

Enterprise 4.0

A Blueprint for Success in the Fourth Industrial Revolution

A study by Optus Business into Australian enterprises' readiness for the next industrial era and what they must do to succeed

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Foreword



Rocky Scopelliti Director, Centre for Industry 4.0 **Optus Business**

"Corporations will face continuous Darwinian pressure and as such, the philosophy of 'always in beta'

(always evolving) will become

more prevalent."

Succeeding in Industry 4.0

As consumers, we are living in

evolving digital technologies

Klaus Schwab, founder and

and platforms.

an age empowered by new and

But businesses aren't keeping up.

executive chairman of the World

definition of this transient world we

now find ourselves in when he said:

Economic Forum, captured the

The question *"how do we leverage* technological capacity to adapt to and create new economic value from Industry 4.0?" is one of the most critical questions facing our country, industries, enterprises and our global counterparts.

In **Enterprise 4.0**, Optus Business found while many Australian enterprises recognise the impact Industry 4.0 will have, most are not yet strategically built to capitalise on it. This study, conducted by Optus Business' Centre for Industry 4.0, investigated how ready Australian industries, enterprises and executives are for Industry 4.0 and how their enterprises are progressing with their current digital transformations.

By providing deeper insights into designing and delivering trustworthy, personalised and automated processes and models, this paper, reveals the blueprint for businesses to follow to succeed in this new, accelerated, and dynamic age.

The insights in this research were made possible by the generous participation and contribution of executives, institutions and associations across Australia for which Optus Business is grateful.

We encourage you, your executives and partners to take full advantage of the insights provided. Optus Business' Centre for Industry 4.0 team welcomes the opportunity to present in-depth briefings on what the insights mean, and how they can prepare your organisation for the creation of new economic value.

Let the journey begin.

Executive Summary

The largest study of its kind in Australia to date, Enterprise 4.0 provides insights into:

- The issues and technologies expected to have the biggest impact in the future;
- How advanced enterprises are in their digital transformations;
- The potential of Australian enterprises to perform exponentially; and
- What enterprises must do to succeed in the Fourth Industrial Revolution.

Enterprises were analysed according to their level of exponential performance. The Singularity University defines an exponential organisation as one whose impact (or output) is disproportionately large - at least ten times larger than its peers - because of the use of new organisational techniques that leverage accelerating technologies².

Contrary to popular belief, there are no obvious relationships between an enterprise's age and its potential to outperform competitors in Industry 4.0.

Instead, there is a performance gap between enterprises that have invested in digital transformations - and are applying digital technologies and strategies - and those that are still competing in traditional ways.

Cyber/information security disruption tops C-executives' list of disrupters. For half of the Australian executives surveyed, five other Industry 4.0 emerging technologies stood out:

- Big Data, Analytics & Algorithms (81%);
- Application Programming Interface (76%);
- Artificial Intelligence (74%);
- The Internet-of-Things (55%); and
- Advanced 5G Wireless Networks (44%).

A discord between digital perception and priorities widens the gap between Australian enterprises and consumers' shifting expectations.

When this study examined the exponential attributes of Australian enterprises, it found significant cultural, capability and operational gaps.

Optus Business applies the label "Enterprise 4.0" to those



enterprises that appropriately arrange their processes to capture the economic value of Industry 4.0.

Four distinct organisational shifts underpin the Blueprint for Enterprise 4.0:

- Multi-sided markets;
- Hyper-scaled platform orchestration;
- Network marketplaces; and
- Next generation 5G mobile networks.

For Australian enterprises to unlock new economic value in Industry 4.0, they must transform their business design. In the past, those designs created value upstream and consumed downstream in a linear flow. Now, new business designs leverage the emerging technologies of Industry 4.0.

Designs that enable producers and consumers to connect, interact and transact in ways not previously possible will create economic value. They must flow in an exponential way. They are platforms that are predictive, self-learning, self-provisioning and self-adapting to their ecosystem - intelligently, autonomously and in a decentralised manner.

Industry 4.0 A Level Playing Field

In its 2018 *Readiness for Future of Production Assessment*, the World Economic Forum stated that Australia is well placed to succeed in future digital economies³. Optus Business' Centre for Industry 4.0 sought to uncover what enterprises must do to realise this potential.

Enterprise 4.0 is the largest study of its kind in Australia to date, with 343 of the country's C-level executives providing insights into:

- The issues and technologies expected to have the biggest impact in the future;
- How advanced enterprises are in their digital transformations;
- The potential of Australian enterprises to perform exponentially;
- What enterprises must do to succeed in the Fourth Industrial Revolution.

Despite the popular belief that new digital enterprises are best placed to succeed in the next revolution, *Enterprise* 4.0 did not find this to be the case. *Enterprise* 4.0 revealed that across all sectors, businesses that are most likely to be well positioned for the next industrial revolution were in fact founded during the second industrial revolution (see Figure 1). While discreet differences were detected in responses from businesses founded in the First, Second and Third Industrial Revolutions, *Enterprise 4.0* found that enterprises are on an equal footing to capitalise on the changing customer expectations and emerging technologies ahead, thus indicating that the opportunity to transition is there for all businesses.

A performance gap has instead emerged between enterprises that have invested in digital transformations and are applying digital technologies and strategies versus those that are still competing in traditional ways. The survey questioned Australian executives to understand which emerging technologies they felt would have the greatest impact on innovation and/or disruption in their industry over the next three years (see Figure 2).

A notable 85% of respondents place cyber/information security disruption on their three year horizon. For half of the Australian executives surveyed, five other Industry 4.0 emerging technologies stood out:

- Big Data, Analytics & Algorithms (81%);
- Application Programming Interface (76%);

Figure 2. What impact do you believe each of the following technologies will have on innovation and/or disruption in your industry in the next three years? (Highest impact) (%)





Cyber/Information Security
Big Data, Analytics, Algorithms
Application Programming Interface (APIs)
Artificial Intelligence
Internet-of-Things (IOT)
Advanced 5G Wireless Networks
Robotic Process Automation
Block Chain & Distributed Ledgers
Advanced Robotics
Quantum Computing
Virtual/Augmented Reality
Autonomous Vehicles
Nanotechnology
Biotechnology
3D Printing

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- Artificial Intelligence (74%);
- The Internet of Things (55%); and
- Advanced 5G Wireless Networks (44%).

With technology more accessible to companies regardless of size or age, the potential presented by Industry 4.0 will be captured by those enterprises that align themselves to seize it.





Optus research shows that

Australian enterprises are more focused on the development of new products, rather than increasing productivity and optimising the performance of current assets. This finding contrasts with the experience of Australia's global counterparts, who place greater value on increasing speed to market and introducing new business models.

Australian enterprises, particularly those founded in the third Industrial Revolution (1970+), were found to be prioritising the adoption of new and advanced technologies across the enterprise (50%) and talent management and human resources (44%), well ahead of their global counterparts (42% and 17% respectively). However, issues such as increasing speed to market, introducing new business models and preparing for the impact that new solutions will have on society were all ranked much lower by Australian enterprises than enterprises globally:

- 34% versus 49% for increasing speed to market;
- 34% versus 48% for introducing new business models; and
- 24% versus 39% for preparing for the impact of new solutions respectively.

Essentially, enterprises are trying to be new businesses while still operating with traditional methods (see Figure 3). This highlights a significant relative under-estimation by Australian enterprises of the speed, scale and impact of Industry 4.0.

As Industry 4.0 lowers geographical and customer acquisition barriers, agile overseas competitors and fast-scaling disrupters will gain the competitive advantage over Australian enterprises that may not have adapted to consumers' expectations. Figure 3. Over the course of a year, what topics do you discuss most frequently as an organisation? (Ranked) (Select up to 5)

Rank (1 = highest; 12 = lowest)	Global Total	Australian Total	1st Industrial Revolution	2 nd Industrial Revolution	3 ^{re} Industrial Revolution
Developing/creating new products and services	1	1	1	1	1
Increasing productivity	2	4	2	4	4
Improving top-line growth	3	5	5	5	3
Increasing speed to market	4	8	7	7	7
Introducing new business models	5	7	10	8	6
Adopting new and advanced technologies across the whole enterprise	6	2	3	3	2
Preparing for the impact that new solutions will have on society	7	10	9	10	11
Reducing operating costs	8	6	6	2	9
Responding to cyber risk	9	9	8	9	10
Disrupting competitors	10	11	12	11	8
Protecting existing assets	11	12	11	12	12
Talent management or human resources	12	3	4	6	5

Source: Optus Business' Centre for Industry 4.0; Deloitte 2018, *The Fourth Industrial Revolution is here - are you ready?* <Deloitte.com/insights>



Enterprise 4.0 reveals gaps between where enterprises are investing resources (new products and services) and what they believe is going to have the most significant impact on their business (models, economic landscapes and labour).

Findings reveal Australian enterprises see the emergence of new delivery models and changing regulatory environments as having the greatest business impact over the coming five years.

This further heightens the urgency with which enterprises in Australia must respond to remain globally competitive.

Despite this, the emergence of new business and delivery models was considered to have less impact over the next five years by Australian enterprises relative to their global counterparts. However, at a closer look, we can see Australian executives rank the emergence of more powerful and tech savvy customers (40%) and smart autonomous technologies (40%) as having the greatest impact over the coming five years; this is higher than their global counterparts (30% and 31% respectively) (see Figure 4).

This discord of digital perception and priorities widens the gap between Australian enterprises and consumers' shifting expectations.

At a functional level, we can see significant differences between issues predicted to impact the enterprise from Australian executives running technology and operations areas compared with all other functional areas (see Figure 5). These differences are in areas of value creation, such as:

- Emergence of new business or delivery models;
- More powerful and tech savvy customers;
- Smart autonomous technologies; and
- Blurred lines between the physical and digital worlds.

Conversely, we see executives in technology and operational areas placing more importance on issues relating to changing regulations and cyber risks than some other functional executives.

At an industry level, the emergence of new businesses or delivery models was ranked the issue of highest concern for all industries other than financial services (see Figure 6).

Executives are acutely aware of the impact of the emergence of new businesses or delivery models, smart autonomous technology and more powerful and tech savvy customers over the coming five years. They are less concerned with the blurring of lines between industries. Figure 4. Which of the following issues will have the greatest impact on your organisation over the next 5 years? (Select up to 3) (Ranked)

Rank (1 = highest; 10 = lowest)	Global Total	Australian Total	1 st Industrial Revolution	2 nd Industrial Revolution	3 rd Industrial Revolution
Changing regulatory environment	1	2	1	2	2
Emergence of new businesses or delivery models	2	1	2	1	1
Evolving economic trade landscape	3	9	10	9	10
Smart autonomous technologies	4	3	3	5	3
More powerful and tech savvy customers	5	4	4	3	4
Blurred lines between physical and digital worlds	6	6	6	4	6
Blurred lines between industries	7	8	7	8	7
Increasing threat of cyber risk	8	5	5	6	5
Uncertain impact on workforce	9	7	8	7	8
Potential geopolitical instability	10	10	9	10	9

Source: Optus Business' Centre for Industry 4.0; Deloitte 2018, *The Fourth Industrial Revolution is here - are you ready?* <Deloitte.com/insights>



Figure 5. Which of the following issues will have the greatest impact on your organisation over the next 5 years? (Select up to 3) (Ranked by function)

Rank (1 = highest; 10 = lowest)	Board Director	Finance & Strategy	Technology & Operations	Sales, Marketing, Product	Other
Changing regulatory environment	2	2	1	2	1
Emergence of new businesses or delivery models	1	1	2	1	2
Evolving economic trade landscape	9	10	9	9	8
Smart autonomous technologies	4	4	5	3	3
More powerful and tech savvy customers	3	3	4	4	4
Blurred lines between physical and digital worlds	5	5	6	5	7
Blurred lines between industries	7	9	7	7	10
Increasing threat of cyber risk	6	6	3	6	6
Uncertain impact on workforce	8	7	8	8	5
Potential geopolitical instability	10	8	10	10	9

Source: Optus Business' Centre for Industry 4.0; Note: Other includes Legal,

Compliance, Human Resources, Security, Risk Management, and Corporate Affairs

Figure 6. Which of the following issues will have the greatest impact on your organisation over the next 5 years? (Select up to 3) (Ranked by industry)

Rank (1 = highest; 10 = lowest)	Banking, Finance & Insurance	Professional Services	Information, Communication & Technology	Retail, Property Services, Transport & Logistics	Government, Healthcare, Education
Changing regulatory environment	1	4	4	4	2
Emergence of new businesses or delivery models	2	1	1	1	1
Evolving economic trade landscape	10	8	9	7	10
Smart autonomous technologies	4	3	2	2	5
More powerful and tech savvy customers	3	2	5	3	4
Blurred lines between physical and digital worlds	6	5	3	5	5
Blurred lines between industries	7	7	7	9	9
Increasing threat of cyber risk	5	6	6	6	3
Uncertain impact on workforce	8	9	10	8	7
Potential geopolitical instability	9	10	8	10	8

Source: Optus Business' Centre for Industry 4.0; Deloitte 2018, The Fourth Industrial Revolution is here - are you ready? <Deloitte.com/insights>

Exponential Performance

Exponential organisations outperform their competitors, and likely will continue to do so in Industry 4.0.

Exponential organisations restructure value chains by taking traditional processes and models and:

- Dematerialising into the digital, on-demand world;
- **Disaggregating** processes by separating them into components; and
- Disintermediating by cutting out non-value-adding middlemen.

When this study examined the exponential attributes (see **Methodology**) of Australian

enterprises, it found significant cultural, capability and operational gaps in the following areas (see Figure 7):

Experimentation & Risk

On the question "to what extent does your organisation tolerate failure and encourage risk taking?" the study found that enterprise culture can explain performance gaps.

When it comes to experimentation and risk-taking, enterprises founded during the third industrial era significantly outperform those founded in the second industrial era. For example, 57% of executives from enterprises founded during

Figure 7. Average exponential score across key attributes (By age of organisation)

the second industrial era reported that failure / risk-taking was either a career-limiting move or encouraged in name only. This compares with 34% from those enterprises founded in the third industrial era and 48% from those founded in the first industrial era.

Enterprises founded in the third industrial era also track product innovation more so using real-time data (60%) compared with those founded in the second industrial era (34%).

Autonomy & Decentralisation

Enterprises founded in the third industrial era reported more organisation around small,

multi-disciplinary, networked, self-organising teams with decentralised decision-making accepted and embraced within the core enterprise (70%), compared with those founded in the second industrial era (46%), and even more so compared with those founded in the first industrial era (40%).

Social Technologies & Social Business

Enterprises founded in the third industrial era reported more mandated use of advanced social tools for knowledge sharing and collaboration across the enterprise (60%), compared with those founded in the second industrial era (40%).

Interfaces & Scalable Processes

Enterprises founded in the third industrial era reported that most core processes were selfprovisioning and executed outside the organisation via scalable platforms (52%), compared with

those founded in the second industrial era (33%).

Data & Algorithms

Enterprises founded in the third industrial era reported greater use of machine learning algorithms to analyse data and drive actionable decisions, together with building products and services around those capabilities (41%), compared with those founded in the second industrial era (18%).

An enterprise's ability to scale exponentially is a key indicator of success in Industry 4.0. However, Enterprise 4.0 uncovered significant gaps that Australian enterprises must address to achieve growth (see Figure 8).

Successful workplaces will be open to greater experimentation and risk, deploy flatter hierarchies fuelled by greater collaboration and autonomy, and harness real-time data to make business decisions.





Source: Optus Business' Centre for Industry 4.0



To lay the foundations for exponential performance, Australian enterprises must increase their focus on:

- Data, analytics & algorithms Only 14% of enterprises reported they have built products and services around algorithms and machine learning;
- Interfaces & scalable processes Only 14% reported their enterprises have selfprovisioning, scalable, replicable and automated processes used to automate external relationships;
- Real-time dashboards and employee management 65% reported still using traditional methods of managing performance; and
- Experimentation and risk taking were reported as career-limiting moves and encouraged in name only by 45% of executives.

The networked economy (the interlinking of business processes and economic activity through the use of information technology) has given rise to the next generation of enterprises that are designed differently to those of past industrial revolutions. They begin life digitised and multi-layered, operate in real time and scale exponentially.

In the Industry 4.0 world, enterprises deliver personalised customer experiences *en masse*, all based upon multi-sided, hyper-scaled, platform-orchestrated, data-intelligent and capital-light business models.

These next generation enterprises also blur the lines between industries and between the physical and digital worlds. They disintermediate, disaggregate and de-materialise value chains, challenging traditional models of production, distribution and scale by decoupling growth from the supply of scarce resources. These enterprises will thrive in Industry 4.0 and are what Optus Business refers to as Enterprise 4.0.

Our vision for Enterprise 4.0 provides a blueprint to help organisations adapt to four significant shifts in the way the network economy has changed the way in which businesses work and – importantly – how new economic value is created (see Figure 9).

Multi-sided markets

Value chains have traditionally depicted consumers at the end of a linear view of value creation. Raw materials at one end – consumption at the other, with participants in those value chains having clearly defined roles in the value creation process. Markets have operated in a dual-sided mode, with buyers on one side and sellers on the other. Industry 4.0 platforms, on the other hand, are multi-sided – orchestrating participants, equipping them with tools and processes to create value in a non-linear manner. Consumers for example, can now be producers. At the heart of Industry 4.0 is an intelligence and culture founded on data acquisition that is decentralised and used by value creators to optimise system performance.

Hyper-scaled platform orchestration

New economic value is created by orchestrating ecosystems and resources to optimise capacity and utilisation. As the world's people, cities, and workplaces become increasingly connected, platform scale is emerging as the fastest growing business design. Examples of its manifestation include the on-demand economy, the app economy and the early stages of the Internet-of-Things and 3D printing. Multi-sided platforms create new economic physics in their capacity to scale and ability to move quickly. They live in beta, decoupling growth from the supply of scarce resources.

Network marketplaces

A distinguishing feature of the exponential enterprise business design is that their marginal cost of supply or demand reduces to virtually zero. They achieve this through the adoption of new organisational techniques or accelerating technologies. The result is models that are capital-light or variable cost based versus fixed cost based. This is achieved through leveraging softwaredefined networks, where functions are virtualised and capacity is provisioned dynamically.

Software-defined next generation networks

For Australian enterprises to unlock new economic 5G will usher in an age of boundless connectivity value in Industry 4.0, they must transform their and intelligent automation, changing the game for business design. In the past, those designs saw value consumers, businesses and governments alike. Not only created upstream and consumed downstream in a will this continue to facilitate the growth of Australia's linear flow. Now, new business designs leverage the digital economy - estimated to grow to \$139 billion by emerging technologies of Industry 4.0. Designs that 2020⁴ - but it will also enable new advanced use cases enable producers and consumers to connect, interact through the inclusion of factories, buildings, logistics and transact in ways not previously possible will create systems, autonomous vehicles and many others into economic value. They will be founded on platforms business ecosystems. The evolution of the Internet-ofthat are predictive, self-learning, self-provisioning and Things, remote health monitoring, autonomous vehicles, can self-adapt to a changing ecosystem - intelligently, home automation, virtual and augmented reality for autonomously and in a decentralised manner. education and healthcare, etc. requires features such as ultra-reliable, low latency, high security network slicing for the virtual private networks that 5G offers. A key feature of 5G networks is network slicing. This enables a network to be split into separate sub-networks that can be dedicated to specific users and applications.

Enterprise 4.0

The Blueprint for Success



Along with an anticipated exponential increase in devices, sensors, objects, people, systems and networks, so too we can expect an exponential increase in attack points. No longer can we view identity, privacy and security independently of one another – they are inextricably linked and, as such, our traditional approaches to the boundaries of the business perimeter need to extend through to the endpoints. Network based security offers a scalable approach to the monitoring and management of threats that leverage artificial intelligence and other leading-edge technologies.

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Figure 9. Enterprise 4.0 - Data-intelligent, hyper-scaled, platform-orchestrated and capital-light business design



Source: Optus Business' Centre for Industry 4.0



Australian executives are acutely aware that the enterprise landscape is evolving. They consider that the issues that will have the biggest impact in the next five years include the emergence of tech savvy consumers and powerful autonomous technologies, together with a changing regulatory environment and new business/ delivery models.

To date, Australian enterprises have not yet transformed digitally to compete against the platformbased, data-intensive, capital-light new breeds. The most significant gaps we found were cultural, capability and operational differences in the areas of:

- Data, analytics and algorithms; •
- Interfaces and scalable processes; •
- Real-time dashboards and employee management; and
- Experimentation and risk taking. •

Whilst the aspirations may be there, enterprise digital strategies aren't. Closing these gaps will require redirecting the investment and strategic focus towards transformation, rather than maintaining the status quo. The Blueprint for Enterprise 4.0 requires adapting to the four key shifts in the way the network economy has changed the way business works:

- Multi-sided markets;
- Hyper-scaled platform orchestration;
- Network marketplaces; and
- Next generation software-defined networks.

Importantly, we found Australian enterprises can leverage their technological capacity to create new economic value in Industry 4.0. This will require a robust cyber/information security foundation together with a business design that is data-intelligent and based upon a hyper-scalable orchestratable platform that is delivered through intelligent, software-defined networks.

We call this Enterprise 4.0

About the Author

Rocky Scopelliti is a world-renowned futurologist.

His expertise and pioneering research into the confluence of demographic change with digital technology has influenced the way we think about our social, cultural, economic and technological future, with more than 150 boards and leadership teams - including Fortune 100 companies – seeking his strategic advice annually.

Rocky is a regular media commentator and distinguished author, with numerous internationally-recognised thought leadership research reports and books - including 'Youthquake 4.0 – A Whole Generation and the New Industrial Revolution' (published in September 2018).

At Optus Business, he is the Director for the Business' Centre for Industry 4.0, leading a specialist team creating world-class thought leadership and innovation. Alongside this role, Rocky is a director on the board of Community First Credit Union, a member of the **REST Super Technology Advisory** Panel, and a member of the Australian Payments Council.

Educated in Australia and USA at Sydney and Stanford Universities, Rocky has a Graduate Diploma and MBA in Corporate Management. He is also a graduate and member of the Australian Institute of Company Directors.

About Optus Business

Optus has a rich history of making the complex-simple, of unshackling organisations from old systems and old thinking. We make business transformation straightforward. And seamless. And human.

We bring together best-of-breed partners and service to craft the right answer. You can rely on our deep knowledge across the breadth of managed technology and services, including Business Applications and Solutions; Unified Communications and Collaboration; Contact Centres; Security; plus Cloud and Data, delivered on premise or as a service.

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Methodology

This study, by the Optus Business Centre for Industry 4.0, investigated how ready Australian industries, enterprises and executives are for Industry 4.0 and how their enterprises are progressing with their current digital transformations. The focus of this study was primarily on information-enabled industries, as opposed to industrial sectors. The study has drawn upon and augmented existing research from leading global institutions and localised those insights through a significant quantitative study.

By invitation, 343 executives from 285 enterprises (17 were ASX Top 100 listed) across Australia participated in a quantitative study conducted by Optus over June and July 2018. All respondents were from enterprises operating in Australia, and were from a range of C-Level roles and a wide range of industries (see Figures 10 and 11).

The data was further classified by the age of the enterprise,

based on the time that it was founded. It was then categorised

industrial revolution upon which

Enterprises were categorised as

into the commensurate

follows (see Figure 12).

enterprises were founded.

Figure 10. Participant sample by role type



Industry 4.0

Figure 12. Participant sample by industrial revolution founded (%)

13%

1st Industrial Revolution 1780 - 1870

Source: Optus Business' Centre for Industry 4.0

Figure 11. Participant sample by industry



2nd Industrial Revolution 1871 - 1969

49%

3rd Industrial Revolution 1970+

Enterprises were analysed according to their level of exponential performance. The Singularity University define an exponential organisation as one whose impact (or output) is disproportionately large - at least ten times larger compared with its peers – because of the use of new organisational techniques that leverage accelerating technologies⁵.

Singularity University's researchers identified ten common external and internal attributes exhibited by exponential organisations, as summarised in Table 1.

Based on the attributes in Table 1, researchers created an Exponential Quotient Survey to analyse how exponential an organisation is. The degree of exponential performance is measured between the ExO score range of 55 and 84.

With permission, Optus Business' Centre for Industry 4.0 used this methodology in this study of Australian enterprises and their executives.

Table 1. Exponential organisations' attributes and characteristics

ri	butes	D	escri	pti	0

Massive Transformational Purpose

Higher, big aspirational purpose

External attributes (SCALE)

S taff on demand	Are on-demand staff and on-demand assets utilised?
C ommunity & crowd	Are community & crowd leveraged?
A lgorithms	Are algorithms a core part of the organisation?
L everaged assets	Are business functions externalised?
E ngagement	Are its products and services information based?

Internal attributes (IDEAS)

<i>I</i> nterfaces	Are interfaces created to manage external scalability?
D ashboards	Are key objectives and Lean Metrics used to track performance?
E xperimentation	Does the organisation encourage risk-taking and experimentation?
A utonomy	Does the organisation encourage top-down, command and control hierarchies or flat, autonomous, collaborative team structures?
S ocial	Are social technologies integrated into the organisation?

Source: Singularity University





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