“Me” inc
Business confidence

Norman Morris, Industry Communications Director, Roy Morgan Research, says:

"The improvement in business confidence in January was most likely as a result of less public discussion of the budget deficit problems, more publicity regarding the likelihood of an interest rate cut, lower fuel prices, lower Australian dollar and a decline in wages growth. The reduction in the official interest rate just announced by the RBA is likely to improve business confidence even further over coming months.

"The industries that it was hoped would make up for the decline in the iron ore price and mining investment have a mixed outlook and so are very unlikely to make up for the loss. Construction is showing some signs of improvement and currently has above average level of confidence but manufacturing is struggling and retail is marginally down. The most positive of the other major sectors are 'finance and insurance' and 'professional, scientific and technical services'.

"The ANZ Roy Morgan Consumer Confidence in January averaged 112.6 and finished the month on 113.2. This result means that consumer confidence, although positive, is hovering around the long term average and this unlikely to contribute to an improvement in business confidence until a more positive trend is apparent.

"There are some signs that banks are stepping up their drive into the business market as conditions improve but in order to be successful they will need to increase the satisfaction level of their business customers. In December the banks’ business customer satisfaction level average was only 68.1% compared to their personal customers with 82.6%."
Background
Digital revolution

3 drivers
- More connection
- More collaboration
- More integration

Customer
- Very well connected
- Empowered
- Lacks direction
- Ready to learn

Nation
- 92% connected
- NBN platform
- Ready to play
Whose fault is it?
But involves a whole lot more…

A whole lot more than just websites and social media...
The customer has changed...

I can find information instantly…
I can do it anywhere, anytime…

I am busy…
but I check things out…
and I will walk away.

I want it now…
but decide in my own time.
I will say no!

I buy when I am ready…
you don’t sell…
I make my own decisions.

I ignore online advertising (92%)*…
but look for third party reviews and ratings!

I want you to listen to me..
I switch allegiance…
quickly and easily.

I talk to others…
and complain to them if something goes wrong.

* Adobe research 2013
And the power has shifted…
Who is being disrupted?

- 2010
- 2011
- 2012
- 2013
- 2014
- 2015
- 2016

- MUSIC
- TV
- RETAIL
- POLITICIANS
- EDUCATION
- UTILITIES
- POSTAL
- ADVERTISING
- NFP
- ACCOUNTANTS
- TRAINING
- VIDEO
- NEWSPAPERS
- AGED CARE
- DEVELOPERS
- LAWYERS
- WHOLESALE
- REAL ESTATE
- ASSOCIATIONS
- GPS
- COUNCILS
- PRINTING
- BIG ICT VENDORS
- CIOs
- FINANCE
- PRINTING
- EMPLOYMENT
- INSURANCE
- GOVERNMENT
- TRAVEL
- REAL ESTATE
- CIOs
- HEALTHCARE
- POSTAL
- GOVERNMENT
- UTILITIES
- TV
- ADVERTISING
- MUSIC
- MUSIC
- MUSIC
- MUSIC
What do they have in common?

They are all brokers or sellers…of services, products or information

“Middlemen”
It is not radio with pictures...

“Television? It’s just radio with pictures.”
...it’s a revolution

Most industries are being disintermediated
Environment
Job trends and opportunities

Australia’s New & Lost Jobs
Five years through March 2014

- New jobs: 767,700
- Net new jobs: 602,700
- Lost jobs: 165,000

- 6.0% Personal & Other Services
- 13.5% Mining
- 5.6% Construction
- 20.9% Health
- 2.8% Finance & Insurance
- 3.2% Rental & Real Estate
- 3.3% Hospitality
- 15.1% Education
- 10.1% Govt Admin & Safety
- 3.2% Admin Support
- 15.6% Prof. & Tech. Services
- 11.5% Wholesale
- 7.6% Retail
- 0.9% Transport
- 13.5% Media & Telcos
- 3.4% Arts & Recreation
- 39.6% Manufacturing
- 23.5% Agriculture

SOURCE: ABS AND IBSWORLD 01/07/14
Power shifts & engagement

Markets & Corporations

Minority

Power concentrated in elites, TV and newspapers

Engagement

Disengagement

Corruption

Distrust

Command & control

Collaboration

Shared value

Trust

No power - grass roots, internet and social media

Majority

Democracy
Wealth trickles up not down…

Does inequality narrow as an economy develops?
No. Inequality rises dramatically over time

Supply side economists say inequality rises then bottoms out “Trickle down”

Piketty’s study says inequality rises dramatically over time “The 1%”

Capital - Thomas Piketty 2013
The new role of business

Businesses are perceived to prosper at expense of society – “the 1%”

Seen as major cause of social, environmental and economic problems

Opportunity to transform thinking about the role of business in society

Shared value offers broader and more inclusive approaches to economic value creation

Shared value will drive innovation, productivity and growth

Businesses acting as shared value businesses are a powerful force for addressing societal pressing issues

Shared value offers new purpose to business and will legitimise business again post GFC

Professor Michael Porter 2011
Movement to shared value...

Corporate social responsibility

Values: “Doing good”
Good citizenship, philanthropy and sustainability
Discretionary
Separate from profit maximisation
Agenda externally determined
Impact is limited by corporate footprint and CSR budget

Creating shared value

Value: economic and societal benefits relative to cost
Joint company and community value creation
Integral to competing
Essential to profit maximisation
Agenda is business specific
Mobilises the entire company budget

Professor Michael Porter 2011
Leave “digital” to the market?

Jungle or Garden

Same competitive forces but different result
Needs planning and organisation

Production

Benefits

Competitive forces managed for optimum results
It needs collaborative structure

Because in a connected world the real opportunities are here...

...as well as here
Build productive regions

Each region has a unique mix of businesses and other organisations.
Most regions have economic aims based on this mix – regional strategy.
In the 21st century, organisations rely on hardware, software, and connectivity (ICT) to be productive.
This is the new “digital value” for an economy, not just the basic resources but the processes that add value to resources translating them into demand and customer-driven products and services.
The addition of customer demand, trends, and opportunities through smart ICT collaboration tools turns a digital economy into a knowledge economy and establishes a higher value platform which will allow Australia to compete effectively on the world stage.
It will allow us to identify opportunities quicker, respond faster, aggregate shared value collaborations, and deliver to markets value-added products and services swiftly at better prices.
Regions provide the resources both material and intellectual to achieve this.

A successful regional knowledge economy is built on 3 things:

Reliable “hard” infrastructure (wires & wireless)
Reliable “soft” infrastructure (local ICT services & support)
Collaborative knowledge sharing framework (shared value) aligned to the regional strategy

Nationally we are working on reliable hard infrastructure.

We now have to work on 2 and 3.
A successful regional knowledge economy is built on 3 things:

Reliable “hard” infrastructure (wires & wireless)
Reliable “soft” infrastructure (local ICT services & support)
Collaborative knowledge sharing framework (shared value) aligned to the regional strategy

<table>
<thead>
<tr>
<th>Future proofing</th>
<th>Sustainability</th>
<th>HR/IR/WH&amp;S</th>
<th>Productivity &amp; Digital economy</th>
</tr>
</thead>
<tbody>
<tr>
<td>RDAs</td>
<td>CSIRO ACBI</td>
<td>“Think tanks”</td>
<td>Academic institution</td>
</tr>
<tr>
<td>Consultants</td>
<td>Vendors</td>
<td>Installers</td>
<td>Industry associations</td>
</tr>
<tr>
<td>Consultants</td>
<td>Vendors</td>
<td>Mentors</td>
<td>Government</td>
</tr>
<tr>
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<td>Mentors</td>
<td>RDAs</td>
<td>Industry associations</td>
</tr>
<tr>
<td>IT services</td>
<td>Voice services</td>
<td>Web services</td>
<td>Software services</td>
</tr>
</tbody>
</table>

Fibre to somewhere, Data centres, Wireless, Satellite
Build productive organisations

In the C21st, organisations rely on hardware, software and connectivity (ICT) to be productive.

This is the new “digital value” for an economy, not just the basic resources but the processes that add value to resources translating them into demand and customer driven products and services.

Access to information on customer demand, trends and opportunities through smart collaboration tools turns a normal organisation into a smart organisation able to survive and thrive in a digital economy.

It allows organisations to identify opportunities quicker, respond faster, aggregate shared value collaborations, and deliver to markets value added products and services swiftly at better prices.

A successful digital organisation is built on 3 things:

Reliable “hard” infrastructure (wires & wireless)
Reliable “soft” infrastructure (local ICT services & support)
Collaborative knowledge sharing framework (shared value) aligned to the sector the organisation is in.
A successful digital business or organisation is built on 3 things:

- Reliable “hard” infrastructure (wires & wireless)
- Reliable “soft” infrastructure (local ICT services & support)
- Collaborative knowledge sharing framework (shared value)

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<table>
<thead>
<tr>
<th>Insurance</th>
<th>Succession planning</th>
<th>Financial planning</th>
<th>Lifelong learning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consultants</td>
<td>Vendors</td>
<td>Brokers</td>
<td>Training</td>
</tr>
<tr>
<td>Benchmarking</td>
<td>Consultants</td>
<td>Mentors</td>
<td>Certification</td>
</tr>
<tr>
<td>Colleagues</td>
<td>Mentors</td>
<td>Consultants</td>
<td>Industry intelligence</td>
</tr>
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</tr>
</tbody>
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- Future proofing
- Sustainability
- Compliance
- Productivity & Digital economy

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Fibre to somewhere | Data centres | Wireless | Satellite
Jobs
Unemployment will grow

The real unemployment rate in Australia is 13.7% made up of the unemployed, the underemployed and those who have given up = “not even trying any more”

For young people in some regions unemployment is 30%-40%.

Unemployment is a big problem and it will only get worse

Computerisation and automation strip jobs out of the economy daily

We are teaching children skills and attitudes for the 20 century not the 21\textsuperscript{st}

Older Australians are expected to work longer in an environment where ageism is rife

The job and retraining agencies deliver little real value but waste huge resources

The digital revolution continues to disrupt existing business models and sectors

Unemployment is a “joined up” problem being attacked by ad hoc, short term “solutions”

None of which work

We have to do something different
Technology has allowed us to automate many processes once performed by humans.

It has allowed us to build robots and machines that replace people.

It has allowed us to streamline administrative and management tasks and effectively “hollow out” most businesses and not-for-profit organisations, by increasing the capacity of individuals to perform more work, become more productive and “do more with less”.

Technology has pushed people up the “thinking chain”.

Dumb tasks can be automated. Imagination, ideas and vision can’t be.

Reading, writing, numeracy and digital literacy are non negotiable.

Blue collar or white collar? It doesn’t matter.

Both activities now require a higher level of skills, training, insights and education in the 21st century, because we aren’t just competing with other businesses and countries, we (individuals) are now competing with machines, smart systems and automation for jobs.

So technology is a blessing and a curse.

And has changed the nature of jobs forever...
Automation transforms jobs

47% of jobs are at high risk of automation in next 20 years
And transforms employees
### Australia’s competitiveness segments

<table>
<thead>
<tr>
<th>Segment</th>
<th>Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Advantaged Performers</strong></td>
<td>Agriculture, Mining and extraction, Tourism, International education</td>
</tr>
<tr>
<td><strong>Latent Potentials</strong></td>
<td>Food and beverage manufacturing, Basic manufacturing, Advanced manufacturing, Commodities processing</td>
</tr>
<tr>
<td><strong>Transitionals</strong></td>
<td>Construction, Utilities, Logistics, Finance, Real estate services, Professional services</td>
</tr>
<tr>
<td><strong>Enabling Industries</strong></td>
<td>Communications, Wholesale and retail trade, Domestic services, Public services</td>
</tr>
<tr>
<td><strong>Domestic Core and Public</strong></td>
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*Compete to Prosper: McKinsey Australia*
Add value and export

Extractive industry provides money and time
Post construction - extractive industry is highly automated, providing relatively few sustainable jobs
Fishing and Forestry are increasingly automated, and provide few sustainable jobs

Services industry is increasingly impacted by software and smart systems
Finance, accounting, legal, government administration, advertising and insurance are support industries not sustainable job creators

There are now only 38 jobs for every 100 people looking for work
As jobs are stripped out of blue and white collar industries by automation, individuals move either to lower paid health & community services, retail, cleaning, taxi driving, gardening and the dole...

Or onto training courses, apprenticeships and back into education.

High paying sustainable jobs will only come from VALUE ADDING...
Adding value to Australia’s productive industries - manufacturing, agriculture, tourism, cleantech, medtech, greentech, biotech, creative industries, ICT, education and training, design-led professional services, trades and infrastructure...
And then exporting the results
G20 ministers have set a target for 2% growth over 5 years.

“I’m a businessman and I live with targets. The only thing you need with targets is a strategy to make it happen”

David Thodey: Telstra

Therein lies the question and problem for Australia. 2% growth over 5 years means nothing REAL. It can’t be measured objectively (but the political target will be claimed anyway).

And growth doesn’t necessarily mean jobs

Corporates and government alone won’t deliver enough jobs

They are both firing people not hiring people

Major infrastructure projects will only help the construction related job seekers put out of work by the completion of mining projects

And technology and automation are allowing new growth without new hire
1 million new jobs needed

We need at least a million new jobs to offset the gap between the unemployed, the underemployed and those who have given up = “not even trying any more”

1 million new people tried to enter the workforce over last 5 years, 385,000 jobs available.

Job growth should focus on startups in value adding industry sectors

Two key groups - young startups and older startups

Start ups across multiple sectors are more likely to need a wider spread of skillsets than larger established organisations

We will still need to upskill job seekers, but the skill requirement can be made more specific and the barriers to job entry can be reduced by taking the “job agencies” out of the picture

Job matchmaking has to become more automated and better segmented than at present

Apart for general startup support, there should be specific encouragement given to startups in value added industries, killing two birds with one stone – creating jobs and providing a value added platform for Australia’s future

Job focus must be on value adding to Australia’s productive industries - manufacturing, agriculture, tourism, cleantech, medtech, greentech, biotech, creative industries, ICT, education and training, design-led professional services, trades and infrastructure

Creating the foundation for a broader base of high paying jobs and a more resilient sustainable future
Jobs lost and startups

Almost 45% of new jobs in Australia over the next 5 years will come from health, education and public administration*

*Australian Jobs 2014

Australia can’t afford this prophecy to become true
Jobs will be harder to find and pay less
Jobs growth is sluggish across the whole world
Formal education isn’t the only answer
There are 115,000 janitors in the USA with bachelors degrees, 8,000 with masters degrees.
Half of the new graduates in the USA end up in low skilled jobs
Employment rates of graduates in Australia have dropped from 79% (2009) to 71% (2013)
We have to refocus on startup skills and startup support
Create new value added, higher paying jobs not chase a diminishing pool of lower paid jobs
The concept of a startup future has to be presented as an option in high school and even earlier
The concept of a startup future has to be promoted and supported through policy
The concept of a startup future has to be promoted in schools and universities – with startup gaming, competitions, projects and trialling with real world examples and options.

Projects have to recognise and incorporate different personal strengths and capabilities.

Adding value to productive industries can come from “hand”, “eye” and “brain”.

Not everybody is suited to “brain” based study, many have “hands on” trade apprenticeship skills or “eye” design-based abilities.

All streams must be valued and supported.

Projects and competitions should support “hand”, “eye” and brain” with equal rewards for all.

Startup support courses should be offered in tertiary education (VET & UNI) plus more startup projects, competitions and promotions.

Resources (case studies, toolkit, work options, future pathways, industry opportunities, links to industry networks) have to be available at secondary and tertiary level.

Startups have to be encouraged focused on the whole range of value-added productive industries.

Promote rewards, awards, programs and publicity – “new heroes”.

In the US research shows 20% of students in entrepreneurship programs will later start their own business – 5 times general population.
The immediate problematic future demands innovation

Innovation has to start in schools

Children start as natural innovators, discoverers, explorers

Till this gets “beaten” out of them by teaching for the disappearing world

We need to introduce more school-based, innovation programs with prizes for the REAL world

Students need to make films, media projects about science, history, geography

Visit low income regions to learn about social entrepreneurship

Learn the science and physics of cooking

Look at the major problems – food, climate change, extinction, war, disease, pollution, inequality

Set them the BIGGEST challenges not the smallest

Use digital tools to solve intransigent problems

Learn by personal discovery – discover the undiscovered
Even a role for banks...

Public perception of the banking and financial sector across the world has never been worse
Banks are perceived as “vultures” and “leeches”
Banks and other financial institutions are perceived as responsible for the GFC
Banks and financial institutions are perceived as having learned nothing from the GFC
Burgeoning high speed traders, “flash crashes”, discredited ratings agencies, weak regulation
Banks are perceived as greedy, “takers not givers” and “bankrupters”
Banks are perceived as divorced from the real world – paying CEOs ridiculous wages and bonuses

Startup capital comes from “family, friends and fools” – not banks (too risk averse)
Banks will not play in the startup space...
BUT they can support startup competitions, gaming and trialling in high schools and universities
They can do this across regional Australia from which they have retreated
They can do this for a larger pool of prospects than their standard token response
They can do this universally (all 4 big banks) not just for competitive edge

This might begin to repair some of the negative perceptions above...
Nature of a job has changed

We are moving towards self employment, contracting, project work and part time employment

The nature of a job has changed forever (no lifetime tenure) - needs reinvention, constant training

Lifelong learning

South Africa, India, China, Canada & South America have recognised that their young need training

Huge commitment to technology training of all kinds - turbocharge skills development and support

Accreditation and certification is a new issue (checkable, validated, relevant, useful) or a non issue (it is what you can do, not the diploma that counts)

Individuals will need easy access to skills development - short course = PAYG as well as longer course skills training and accreditation (City and Guilds extending reach worldwide) as well as university and TAFE training

Proliferation of Massive Open Online Courses delivered from high value sources - Harvard, Stanford, UQ, MIT, Berkeley, Yale, Duke - everywhere

Ongoing employment (part time, contract, project, self employment, micro business) will depend on the application of “knowledge to need” - whether by hand or brain (blue or white collar)

A JOB IS the capacity to perform a task successfully for financial reward
Recruitment has changed

We are moving towards self employment, contracting, project work and part time employment

Jobs used to be advertised in newspapers

But jobs ads have crashed by more than 70% over the past 6 years

Big online job boards - Seek, CareerOne & Australian Jobsearch are also in decline - down 17%

“Too many applications, a lot were totally unsuitable and it was hard to sift through them”

Australian Workforce Productivity Agency

Generalised job sites are giving way to niche job boards targeting industries or occupations

Job search aggregators such as Adzuna, Indeed and Gumtree, trawl Linkedin, corporate websites, job boards and social media communities on behalf of job seekers

Companies increasingly recruit through their own websites

Matching capability with need is an enormous opportunity

But that requires individuals to take control of their destinies - skills, experience, motivation plus capability to package and sell themselves

Traditional education entities, recruitment and employment agencies don’t do this well
40 applications a month?

“Apply for 40 jobs a month, what a great idea. Spend an hour on each job application and that’s 40 hours. And work for the dole for 25 hours a week. That’s 35 hours a week. Almost full-time hours, for nothing but the dole. And businesses will be flooded with fake applications.”

“Just what small business needs first thing in the morning - a pile of inappropriate job applications to wade through and refuse. At least it will create one job - the need for a smart app to refuse job applications while you sleep.”

“Centrelink don’t have staff to check the jobs you or 700,000 unemployed people claim they applied for. You can invent companies & roles applied for, if you write them into your Dole Diary in different pen colours with slightly different (hurried vs careful) handwriting, to make it look like you didn’t fill them all in 5 minutes before having to hand the diary in to a totally disinterested Centrelink worker who files them all into the circular filing cabinet marked “No, seriously, this is not a bin but the express cabinet for immediate extreme audit”.”

“If you can suss out companies that recruit casual labour, you can use them every single week forever, especially if you already know they’re fully staffed and have no work going. You can even reduce your chances of getting caught from 0.001% to 0% by wasting their time: “Hi mate, got any jobs this week? No? OK, thanks.” By following these practices, you can free yourself up to actually look for real jobs.”

Business groups concerned they will be deluged by poorly targeted applications from young unemployed. ‘Young unemployed’? Yeah, a 50 year old job seeker is a ‘young unemployed’.”

Linkedin quotes: Tuesday 29th July 2014
Traditional brokers have failed

Industry associations, unions, employment agencies and education facilities have all failed

The major industry brokers are structured for the old world (C20th) not the new (C21st)

They “don’t get” digital disruption. They don’t understand it. They wish it would go away

The digital revolution has broken the barriers between countries, regions, industry sectors

It has enabled multinationals to leverage “digital” for advantage - virtual location, fast fulfilment, supply chain, tax avoidance, legislative and regulatory avoidance etc

Multinationals leverage primary media channels (TV and print) to sway legislation

Digital disruption has impacted, destroyed and transformed industries

Traditional brokers have failed to recognise the causes and failed to adapt fast enough to change

Industry associations, chambers and unions are losing members and struggling with relevance

Governments swing between inaction and too slow or ineffective action with the same result

Brokers have to reinvent themselves to become relevant again, but they struggle with what they are, who they are, who they are for, how big they should be, and whose toes they might tread on... when ACTION is what is needed
How do we create jobs?

Most net job growth comes from start-ups in the first 5 years*
And 84% of incubated businesses stay where they were founded

If we survey businesses on ICT use and other issues - “green”, training, export, etc. We can use webtools - Scorecard, Springboard, Signpost etc to “virtually” incubate a business community towards innovation, increased capability and success (and track and measure results as we go)

Supporting start-ups in the first 5 years and beyond...through existing and new brokers

Giving local ICT services “MI” (market intelligence) and opportunity to move from break-fix to managed services

Connecting businesses to existing local “knowledge” resources and mentors

Building collaborative eco-systems around defined needs - IT services, training, tenders, export, innovation, mentoring, startups

Providing webtools for SoHo businesses to market products & services effectively

Monitoring, managing & measuring aggregated need - expos, information sessions, innovation sessions, forums and collaborations of all kinds

Identifying innovative practice, products & services and sharing them

Applying the same win-win-win framework to other issues - tourism, health & community, jobs

* Kauffman Foundation 2010
In any business population 5% are leaders, 15% fast followers, 30% slow followers and 50% laggards of various kinds.

The most effective change management strategy is supporting the leading 50%.

Start with the leaders – the 5%.

The leaders provide innovation examples and case studies.

Then engage the fast followers – 15%.

The fast followers are competitive but don’t want risk.

The slow followers – 30% want proof of success, reduced cost and no risk.

Once 50% of a business population shifts even the laggards begin to follow.

Provide the laggards with all the resources for DIY but actively work with the 5%.

Basic triage.
High growth companies represent roughly 5% but generate 50% of the new jobs*
These companies come from all sectors not exclusively IT sector
High growth companies – 50% high tech and 50% low tech
The majority of high growth companies are at least 5 years old
These companies are disproportionately innovative and the innovation appears to cause growth
Innovative companies grow twice as fast (in employment and sales)
High growth companies affect the surrounding business environment – a 5% rise in employment from high growth firms leads to a 1% increase in the surrounding region
So...
We need to identify, support, case study and promote the 5%
Signpost can identify this 5% (6% of firms employing 10+ people)
Other digital tools can support, case study and promote the results

* NESTA 2009
Startups are important

New businesses in the 90s created an average 7.5 jobs each. By 2011 the average dropped to 4.9*

Technology and outsourcing caused the difference - reduction in average jobs created by 30%

But startups are still a powerful driver of economic and employment growth

Startups continue to launch and grow - and they need support

In Australia = young folks, brave folks, redundancies and early retirees (grey hairs)

We need more innovators who don’t wait for permission - but get stuff done

Startups need support - with market intelligence, networks, mentors and success stories

We have to be patient - startup networks need to mature (people are organic - they grow at their own speed)

But we can encourage and catalyse growth – example, case study, benchmarking, networking

We can work widely with many startups across the whole nation (Virtual framework)

Celebrate success - over-amplify the wins - let people know (Publish stories offline and online)

People need success stories = CASE STUDIES + STORIES + MENTORSHIP = TOOLKIT

* Kauffman Foundation 2010
What do startups want?

Most important to startups are connections with other startups to discuss issues about capital, hiring and getting business done* - they need NETWORKS

They want their own networks, not already established networks, chambers and associations

In regions it is harder to build or access networks (so provide virtual networks)

Startups need connection to other startups - they need role models, mentors & fellowship

All startups need finance, customers and talent.

But more important are relationships, knowledge and opportunity - networks, relevant resources, mentorship and customers (Toolkit)

Access to university research, technology = is not important*

Venture capital is seen as last resort not first resort*

Network of 100% startups + mentors, knowledge and customers

They don’t want what we think they want....

They don’t want....

Chambers of Commerce, or economic development people, or university academics*

* Kauffman Foundation 2011
Ageism encourages older startups

In the US entrepreneurial activity has been highest in the 55-64 age bracket over last 10 years.

OECD report found more people aged 55-64 are considering self employment.

Hidden unemployment and underemployment means unemployment is closer to 13.7% not 6.5%.

Ageing population, retrenchments and “ageism” are driving this trend.

“Ageism is real” discussion on LinkedIn picked up 2,195 comments agreeing, but no solutions.

Age discrimination is found in all countries and across all cultures.

Half of baby boomers in Australia expect to keep working longer.

Most of the support network for startups is geared towards younger people.

Government lifting retirement age but there are not enough jobs.

Starting a business may be only option for older people.

Over 50s are more capable of starting a business than younger people.

Higher capital, work experience, networks and risk control.

But older entrepreneurs still need the same networks, skills sets, mentorship and support.
Older startups opportunity

Older entrepreneurs are where the growth opportunity is
In the 80s women were the primary force behind startups
Now one in four startups are from over 50s
Baby Boomers continue to act as they always did and not play by the rules
Support networks are still important to expand on and catalyse existing networks
Older startups will provide jobs for young and old as have less “ageism” discrimination
Barriers to young startups are different to the older startups
Barriers for both are overcome by different network models
The young need finance, talent and customers plus mentorship and support networks
The older have finance, established networks, but need new non-competitive networks of others like them
The older are more likely to establish startups in the locations they have built their networks and to stay there
Storytelling to success

Word of mouth – “story” is the key to behaviour change

Case studies/interviews focused on “opinion leaders”

Hearing about innovation and doing it are separate processes

Adoption is a result of conversations with peers*

Digital technology allows us to identify leaders

Digital technology allows us to stimulate real conversations

Digital technology allows us to support conversations

Successful change model

- Positive stories about change – case studies
- Recognition - “I can do this myself” – peer example
- Support for new behaviour – social media, workshops, mentorship
- Alignment with business processes and activities – vendor support
- Reinforcement - comfort building – training and support
- Success celebration – trusted peers stories – magazine, newspaper articles, events

* Ryan & Gross & Frank Bass
## Supporting startups

### Stories
- Monthly magazine video interviews, enews and case studies

### Innovation Forums
- Six monthly networking events

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<th>School entrepreneurs</th>
<th>Younger entrepreneurs</th>
<th>Older entrepreneurs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Examples</td>
<td>Networks</td>
<td>Networks</td>
</tr>
<tr>
<td>Competitions</td>
<td>Incubators</td>
<td>Regional contacts</td>
</tr>
<tr>
<td>Business challenges</td>
<td>Mentoring</td>
<td>Export</td>
</tr>
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<td>Coder Dojos</td>
<td>Export</td>
<td>Succession Plan</td>
</tr>
</tbody>
</table>

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<tr>
<th>Networking Promotions Mentors</th>
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<th>Networking Promotions Export</th>
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<tbody>
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<td>Export</td>
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</tbody>
</table>
Toolkit

SURVEY
Any Survey

QUESTION
Question page

COMPARISON
Bench mark

ACTION
Next steps

OPTION
Resources

DIRECTORY
Directory
Profile:
Business name, industry sector, business category, business size, ICT rating, business age, location, exporter, turnover
And
Email address and contact name
Profile:
Business name, industry sector, business category, business size, ICT rating, business age, location, exporter, turnover
And
Email address and contact name

1st stage: CONTACT
- Question page → Benchmark
- Next steps → Resources Training → Directory

2nd stage: COMMUNICATE
- Contact → Ezine → Directory

3rd stage: CONNECT
- Connect → Mentor Incubate → Directory
Smart directory: Sector, state or regionally focused content and directory

Example: Digital Queensland

Smart Directories

Regions and industry sectors - Construction, Agriculture, Retail etc and issues - Mobility, Export, New customer, Green etc

SURVEY | QUESTION | COMPARISON | ACTION | OPTION | DIRECTORY
---|---|---|---|---|---
Any Survey | Question page | Benchmark | Website | Resources | Directory

Region, Industry sector or Issue site with explanations and reports
Case studies Videos Magazine Training courses
Localised ICT vendors or sector specific PLUS related services
Signpost: Next steps, options and resources tool

<table>
<thead>
<tr>
<th>Survey</th>
<th>Question page</th>
<th>Comparison</th>
<th>Action</th>
<th>Option</th>
<th>Directory</th>
</tr>
</thead>
<tbody>
<tr>
<td>Any Survey</td>
<td>Question page</td>
<td>Benchmark</td>
<td>Next steps</td>
<td>Resources</td>
<td>Directory</td>
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</tbody>
</table>

Profile questions plus option to do Scorecard survey
Comparison with sector, region or category
Explanations and reports
Case studies, Videos, Webinars
Localised ICT vendor directory
Export ready? “App”, elearning and mentorship tool

SURVEY       QUESTION       COMPARISON       ACTION       OPTION       DIRECTORY
Any Survey    Question page  Benchmark       Export ready?  Mentor       Directory

Export ready? “App”       Comparison with sector, region or category       Export readiness program - offline & online       Virtual classroom existing exporters PLUS trade officers & overseas offices       Export Directory
Communication platform

Opt in for regular communication - ezine, video magazine, print magazine (journalist status = government, associations experts etc) Profile defines relevant content.

<table>
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<tr>
<th>SURVEY</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Any Survey</td>
<td>Question page</td>
<td>Bench mark</td>
<td>Web site</td>
<td>Ezine</td>
<td>Directory</td>
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</tbody>
</table>

Industry sector or Issue site with SIGNUP for ezine

Regular targeted Ezine plus Magazine with industry news and events
Startup support

Profile connected to other profiles and/or brokers, experts, trade officers etc.
Start-ups can be mentored and supported.
New products can be commercialised.
Potential exporters can be helped to export successfully.

SURVEY  QUESTION  COMPARISON  ACTION  OPTION  CONTACT

Any Survey  Question page  Benchmark  Matching  Mentor  Ezine

Profiling  Comparison with sector, region or category  Community builder: Matchmaking leaders with followers  Community builder: Matching mentors with groups  Newsletter & events
Organisations can be intelligently connected, linked, mentored, supported…and improved
Capability toolkit

1. Smart directories
   Region, industry or issue focused directory containing case studies, videos, training materials etc configured for a state, region, vertical or issue – Digital Queensland

2. Springboard
   Workshop or event signup tool - matches user with the most appropriate offline or online workshop, training, event, webinar etc.

3. Subscription
   Targeted communication and customised content delivered through Business Acumen, Digital Acumen and a range of ezines - to build and maintain ongoing relationships

4. Signpost
   Personal benchmarking tool - matches user with only the options that are most useful - hides the rest. A step by step guide to best practice. Can include webinars, seminars, mentorship, training, learning courses, videos and case studies.

5. Startup
   Presents all the resources relevant to starting/supporting a business in a selected sector - most valuable sectors, ICT tools, consultants, courses, mentors etc
We have to act like startups

Individuals will increasingly have to act like startup businesses
Individuals will need to be able to DO and TELL people what they can do (SKILL + SELL)
This means understanding how to analyse, create, tailor and present effectively
Our education system and employment system trains people to be good followers
We need to provide more opportunities to “pilot, trial, try, experiment, collaborate” with real world
We need more innovators who don’t wait for permission - but get stuff done
Roughly half of Australians are employed in large organisations, government, academia, defence
The other half are self employed, contract workers, part time or full time in small to medium sized businesses
Individuals have to be able to navigate both environments
Individuals need a far clearer picture of “work options”
Individuals need a far clearer picture of how to refine their skills, access the training, networks, mentorship and support to match those options
Must be able to read and write, add, divide, multiply and be digitally literate, plus know how to access the necessary support framework and networks to succeed
“Me” inc