing processes for efficient response to disruption,

but also implementation of robotic process automation, and understanding the emerging economy of algorithms and algorithms as customers.

ECONOMIES
in the digital
economy

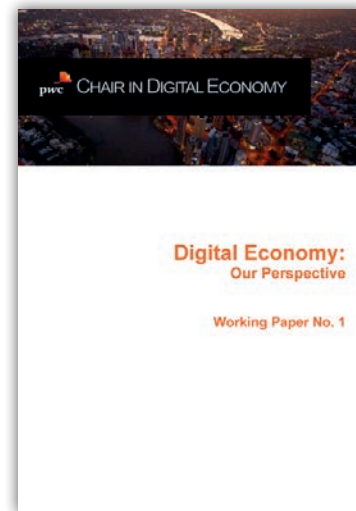
Research in this program is focused on understanding the macro aspects of the digital economy.

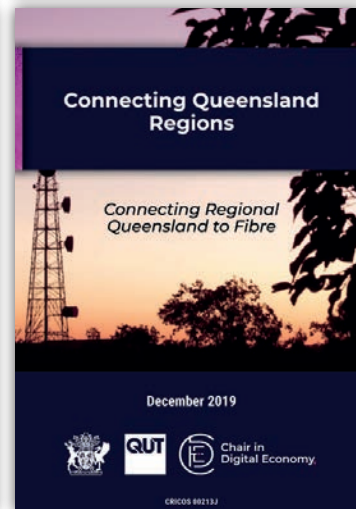
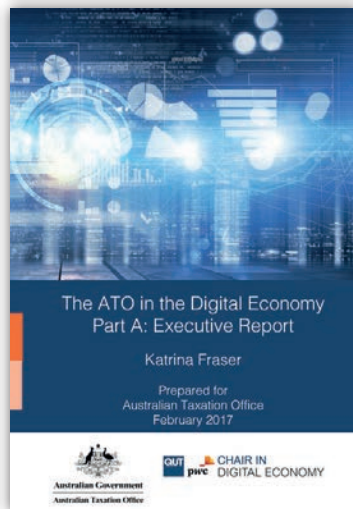
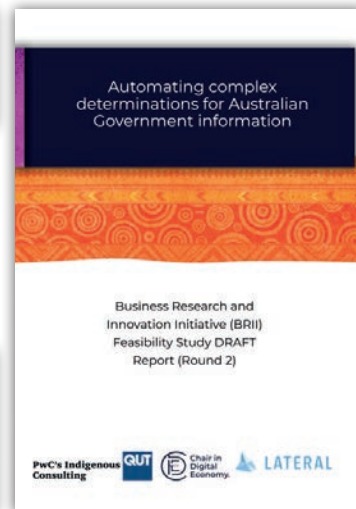
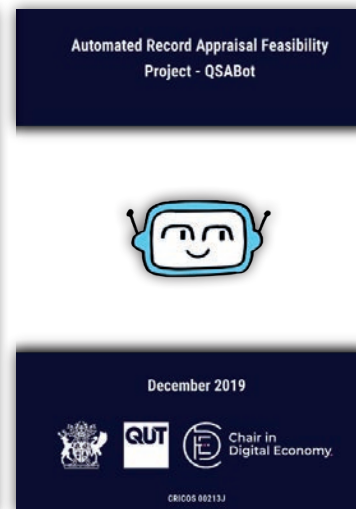
Example research areas include developing metrics to measure the size of the digital economy, quantifying digital trade, and understanding the impact of technology on economic growth of regions.



Dr Md Shahiduzzman
presenting at the QUT
Future Trade Symposium,
10 April, 2019

CDE RESEARCH REPORTS





Here are some key areas of exploration into the digital economy that have sparked the interest of the team.

Some of these concepts are known in the world. Some of these concepts emerged from our research.

All of these concepts shape the digital economy.

Proactive organisation	The reimagining of frictionless, proactive services that enable new customers and ensure revenue resilience.
Environmental sensing	The sensing, identifying and assessing of emerging opportunities and challenges.
Digital maturity	The measurement of an organisation's capability to adapt and operate effectively in the digital economy.
Digitisation vs digitalisation	Digitisation refers to change in process, while digitalisation refers to changes in thinking, behaving and operating in the world of digitisation.
Economies of corporations to economies of people	The 'old' economy is where large corporations dominated with scale and efficiency. The 'new' economy is where individuals use platforms to mass personalise services with a global reach.
Designing-out deviance	The process of designing for passive compliance.
The human check-sum	Making sure that whatever technology does, it does it in a way that is intended.
5.0: The digital evolution of industries	The emergence, industrialisation, automation, digitisation, and personalisation of an industry.
Revenue resilience	The optimisation of existing assets to generate new revenue streams, while also identifying when an organisation needs to build new systems.
Rules as code	Machine readable and machine consumable legislation, rules and policy.
Algorithms that go shopping	Algorithms with the capability of making purchasing decisions on our behalf.
Digital confidence	Self-assurance resulting from organisational capabilities in comprehending and coping with technology and business opportunities in the digital economy.



*The Sprint Room
at QUT Gardens Point.*

Innovation Sprints (sprints) allow for rapid exploration of opportunities while delivering actionable recommendations, stakeholder engagement, and employee education.

Sprints aim to tackle tough, intractable social problems by exploring how an organisation focuses on proactively delivering solutions to its customers.

CDE's unique combination of researchers and designers enables timely, unique insights. Employees, customers and stakeholders are brought together to truly understand problems and inform the proactive solutions needed in the digital economy.


The sprint rapid research product family has evolved to


include a Process Innovation Sprint and a Policy Dash to address specific public sector market needs.


The CDE has engaged 1213 stakeholders to conduct 29 Innovation Sprints with 58% progressing to implementation and 37% of that being commercialised. The Innovation Sprint Model has led to pilot projects, organisational transformations, organisational strategies and policy advice, as well as awards and commercial investment.

SPRINT PORTFOLIO


 Being implementing


Recommender, assistant, and autopilot of **personalised government service delivery** 

Proactively **starting a cafe** 

Realtime compliance across **tax life-cycles** 

Brisbane's **Digital Strategy 2.0** 

Timber economy: demand slave to demand mastery 

Client and land profiling for **tax-reform** 

Living **digital strategy**

Leveraging new value from existing **building information management**

Public recordkeeping **Act review**

 **The future of recordkeeping:** to generate hindsight, insight and foresight

The right tools for **citizen first responders** for at risk families

Interfaceless government services for **youth homelessness**

A global distribution model for **ready-eat meals**

A **global youth engagement mechanism** to generate actionable insights

 Using service protocols to enable a **network of tax service providers** 

Digital recordkeeping retention and disposal

 A digital platform for **Queensland's land**

Government acting as a cluster-producer of innovation ecosystems

 Information artefacts as boundary objects to **change-manage digital transformation**

'The Uber' of **gig economy super annuation**


Using job skill clusters to create **the future of employment services**

Digital performance measurement of government services


 Prototype your life at **university**

Attracting digital business to where smart, creative, and productive people live & work

Government **knowledge-sharing manifesto**

 **Making it easy for taxpayers** to grow their business and pay their tax

Rethinking **whole of government channel experience**

 **Reducing scam victimisation** through proactive interventions

Prototyping policy tools to create **plastic waste policy for Queensland**

QUEENSLAND GOVERNMENT OFFICE OF STATE REVENUE

In 2017, the Queensland Government Office of State Revenue (OSR) engaged CDE to transform the processes of revenue collection, as part of the OSR's \$80million digital transformation program.

Research Outputs

The engagement involved five process transformation sprints, a methodology where CDE and OSR co-designed new service delivery models, and business processes. Implementation roadmaps were provided for the co-created solutions



Dr Paula Dootson facilitating an innovation sprint workshop at QUT.

across 20-days, 20-months, 2030 timeframes, and noting alignment with other digital transformation program initiatives. The proposed solutions were assessed on (i) technical feasibility, by working closely with the OSR's existing technology vendor; (ii) business viability, by cross-referencing ideas with departmental strategy, budgets, policy, and legislation; and (iii) stakeholder desirability, by testing ideas with taxpayers, staff, and other stakeholders involved in the end-to-end process of revenue collection. This highly collaborative approach, coupled with the CDE Disruptive Innovation Leadership Course to uplift staff capability in a digital innovation mindset, provided a cultural foundation to enact this change under the digital transformation program.

Outcomes

The 3-year partnership with CDE involved collaboration with over 250 staff, citizens, and experts across six engagements, and included innovation and process sprints, workshops, and executive education. Across all the engagements, research and academic inquiry questioned existing norms, reimaged the relationship between the citizen journey and the process of state tax administration, and sought to design-out non-compliance, creating confidence within traditionally complex systems.

Recognition

Cumulatively, the engagement has initiated fundamental changes to State Government revenue services, processes, and regulation.

The legacy of these sprints will continue as the State Government “has announced a proposed review of the design of the current royalty regime to address existing uncertainty in the calculation of royalties” ([Deloitte Access Economics, 2019, p.12](#)).

Further, the Revenue and Other Legislation Amendment Act [2019](#) assented in State Parliament on 17 June, 2019 proposes changes to land tax, payroll tax, royalties, and duties.

Twenty percent of the clauses in this bill improve how citizens and government communicate and share information with one another, a critical recommendation of the CDE-OSR engagements.

CDE is proud to see that the engagement with OSR will lead to ongoing compliant revenue collection to deliver essential services for the State of Queensland.



Journey mapping as part of an innovation sprint.

“Our trusted partnership with the QUT Chair in Digital Economy has provided OSR with the foundations (e.g., design thinking, disruptive leadership change, process redesign), mindset and new insights that have helped us continue to successfully deliver an ambitious Transformation Program.”

OSR Deputy Commissioner, [Simon McKee, 2019](#).

EDUCATION & IDEATION

CDE and founding partner PwC developed a two-day professional development program that cultivates future thinking in emerging leaders. The purpose of this intensive, interactive program is to inspire an opportunity mindset and provide ideation skill development. Leveraging the expertise of Jan Recker and Michael Rosemann's (2015)



Student Design Jam with Hyne Timber at QUT, 27 March, 2018.

Systemic Ideation lenses, the DILC course teaches practical exercises that can be immediately applied in organisations.

Until 2018, the DILC was run in partnership with PwC. Cumulatively, the team has delivered 25 DILCs for specific organisations, C-suite executives and the general public. The course has seen specific interest from the public sector, with Queensland State Archives, Queensland Government's Office of State Revenue, and the Federal Department of Defence Estate and Infrastructure Group, all using the DILC for professional development for their staff.

IDEATION LENSES



PROACTIVE ORGANISATION

Consider how a service could be delivered more proactively

Sharing your calendar with a fashion retailer and have outfits sent to you based on your upcoming events, using a Netflix like algorithm to recommend preferred styles and sizes.



ENHANCE

How can a process be enhanced if things were done in a different order

For example, getting visitors to pay for their trip up the Empire State Building when they reached the top, so they could pay more to stay longer or less if they have a quick visit.



DERIVE

How might another organisation run your business?

For example, if an airline ran a postal service a parcel delivery on Wednesday could be cheaper than a parcel delivery on Friday, replicating the dynamic pricing of airlines.



SOCIAL CAPITAL

Unlock new potential, customers, products, or services, using your business networks

Thermomix could be considered more valuable than another food processor because of the community of customers generating their own recipes and use cases.



UTILISE

Using idle assets to generate new value

For example, people can be idle assets so you can sell haircuts on an airplane flight, or put a gym on a train.



OPPOSITIONAL THINKING

Thinking about the process, business model, or strategy as if the opposite was the reality

Instead of charging your customers, how would your offering change if you paid them?

...The DILC has strengthened our organisation's capability by equipping participants with highly valuable and readily transferable knowledge about new ways of thinking about and approaching innovation...

Federal Department of Defence, Estate & Infrastructure Group

QUEENSLAND STATE ARCHIVES

In 2017, Kylie Good, the principal appraisal archivist from The Queensland State Archives (QSA), attended a CDE Disruptive Innovation Leadership Course (DILC). QSA hoped that reimagining the future of government recordkeeping in an innovation sprint would help raise the very low compliance levels of this fundamental, but undervalued statutory requirement.

CDE's rapid research method facilitated the team to co-design, synthesise and propose a technology solution that



Professor Marek Kowalkiewicz
at Future of Work Symposium
in Stuttgart Germany with the
Fraunhofer Institute, July 2019.

fundamentally changed the way public sector recordkeeping is carried out. The solution is:

"A bot to automatically identify, appraise, store, and secure their records. No human intervention, or compliance, is required. This kind of system is called 'compliant-by-default', and it is just one way we can re-imagine record-keeping to address low levels of compliance in our organisations" ([Dootson, Townson & Kowalkiewicz, 2018, p. 3](#)).

The 3-year partnership has cumulatively spanned two innovation sprints, a legislative act review, workshops, and executive education with all QSA staff being trained in the CDE Disruptive Innovation Leadership Course.

Outcomes

The initial project highlighted a number of legislative changes that were required to realise the value of the proposed solution.

In a two-week policy dash, CDE and QSA co-designed with stakeholders to review the Public Records Act (2002) in order to ensure the Act would be fit-for-purpose for the future of recordkeeping. The project offers broad principles for consideration in the process of a Statewide Act Review.

The QSA partnership has created a foundation for global recognition, leading CDE to collaborate with a German AI company on a feasibility study for the National Archives of

Australia. It has also resulted in receiving an invitation to meet with the Chief Archivist of the United Nations in the Hague to talk about the future of UN Archives.

Recognition

Across all these engagements, research and academic inquiry have challenged the roles of recordkeepers, recordkeeping, government information management and compliance and enforcement tactics, to reimagine the value that recordkeeping can provide for government hindsight, insight and foresight.

CDE is excited to be moving to the pilot phase of research commercialisation with QSA, which will lead to compliant-by-default recordkeeping and enabling new information value for public authorities.



“Cumulatively, the work with the Chair has seen a number of changes to how QSA does business. QSA is reimagining their objectives with an aim to discover new value and to be the most innovative Archive in the world. The partnership with the Chair in Digital Economy is assisting with the cultural shift required within QSA to meet these goals. As at October, 2018, the Chair is working with QSA and PwC to commercialise the solution from the Innovation Sprint”

(Kylie Good. Principal Appraisal Archivist, Government Recordkeeping, Queensland State Archives, Department of Housing and Public Works).

COMMUNITY OUTREACH

From the outset, the CDE's ambition was to challenge assumptions, inspire what is possible, and share insights from research into the digital economy, all to promote greater awareness and understanding.

The global community engagement program connected with more than 100,000 people, hosted 15 industry events, engaged with 50 CEOs through our CEO Roundtable events, and delivered 135 keynotes and 65 podcasts. We've built a network



Professor Marek Kowalkiewicz presenting at the Health 5.0 event at PwC Brisbane, 23 November, 2017.

of curious minds, thought leaders, policy change agents, and digital pioneers, providing a thriving ecosystem of connections and opportunities for research, industry engagement, government innovation and partnership.

We've graced stages worldwide including London Tech Week, DLD Munich, TEDx, Something Digital, MIT Bootcamp, World Science Festival, the National Archives conference, and Mastering SAP to name a few. The industry events and podcasts have set the agenda for Retail, Health and Government 5.0; The ART of Digital talking aspirational, responsible and trusted technology; and the annual trends forecasts

which inform boardrooms and corporate strategies.

Engaging with audiences worldwide has been a highlight of the fun times within the Chair in Digital Economy. As Patrycja Slawuta said at our co-hosted Australian launch of DLD Salon Brisbane, "The scientific formula for making magic happen is where big hearts come together with brilliant minds." And that's exactly what the QUT CDE aimed to do through the global engagement program.

BRISBANE MARKETING

In 2013, Brisbane Marketing's first digital strategy set a specific target of working with Brisbane universities with a view of creating a "global-class digital economies chair". In 2015, Brisbane Marketing became a founding partner of the Chair in Digital Economy (CDE) alongside Queensland Government, and PricewaterhouseCoopers (PWC). In 2017, the Chief Digital Office of the City of Brisbane engaged the CDE to collaboratively redesign Digital Brisbane 2.0, a digital strategy for the city for the next five years. Using the CDE innovation sprint methodology, local and

international stakeholders were involved to ensure the new strategy enabled the city's residents to participate in the global digital economy.

The [Digital Brisbane 2.0 strategy](#) was launched in 2017 at the CDE's Digital Strategy of the Future event, with 215 local and national attendees, showcasing the vision to "build our local economy by creating new and innovative jobs whilst making Brisbane the easiest city in the world in which to work, grow, learn, contribute and live together". The strategy uniquely highlights the expansive role local government can play in sustaining and growing the local economy by playing more than provider roles, but by also being a partner, facilitator and



*Cr Krista Adams opening
Digital Strategy of the Future event
at QUT, 31 August 2017.*

advocate. Critical initiatives include a global entrepreneur's program to drive activity in the city's \$5 million co-working entrepreneurship and innovation space, a digital AI version of the internationally acclaimed Brisbane Greeters program, a digital festival to showcase local talent on a global stage, and scaling education programs to build digital confidence and maturity in the small and medium size businesses that comprise the local economy.

Research outputs

Delivering on Digital Brisbane 2.0 objectives, the CDE co-developed an inaugural [Brisbane's Digital Confidence Index](#) to provide and assess

organisational capabilities to comprehend and cope with the technology and business opportunities in the digital economy. The project analysed the digital confidence of more than 300 businesses in Brisbane.

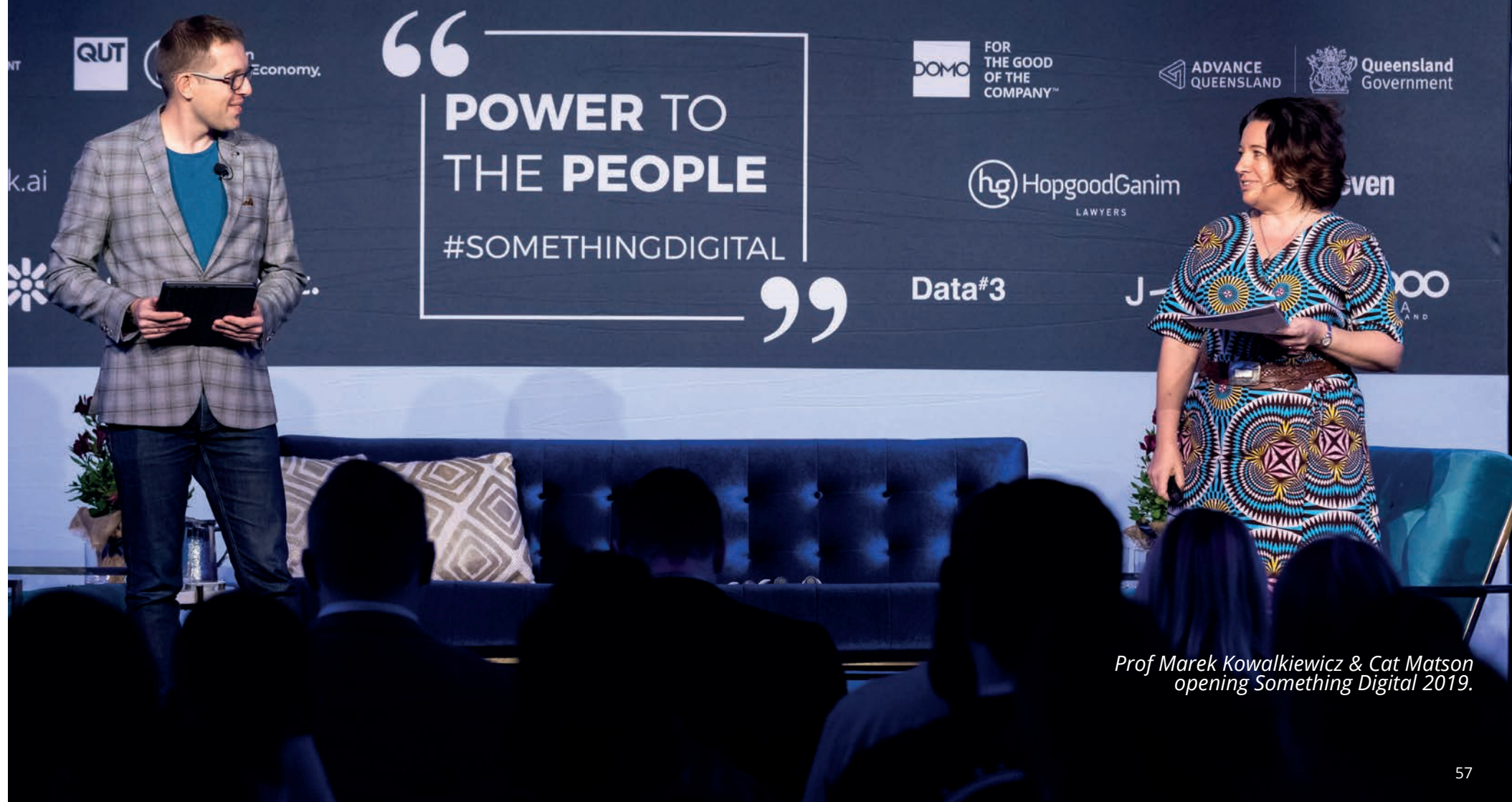
Researchers at CDE took Digital Brisbane 2.0 to the international stage alongside other major cities' digital strategies (e.g., Vienna, Copenhagen, and London) to promote a project-level smart value assessment instrument. This work was presented to an international audience at the Digital Government Society Conference in The Netherlands in 2018 - [Smart City Initiatives: Designing a Project-Level Smart Value Assessment Instrument](#).

Recognition

Proudly Brisbane Marketing's digital leadership as a Founding Partner was acknowledged with the successful nomination of Cat Matson, Brisbane's Chief Digital Officer, as the Digital Leader of the Year in IDC's 2018 Digital Transformation Awards (DXa) for Australia. IDC stated:

IDC DXa recognises organisations that have made meaningful strides in digital transformation. These awards highlight and acknowledge some of the outstanding initiatives that organisations have undertaken to up their digital ante to solve common problems in refreshingly innovative ways. Brisbane was the

second city in the world to appoint a Chief Digital Officer, and since Cat Matson's appointment in 2014 she has been instrumental in the establishment of the QUT Chair in Digital Economy in 2015 and [the] Digital Brisbane 2.0 Strategy which was released in 2018. These initiatives have fundamentally changed how Brisbane is leading the digital conversation between citizens, government bodies and even business entities"
[IDC, 2018, p. 2.](#)



Prof Marek Kowalkiewicz & Cat Matson opening Something Digital 2019.

PARTNER COLLABORATIONS

Through our research, education and community engagement, CDE is proud to have worked with many organisations who are seeking answers to the digital economy and are on the digital transformation journey.

*Three Dimensions of Digital event,
at QUT, 22 August, 2018.*

ACADEMIC COLLABORATORS

Beijing Foreign Studies University	University of Goettingen
Cardiff University	University of Maastricht
Enterprise Research Centre, UK	University of Massachusetts, Lowell
Harvard Business School	University of Münster
Kozminski University	University of New South Wales
Kyoto University	University of Oulu, Finland
Poznan University of Economics and Business	University of Rostock
Technical University of Munich	Victoria University of Wellington
University of Augsburg	Vlerick Business School, Belgium
University of Glasgow	

INDUSTRY COLLABORATORS

Access Community Services	Isobar
Asset Institute	KJR Consulting
AlGroup	Liquid Interactive
Australia Post	MyWave
Bolton Clarke	National Retailers Association
Brisbane Airport Corporation	Objective Corporation
Bright Humans	Orange Sky Australia
Carhood	PwC
CEDA	PwC Indigenous Consulting
CEO Institute	QSuper
Cisco	Safety Culture
DLD	Saint Vincent de Paul Society
Energex	SAP
Energy Queensland	SPARQ Solutions
Ergon Energy	Star Entertainment
Fintech Queensland	Suncorp
G8 Education	Sunsuper
Greenleaf	Super Retail Group
Hummingbird House	Watkins Steel
Hyne Timber	Women in Digital
Impact Academy	World Wellness Group

GOVERNMENT COLLABORATORS

Australian Government:

Australian Public Service
Commission

Australian Tax Office

Department of Defence

Department of Industry
Innovation and Science

Digital Transformation
Agency

National Archives Australia

National Disability Insurance
Scheme

National Emergency
Communications Working
Group

Queensland Government:

Chief Information Office

Department of Science,
Information Technology and
Innovation

Department of Communities,
Child Safety and Disability
Services

Department of Education

Department of Environment
and Science

Department of Housing and
Public Works

Department of Innovation and
Tourism Industry Development

Department of Tourism, Major
Events, Small Business and the
Commonwealth Games

Department of Transport and
Main Roads

Motor Accident Insurance
Commission

Office of the Queensland
Parliamentary Counsel

One Stop Shop Service
Implementation Office

Queensland Treasury, Office of
State Revenue

Queensland Police Service

Queensland State Archives
State Library of Queensland

The Office of the Queensland
Chief Entrepreneur

The Public Trustee of
Queensland

Local Government:

Brisbane Marketing

Other:

Queensland Genomics

Urban Utilities

Hon Grace Grace MP, Hon Kate Jones MP, Prof. Margaret Sheil AO, Prof. Robina Xavier & Prof. Rowena Barrett with the CDE team running Myriad High at QUT, 16 May, 2018.



2019. QUT Vice-Chancellor's Excellence Award - Leadership Excellence: Dr Paula Dootson. For an initiative that aligns QUT academics who are researching the topic of trust, ensuring that synergies are identified and that the research is conducted in a coordinated and collaborative fashion.

2019. Cooperative Research Centre (CRC) Association's Excellence in Innovation Award: Dr Paula Dootson. A national award for improving life-saving public warnings about bushfires, floods and other devastating natural hazards.

2019. Emergency Media and Public Affairs (EMPA) Australia Award for Excellence in Emergency Communication, Research Category: Dr Paula Dootson. Highly Commended for Conflicting Cues in Emergency Warnings.

2019. Innovation Flag awarded to Graduate Unit MGN435 "Innovation in Practice". The flag is a recognition by Deputy Vice Chancellor (Learning and Teaching) for substantial innovation introduced or refined in a unit.

2018. IDC Digital Transformation Award for DX Leader for Australia: Cat Matson. The Chair in Digital Economy are proud to have worked with Brisbane Marketing on the Digital Brisbane 2.0 Digital Strategy.

2018. First runner-up for best paper at 2018 Americas Conference on Information Systems. Archetypes for Industry 4.0 Business Model Innovations by Jörg Weking, Technical University of Munich; Maria Stöcker, Technical University of Munich; Marek Kowalkiewicz, Queensland University of Technology; Markus Böhm, Technical University of Munich; and Helmut Krcmar, Technical University of Munich.

2018. Australian Information Industry Association (AIIA) iAward, state merit award: Queensland Government. The Chair in Digital Economy are proud to have partnered with Queensland Government on the 'MyAccount' project.

2018. Emergency Media and Public Affairs (EMPA) Australia Award for Excellence in Emergency Communication, Research Category: Dr Paula Dootson. Highly Commended for Communications and Warnings for Natural Disasters.



Sprint team, Suncorp Scams Sprint, 2019.

2017. QUT Vice-Chancellor's Performance Award: Prof. Marek Kowalkiewicz. In recognition of a significant and superior contribution to the work of the university.

2017. QUT Vice-Chancellor's Performance Award: Dr Paula Dootson. Award received for Research Impact.

2017. Dr. Paula Dootson: Named one of Australia's Top Thinkers in the 2017 Conversation Yearbook.

2016. Global Business Challenge, 1st Place. The Smart Toilet Company by Fraser Miller, Dayna Williamson and Chris Veraa, coached by Prof. Marek Kowalkiewicz.

2016. University of Southern Queensland Publication Excellence Award: Dr MD Shahiduzzaman. Award received on a co-authored, high impact publication on the United States 2025 emissions target.

2015. QUT Vice-Chancellor's Performance Award: Dr Willem Mertens. Award received for Research Impact.

AFTERWORD

Professor Rowena Barrett

Executive Director, QUT
Entrepreneurship/Head, CDE
Steering Committee 2015-2019

When we started developing the concept for the Chair in Digital Economy it was all new. Digital economy was not even a term in wide usage. The communities QUT serves needed to understand this emerging concept of digital economy, the implications for practice in government, community and other organisations, and in wider society also, as well as



the interactions with existing knowledge of strategy and change. We did not know how quickly technology-driven change would come and how that change would fundamentally disrupt how we live, work and play. But we thought big and planned for the Chair in Digital Economy to be at the forefront, setting the agenda and tone of the debate while finding ways to maximise the opportunities brought by this disruptive change.

Like any start-up, the Chair in Digital Economy ran fast, tested, pivoted and iterated. With Marek's appointment we grew the team, created a unique space for the team to work closely together, engaged

with communities and listened to the advice of our partners. All the while we ensured the academic rigour of the work being undertaken and the artefacts produced, whether these have been articles, podcasts, innovation sprints, recommendations for practice, keynotes or public events. And along the way much fun was had!

At the end of our first five years, the digital economy is now a commonly used and understood term. Organisations and governments know they need to, and many are, doing business differently by using data, technology and cultural change in response to digital disruption.

It is rewarding to see the Chair grow into a Research Centre, with a bold vision to expand the digital economy agenda to all levels of government in multiple jurisdictions globally. I am proud to know the Chair in Digital Economy takes a lead voice in these strategy discussions with policy makers, boards and CEOs, and the media.

This progress and impact could not have been achieved without the people, partners,

and promoters who have been a part of the journey – your curiosity, tenacity, creativity, passion, intellect, and belief have been critical ingredients in fuelling the Chair's growth, and in inspiring the questions asked and the wicked problems explored. Thank you for trusting us, for supporting us, and for joining us as we set out on an unknown path and together discovered the opportunities that the digital economy affords us all.



Professor Michael Rosemann

**Centre for Future Enterprise
Director / Founding Member,
CDE Steering Committee**

Today's opportunity-rich, digital environment demands fundamental changes to the way we work, think, act and collaborate. Strategies must be agile and responsive; leaders must be trustworthy and resilient.

It was 2014 when we first began exploring a research portfolio in the emerging space of 'digital'. With aspiration to be bleeding edge, responsive and global in reach, we created the Chair in Digital Economy, breaking

new ground to bring two levels of government and industry together with academia for a five-year partnership.

The global recruitment search brought us Marek from Silicon Valley, where he was Senior Research Director for SAP. The agenda he set disrupted the traditional academic model and created economic and social impact worldwide.

Key to this impact has been embedding industry stakeholders in the innovation lab for research sprints; sharing academic research through industry engagement; and delivering practical, interactive education programs that built understanding and capability



about digital strategies with government and business partners.

The long-term vision was always to expand globally. I am proud to see as the first five years of the Chair concludes that the vision for expansion is coming to life. From January 2020, the Chair's evolution into a Research Centre sees it also become one of three key pillars of a broader research agenda in the Centre for Future Enterprise.

This evolution and expansion is humbling and rewarding as it confirms we got it right five years ago in exploring this emerging space. I am proud to have been involved from the beginning, to have watched the

Chair grow, and I am excited to be part of the next chapter as it becomes a Centre.

Congratulations Marek and team. And thank you to the Founding partners, industry partners, colleagues, and all the supporters who have been a part of the QUT Chair in Digital Economy.



Chair in
Digital Economy.

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Thanks to our founding partners:

