



QUEENSLAND
FUTURES
INSTITUTE

A BETTER QUEENSLAND

BETTER IDEAS

A NEW
DIGITAL WORLD

Better Ideas

A NEW DIGITAL WORLD

Wednesday 20th October

7:30am – 9:00am

Customs House, 399 Queen St, Brisbane

PANELISTS:



KARINA COLLINS

Partner in Charge
KPMG Strategy
KPMG Australia



JEREMY MITCHELL

Chief Corporate
Affairs Officer
Huawei



GAVEN NICHOLLS

General Manager
Queensland Government
Telstra Enterprise



ANDREW SPINA

Acting Chief Customer and
Digital Officer
Queensland Government



DUNCAN UNWIN

Principal Consultant
National Practice Lead
Digital and ICT Advisory
Business Aspect



**MODERATOR
PROFESSOR BYRON KEATING**

Capacity Building Professor
of Marketing & Technology,
QUT Business School, QUT



QFI THANKS ITS SPONSORS



SNAPSHOT

The key theme from the 2021 Queensland Futures Institute *A New Digital World* forum was the strong economic benefits and opportunities provided to Queensland by digital technology and infrastructure, especially driven by the COVID-19 recovery. There are opportunities to both adapt and pivot Queensland's existing strengths, augmenting existing industries with technologies, and shifting business models to drive value for customers. There are also emerging opportunities which require future planning to take full advantage of – including the 2032 Olympics. COVID has accelerated the development, innovation, and proliferation in this area.

SUMMARY OF Ideas

- There is a clear need to address the digital divide, increasing digital literacy in the community and upskilling the workers as industries pivot and digitise. This must be done purposefully as capabilities change to provide certainty for within industry and in the workforce.
- Certainty is also needed in the investment environment to encourage growth and innovation in start-ups and ensure access to the appropriate skills and opportunities. Collaboration between industry and government is critical to achieve this.
- Leveraging existing strengths and adapting to achieve efficiencies in business models is also important for Queensland. Integrating digital capability and using data to do this is key.

Opening comments from Panelists



Moderator – Professor Byron Keating, Capacity Building Professor of Marketing & Technology, QUT Business School, Queensland University of Technology

- There are many opportunities and challenges provided in the digital age, particularly while the economy recovers from the impacts of COVID.
- There is a challenge in defining the role of technology in moving towards the future – will technology help to enable the future or define the future?



Karina Collins, Partner in Charge, KPMG Strategy, KPMG Australia

- The key question in this area is how to unlock and best leverage digital technologies to access new opportunities in business and operating models, to secure competitive advantage and outperform system growth. This includes considering how to unlock efficiencies and find new opportunities for revenue streams for businesses.
- There are four main areas/themes which best exemplify the opportunities of the sector – the acceleration of digitisation, acceleration of automation (driving down cost), refocus in skilling (and considering the future workforce), and in thinking about the leaders in business required to design and orchestrate digital transformation.
- The post-COVID reality will be a shift away from back office to front of house – with the customer at the centre of business systems. There will be a need to enable the workforce by augmenting digital capability with traditional business acumen.
- There is also need for sustainability throughout the recovery to attract future industries and transform business.
- There will also be an opportunity in using the Olympics as a platform to leverage to play in the digital space and showcase local capabilities.
- In particular, Queensland's advanced manufacturing sector will benefit from these developments if it maintains clarity around its strategy, as is currently being done in its 10-year roadmap.
- There is also massive opportunity in M&A.



Jeremy Mitchell, Chief Corporate Affairs Officer, Huawei

- COVID has given us great opportunities – it has sped up the work-from-home (WFH) digital trend, enabling businesses to set up metrics and technology to support this. The Department of Education in Victoria have found productivity has increased in the WFH period.
- There is a challenge for Queensland because this change may not have happened as much as in the other states which have experienced extended lockdowns. So, there is a question around the ability for Queensland businesses to adapt. Additionally, governments will face the same shifts; state governments have digitised their services, creating customer-centric solutions and taking leadership to cement themselves as leaders in online services. This is exemplified with the COVID app and collaboration of data sharing.
- In thinking about Internet of Things (IoT) and connectivity – there is still a big part of the Country missing out on broadband totally. This is not just a regional issue but also impacting metropolitan areas. Politicians blame carriers – but this is not solely their issue. Infrastructure buildout and costs are increasing but more is needed to address the digital divide we are seeing.



Gaven Nicholls, General Manager, Queensland Government, Telstra Enterprise

- Businesses don't want to waste the opportunity provided by COVID to adapt and pivot operating models.
- The Telstra network experienced massive demand during WFH and had to shift capacity from CBDs to home offices in a very short period. This reconfiguration happened very effectively for the organisation. Another shift was the offshoring part of the business – call centres overseas were forced to close.
- Telstra picked up redundant staff in Australia from other organisations and provided the necessary retraining. With this added capacity for onshore customer service – all call centre operations will be onshore by the middle of next year.
- Digital inclusion is needed throughout this shift – accessibility and affordability are key to enabling cohorts throughout Australia. Digital literacy is critical for all Australians.
- Additionally, big data and data analytics will be very important as business models adapt and are guided by the way people can utilise technology. Particularly in Health and Public Services.
- For example, telehealth has increased in use during this period. These models will adapt moving forward as technologies develop and data provides greater insights. This is not limited to any one area; this would also help in Social Services – Child Safety and Family Violence – combining digital touchpoints to enhance the capacity of the system to efficiently manage public response.



Andrew Spina, Acting Chief Customer and Digital Officer, Queensland Government

- Speed to market with new public services is critical for government. With the speed at which government has reacted to the pandemic, the ability to adapt capacity where it is needed allows for greater outcomes.
- For example, the 'Check-in Queensland' app, which has 5 million downloads and has facilitated 600 million check-ins, is one example of significant digital transformation.
- This can lay the groundwork for other digital advancements in telehealth and online learning.
- Another example of an adaptation has been the flexibility in place to allow WFH for contact centre staff. In a post-COVID world, we need to ensure a mobile workforce and facilitate flexibility.
- This also applies in the tertiary education sector where learning has taken place digitally.
- It is important to retain a focus on collaboration around service partnerships and human-centric design processes to ensure the best outcomes for key services; user experience is the key to digital products.
- If people don't trust technology, they won't use it; data privacy and security is increasingly important to unlock these opportunities. As technology proliferates, there becomes more opportunities for misuse – this must be minimised.
- Regarding the 2032 Olympics – it is important to incorporate digital into built infrastructure to leave a digital legacy.
- Finally, the ability to ensure supply chain integrity will become increasingly important in the competitive environment of digital.



Duncan Unwin, Principal Consultant, National Practice Lead – Digital and ICT Advisory, Business Aspect

- We must first consider how digital innovation occurs before we can understand how to develop it and leverage it to Queensland's advantage. A great case study is the American Airlines booking system which transformed the business and became more valuable in its own right.
- Given mining and agriculture has been the focus of Queensland, these industries will not disappear, but must shift with digitisation – this will shift the current trajectory of these sectors.
- The question is around how Queensland can leverage its economic strengths to build opportunities and growth. What are the technologies needed to underpin these transformations?
- Some of the current technology trends answer this. IoT is becoming important as more and more users and devices provide data. This big data and these mobile devices enable customer centric solutions. This is also enabled by cloud computing, the ability to store big data, and Automated Intelligence (AI) – which we now have sufficient compute power to effectively use.
- There are some headwinds for Queensland – namely the lack of technology talent and entrepreneurial capital. Addressing this will enable us to look for the new opportunities driven by technology.
- Regarding the 2032 Olympics – we have a unique opportunity to build digital capabilities and showcase these to the World. This can result in an innovation boom.
- One example of this currently underway is the New South Wales construction industry gaining insight over a data chain across all stages of the supply chain. This is an example where we can unlock efficiencies for existing industry through digital advancements.

Panel Discussion

How do we leverage the efficiencies provided by technology and innovate on business models now as we move towards future innovations?

Karina Collins, Partner in Charge, KPMG Strategy, KPMG Australia

- The opportunities presented by digital need to be considered from the perspective of any other business strategy – it comes down to unlocking value and providing clarity around the business model; identifying revenue streams using data and unlocking alliances and partnerships to achieve these opportunities.
- If we are clear on business model, we can use technology to de-risk them, using analytics to consider efficiencies across the supply chain and create new value where possible.

Jeremy Mitchell, Chief Corporate Affairs Officer, Huawei

- Queensland must pick its strengths - we can't compete with R&D coming from international competitors and the private sector. For example, Huawei spent \$20bn on R&D this year which alone outweighs public investment in R&D in Queensland. It would be beneficial to focus on strengths in agricultural and mining technology.
- For example, mining technology will become important throughout the carbon reduction transition. There is currently work being done by universities to unlock applications of technologies to traditional sectors, such as the use of IoT in mining and agriculture. In this regard, we are competing globally and are in a position to become a global leader.

Duncan Unwin, Principal Consultant, National Practice Lead – Digital and ICT Advisory, Business Aspect

- Sustainability will be core business for companies in the future. We must think about this at a national, state and industry level to understand the dynamics of how this will develop.
- Mining is a strength of Queensland, though the state is well diversified – we must therefore pivot and adapt our strengths where possible to utilise new technologies and continue to drive growth. This also means developing the workforce further.
- In 2000, Queensland was the third largest global cluster of cybersecurity product development behind Tel Aviv and Washington D.C. In 2001, Queensland decided it could no longer compete globally and effectively killed off the R&D industry.
- Collaboration will be necessary in using these digital technologies moving forward.

Andrew Spina, Acting Chief Customer and Digital Officer, Queensland Government

- COVID certainly prompted collaboration between levels of government. Data and digital ministers across states have been focusing on many issues in this space. These include data sharing (for example, COVID certificates).
- This raises the opportunities and efficiencies in the workforce as it brings people together and forms a brain trust of expertise.

What were the challenges in bringing in new talent and retraining workforces?

Gaven Nicholls, General Manager, Queensland Government, Telstra Enterprise

- This can be exemplified through Telstra's recent T22 strategies that have simplified the business and enabled staff to have a better understanding of the product offering. This enables the corporation to better address the needs of customers.
- A sense of purpose is important – it is critical to outline a sense of purpose within the organisation and share successes to inspire the workforce and deliver business outcomes.

Audience Questions

Attracting capital is a challenge for start-ups. What would increase the entrepreneurial courage required for Australians to back start-ups and innovation?

- We tend to have difficulty embedding start-ups with industry clusters, which is the most important to help businesses become viable as quickly as possible. We know this as they were embedded in the defence technology environment when Silicon Valley was beginning. This needs to happen to support start-ups in Queensland.
- It's not about the State Government putting money in – it's about how this is done.
- We need to understand consolidation in industry and how ecosystems can be built and leveraged around start-ups to use technology to get closer to the customer – this is the key challenge to support innovation.
- There is opportunity for start-ups using modern technology to hasten the ability of business ecosystems to unlock value.
- The role of government is in providing the necessary proximity, relationships, and insights to allow start-ups to know the opportunities they can take advantage of.

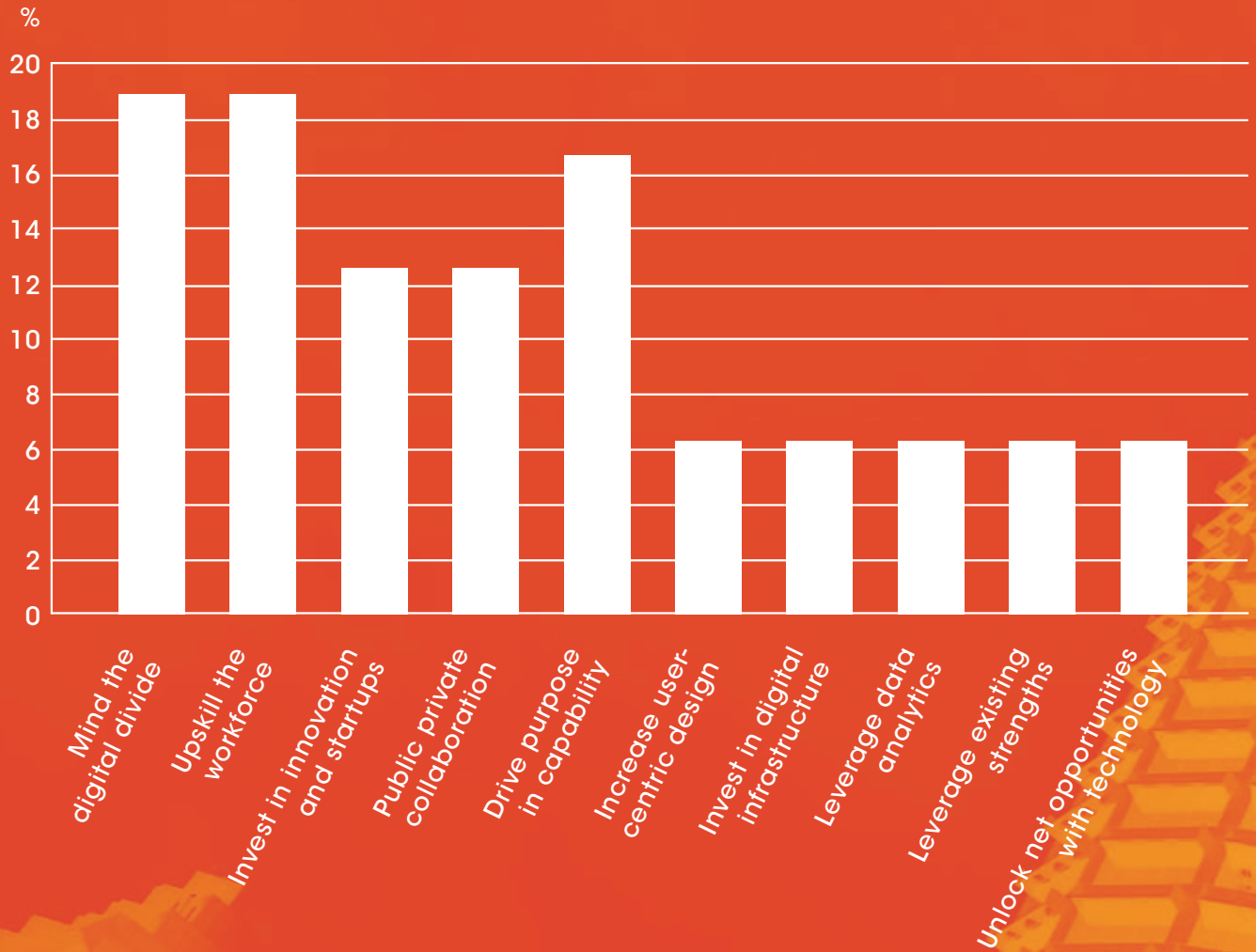
The core of a digital economy is data. How can we manage the connection between sharing and using data?

- From a government perspective, the sharing of data is both an opportunity and challenge. There is data that can easily be shared and does not carry privacy implications – this can be shared and value-added within industry when made public.
- The bigger challenge is sharing data in agencies – better government processes will enable this.
- For example, the vaccination certificate requires collaboration between federal and state governments.
- We need to consider the economic use cases for sharing information.
- Thinking about the data Telstra has available – for example, global roaming data – we know where visitors come from and are going. This is valuable information and provides an opportunity for value-added data sharing.
- There is an opportunity for government to work with industry to accelerate growth. This may see an onshoring of data as well as workforce and skills as we compete internationally.

SUMMARY OF

Attendee Comments

TOP IDEAS AND INITIATIVES



QFI Members





QUEENSLAND
FUTURES
INSTITUTE

A BETTER QUEENSLAND

FOR FURTHER INFORMATION

Steve Greenwood | Chief Executive
steve.greenwood@qldfutures.com.au

www.qldfutures.com.au
Level 11, 111 Eagle Street Brisbane Q 4000