The Path to Personalisation in Industry 4.0

A study by Optus Business building the business case for personalisation
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Foreword

John Paitaridis
Managing Director, Optus Business

Personalisation provides the ‘magic’ ingredient to create memorable digital experiences. It reduces friction, saves time and makes things easier to do. Plus, it’s now the minimum expectation from all customers.

Place people at the heart of your business

Today, we all expect and demand digital experiences that are safe, seamless and always connected. At the same time, we want these experiences to be personal, while respecting our privacy. So how does academia, enterprise and government balance the amount of information they collect, gain insights from and act upon without over stepping any boundaries?

As technology removes geographic boundaries to market entry, keeping up with global personalisation trends and consumer expectations becomes even more critical for Australian enterprises to remain competitive.

The ‘Path to Personalisation’ in our digital-era can be fraught with danger if you do not place people, your customers and employees, at the centre of the experience.

As an enterprise develops and delivers products or services, they must consider three critical ingredients: information protection; ethics and standards; authenticity and trust.

Our report focuses on the starting point of this process – the collection and analysis of data. It’s personalisation that provides the ‘magic’ ingredient to create memorable digital experiences. But why do we want our digital experiences to be personalised? It’s to reduce friction, save time and make things easier to do. Plus, it’s now the minimum expectation from our customers.

In Optus Business’ study, ‘Enterprise 4.0 – A Blueprint for Success in the Fourth Industrial Revolution’, we revealed that Australian enterprises are falling behind their global counterparts when it comes to designing two-way customer feedback into products and services. This is a lost opportunity when it comes to deploying ongoing improvements based on consumer input.

Today’s consumer expects to be understood, protected, have what they want delivered safely and when they want it. Without the ability to personalise a digital experience, organisations will not be able to retain and attract customers or support their employees to deliver memorable experiences.

To unlock new economic value in the Fourth Industrial Revolution, enterprises must formulate strategies that can deliver products and services to customers rapidly, at scale, tailored and delivered in a more meaningful and cost-effective way.

For Australian enterprises to unlock new economic value in the Fourth Industrial Revolution, they must transform their business models.

This was the headline finding from the Optus Business study, ‘Enterprise 4.0 – A Blueprint for Success in the Fourth Industrial Revolution’. One of the largest studies of its kind in Australia, Enterprise 4.0 provides insights into how ready Australian enterprises are to succeed in this new age of business.

Optus Business research revealed that enterprises have not yet formulated strategies for making their digital aspirations a reality. It also uncovered the significant cultural, capability, and operational gaps that must be bridged for these strategies to be successful.

Referred to as Industry 4.0, the Fourth Industrial Revolution is likely to fundamentally change the way societies live, work and relate to one another. The development of new digital technologies such as the Internet of Things (IoT), Artificial Intelligence (AI) and 5G networks blur the lines between the physical, digital and biological spheres.

For enterprises, these technologies are transforming production, management and governance. Businesses can rapidly scale, tailor and deliver services in a more meaningful and cost-effective way.

To prepare for success in Industry 4.0, Australian enterprises must leverage the new and emerging digital technologies to redesign their business models to connect, interact and transact in new and engaging ways.

In Industry 4.0, enterprises will increasingly use data and scalable platforms to deliver better business outcomes and to compete globally.

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In this paper, Optus Business delves further into the insights of the Enterprise 4.0 research to explore the business case for personalisation. We highlight what Australian enterprises are currently doing to meet digital expectations and the changes needed to deliver personalised experiences that delight.

The Path to Personalisation introduces the cycle of Connect, Collect, Learn and Act. Built upon Industry 4.0 technologies, the model we present enables enterprises to optimise the value of these technologies to help drive better outcomes.

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Always on, connected and mobile, Australians expect and demand services and experiences that are personalised to their individual needs and preferences. Meeting these expectations will be key to boosting the customer and employee experience and fostering loyalty in Industry 4.0.

Leveraging the power of Industry 4.0 technologies will help Australian enterprises capitalise on the economic value of personalisation – both locally and internationally. As technology also simplifies market entry for overseas competitors, keeping up with global personalisation trends and expectations becomes even more critical for Australian enterprises that are weary of displacement.

Encouragingly, Optus Business’ survey found respondents, who represent 255 enterprises in Australia, are prioritising investing in Industry 4.0 technologies to deliver the personalised experiences Australians expect.

### Top 5 innovation disruptors

According to our survey feedback the top five technologies enterprises predicted to have the biggest impact on innovation over the next three years will also have a significant impact on business models, and the potential to transform the customer and employee experience. The top five innovation disruptors include:

1. Cyber-security (85%)
2. Big data (81%)
3. Application programming interfaces (76%)
4. Artificial intelligence (74%)
5. IoT (55%)

However, simply deploying these technologies will not guarantee personalised services. Enterprises must rapidly analyse and act upon the unique and combined insights these technologies offer.

Using the cycle of Connect, Collect, Learn and Act, as defined below, can help enterprises break free from traditional operational constraints to redesign business models that deliver personalised experiences.

- **Connect**
  Deploy smart network technologies, digital collaboration tools and IoT devices and platforms to scale and operate at the speed and level required in Industry 4.0.

- **Collect**
  Bring together insights from multiple user touch points, sensors, devices and applications to capture insightful data for analysis.

- **Learn and Act**
  Leverage Industry 4.0 technologies to foster a culture of innovation, make smarter business decisions, improve operational efficiencies and deliver instantly tailored and engaging experiences.

Enterprises successfully using the cycle of Connect, Collect, Learn and Act have worked out what data must be collected, how to generate meaningful insights, the best way to analyse information, and how to act upon it to drive the best business outcomes.

Businesses operating in this way can fundamentally improve the customer experience with new models and processes. Innovations seen to date include cashier-less stores, clothing retailers using Augmented Reality (AR), which allows consumers to try on products virtually, and in-app mobile payment options that free up employees to focus on engaging with the customer instead of ‘ringing up the sale’.

Data generated by this new business model can be inserted back into the process of Connect, Collect, Learn and Act creating a cycle where enterprises can continually refine their end-user experience based on the insights captured.
By 2025, three-quarters of the Australian workforce will be made up of the Millennial generation.

Based on our study, we have defined this cycle of Connect, Collect, Learn and Act to be built around six key pillars.

1. **Smart networks**
   IT environments and applications are always available and are shared across devices, platforms and operations. Programs integrate autonomously and share data.

2. **Scalable infrastructures**
   Enterprises manage services and resources to meet changing demands rapidly, from onboarding talent through to accessing bandwidth.

3. **Mobile first**
   Enterprises focus attention on the channels consumers use most frequently, such as connected mobile technologies.

4. **Digital collaboration tools**
   Customers and employees are empowered to communicate and collaborate with the business on individualised terms.

5. **Industry 4.0 technologies**
   New digital technologies allow the enterprise to act autonomously on the insights captured – optimising how they engage with customers and business outcomes.

6. **Skills and culture**
   Organisational processes and structures support employees to make fast, smart business decisions, and encourage new ways of working.

The demand for personalisation is particularly prevalent among Millennials and Generation Z. These generations have grown up with Industry 4.0 technologies and expect to use them across both their personal and professional lives. And businesses need to take note. By 2025, three-quarters of the Australian workforce will be made up of the Millennial generation. This group will account for retail sales of $6.1 billion by 2021.

Operating in this way allows businesses to make more efficient use of resources to deliver the services and experiences customers want, when and where they need it.

These findings demonstrate the importance of offering personalised services and experiences. Similarly, the findings highlight how quickly organisations must cater to this need.

At its heart, personalisation is all about activities that benefit the individual customer. It includes building physical and digital spaces for specific interactions, equipping employees with relevant information to tailor services, and delivering information internally and externally in a secure and rapid manner no matter where they are located.

### Questions to consider

**Connect**
- What technologies and platforms are available which require connectivity to unlock economic value?
- Can the network adapt and perform at the scale and with the flexibility required to deliver the services users expect?
- How can the enterprise foster better collaboration internally and externally?
- Will the consumption of new services change business models?

**Collect**
- What data do enterprises need to collect?
- How does the data need to be stored?
- Are end-users, customers and employees, willing to share data and collaborate with the enterprise?
- Will current and evolving regulations have an impact on business models?

**Learn and Act**
- Does the enterprise have the internal skills to analyse data effectively?
- Are IT infrastructures available and/or able to use the data insights for maximum impact?
- How can external partnerships and insights enhance offerings?
- Will the enterprise support a data-driven and innovation-focused culture?
Path to personalisation in Australia

Consumers who express an interest in personalised products and services are willing to pay a 20% premium.

61% of consumers prefer stores that offer Augmented Reality (AR) experiences.

71% of consumers say they would shop more frequently at a store offering AR.

40% of consumers would pay more for a product if they could experience it through AR first.

Companies that create personalised experiences see revenue increase by 6% to 10% - two to three times faster than those that don’t.

The cost of customer acquisition can reduce by 50% when products and services are personalised.

93% of companies have more success in converting prospects into customers when they personalise marketing.

From July 2019, Australians will use complete transaction histories to obtain tailored services from their bank.
Personalisation in Australia

An enterprise’s ability to scale exponentially is a key indicator of success in Industry 4.0. An exponential enterprise is one whose impact is disproportionately large compared with its peers because of the use of new techniques.

In our Enterprise 4.0 white paper, Optus Business revealed that Australian enterprises have not yet reached exponential performance. Findings in the study revealed significant cultural, capability and operational gaps in the areas of:

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

The gaps identified reduce the ability to deliver personalised services and meaningfully engage and collaborate with communities, customers and employees.

When analysed in the context of the four key pillars – Connect, Collect, Learn, and Act – the results from the Enterprise 4.0 study show Australian enterprises should focus on creating business models that can deliver personalised experiences and services.

The research also highlights the opportunity for enterprises to transform the ways in which they communicate with customers to foster better business processes and outcomes.

Connect
Smart and scalable IT networks are the foundations upon which Industry 4.0 business models must be built.

By leveraging the increased capacity of these networks, enterprises can connect a multitude of devices. This digital environment enables enterprises to offer more engaging and sensory experiences, deploy on-demand services inside and outside the business, and find new ways to communicate internally and externally.

Questions to consider

• To what extent does your organisation own or rent its assets?
• Does your organisation use advanced social tools for knowledge sharing, communication, coordination and/or collaboration?

Findings from Enterprise 4.0 demonstrate the extent to which enterprises must increase their focus on modernising network capabilities and the management of them.

When it comes to using smart and scalable networks for all business processes, our study reveals 10 per cent of enterprises are using on-demand assets for their entire scope of operations. Half of respondents stated on-demand assets were used for some key services, with 20 per cent still owning every application, platform and service used. Most enterprises also said they have no processes in place for capturing or managing network outputs.

Enterprises in Australia have been slow to embrace social collaboration tools, with just one-fifth of respondents mandating their use across the entire organisation. Most respondents said the platforms are more likely to be used by siloed, individual teams.

This fractured approach means enterprises are not yet able to operate at the speed or scale required for Industry 4.0.
Collect
Enterprises today have more opportunities to be proactive in engaging and obtaining inspiration from communities to deliver personalised experiences. Doing so will facilitate insights that help fuel the multi-sided markets and highly orchestrated platforms of Industry 4.0.

According to Enterprise 4.0, traditional customer relationship management (CRM), marketing collateral and single purpose social media posts are the most common types of customer engagement. This traditional communication approach limits the enterprise’s ability to have two-way conversations that could drive peer-to-peer value creations.

Australian enterprises also continue to use direct and one-way communication to increase awareness, increase loyalty and understand customer needs. More than half of respondents said social and collaboration structures are either bolted onto existing platforms or do not exist at all. Enterprises are missing out on the chance to capitalise and learn from the conversations taking place within these influential online communities.

When it comes to responding to needs, just 41 per cent of enterprises surveyed are looking to online communities for inspiration. In contrast, most leverage these platforms for market research or marketing. Therefore, just one-quarter of enterprises are inherently designing products and services to convert ‘the crowd’ into community members.

Learn and Act
Australian enterprises are not yet acting in a way that enables them to deliver personalised services rapidly, efficiently and at scale. In particular, enterprises are not using data to its full capacity.

In fact, 60 per cent of respondents in our study said they still connect and analyse data via reporting systems. In comparison to 20 per cent who are using machine-learning algorithms to drive actionable outcomes. What’s more, most businesses only share data internally, resulting in processes and inputs from outside suppliers not being considered.

The impact of this inward-looking approach to data is apparent in findings outlining the scalability of enterprise processes. In 41 per cent of instances, enterprises are only able to scale processes internally, with one-third advising that ‘same’ processes can operate outside the walls of the organisation.

Dated cultures and ways of working are also holding enterprises back. Redesigning business models for Industry 4.0 requires an experimental mindset. What’s needed is an iterative approach where the enterprise constantly tests and learns to refine its services and offerings. It is why the cycle of Connect, Collect, Learn and Act is central to delivering personalised experiences.

Questions to consider
• To what extent does your organisation use algorithms and machine learning to make meaningful decisions?
• Which metrics does your organisation use to track its product innovation portfolio?
• To what extent does your organisation tolerate failure and encourage innovation and risk-taking?

Questions to consider
• How does your organisation engage its community?
• Does your organisation actively convert ‘the crowd’ into community members?

If enterprises don’t capitalise on the ‘voice’ of influential online communities, they are unable to personalise the experience.

The majority still rely on standard public relations and social media campaigns that might not capture the entire audience, nor be on channels potential customers use.

Most enterprises continue to track traditional business metrics at pre-set intervals to define objectives and strategies. This fixed approach extends to employee management and development, with quarterly and annual performance reviews still being used. This static approach to analysing data can lead to missed opportunities; and, services delivered may not be personalised to the end-user’s specific needs at that moment in time.

Enterprises still have some way to go to create cultures and environments that encourage, celebrate and fuel innovation.

Risk-taking is encouraged in ‘name only’ in most instances and is not being tracked or qualified. Decision-making continues to be a top-down approach for most enterprises, affecting their ability to respond rapidly to market opportunities.

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The impact of personalisation in the workplace

“New technologies will dramatically change the nature of work across all industries and occupations.”

— Klaus Schwab

In today’s digital economies, businesses that perform exponentially understand that the employee experience is just as important as the customer experience. The employee of ‘now’ expects the same digital experiences at work as they have at home. This means the demand is increasing for businesses to allow employees to connect to corporate networks when they need to, from anywhere, and on any device.

Improving the employee experience can also extend to automating traditional administration-heavy tasks so enterprises can allocate their resources to high value areas. By fostering a dynamic and innovative culture, employees can pursue their strengths both professionally and personally.

Enterprises can personalise the employee experience by building models around the same six pillars used for the customer experience: smart networks; mobile first; scalable infrastructures; digital collaboration tools; Industry 4.0 technologies; and, skills and culture. By using this approach, enterprises can create a multi-sided, highly orchestrated and collaborative model to help them succeed in Industry 4.0. Using new device and network technologies, enterprises can mobilise their workforce and unlock an array of opportunities to improve productivity and reduce costs.

Companies with a greater employee experience outperform the Standard & Poor’s (S&P) 500 by 12%. These companies are also 21% more profitable than those with poor engagement.

Profit and growth

At the most basic level, personalising the employee experience is good for business. By focusing on the employee experience enterprises increase motivation, reduce attrition and avoid staff turnover costs, which total $3.8 billion in lost productivity and $385 million in recruitment fees in Australia.

Attract and retain talent

Personalisation has an essential role in attracting and retaining talent in Industry 4.0. But despite four in five businesses ranking ‘retaining talent’ as a top strategic priority in Australia and New Zealand, only half say they are successful at doing so.

Supporting employees to work in ways suited to their individual needs can enhance an enterprise’s brand both internally and externally. Employee engagement, retention and attraction can become a significant differentiator. And, the fight for talent is exacerbated by the fact 21 per cent of Millennials—who expect the same technical capabilities in their working lives as they do in their personal lives—have swapped jobs in the last twelve months. In comparison, just seven per cent of non-Millennials changed jobs.

Productivity and culture

Employees are 12 per cent more productive when they are happy. With enterprises increasingly doing more with less to remain competitive, boosting the productivity of existing resources can provide a significant advantage. Optimising the output of existing employees also negates and limits the need to invest considerable time and resources in new tools and processes designed to boost productivity. As a result, the benefits are more quickly realised.
Innovation and transformation

The productivity benefits of personalisation filter through to innovation.
A business model designed to flourish in Industry 4.0 enables employees to focus on solving more complex and higher value challenges. Workers can understand the needs of customers better and build more innovative experiences to meet demand. When encouraged and supported, technology can free employees to pursue the experimental mindset needed to redesign processes and implement continuous improvements.

Agility and scalability

By personalising the customer experience, enterprises can quickly induct new users and scale to meet increasing customer demand.

The multi-sided and orchestrated nature of effective platforms simplifies the process of adding new users to – and authenticating them on – the internal network. This is a key advantage, as enterprises need to scale and flex workforce size and talent to meet demand cost-effectively and efficiently.

New enterprise applications can be added with greater agility to the IT environment for users to access – regardless of their location. Services can also be managed to meet changing demands, such as seasonal spikes or peak times of day, when more capacity and resources are needed.

Digital communication

Through the rise of remote working and an increasing use of freelancers, everything is now mobile-first. Mobile-first digital and process-orientated collaboration tools enable employees to connect and collaborate regardless of time or location.

Liberating employees with instant connectivity allows the seamless sharing of resources and collaboration on business challenges and objectives. Employees working flexibly now require access to the same applications and services available to those in the traditional office environment. This empowers them to deliver superior service, regardless of when and where they are working, ensuring they remain productive in peak times, during unplanned events and in emergencies.

“A paradigm shift is underway in how we work and communicate, as well as how we express, inform and entertain ourselves.” – Klaus Schwab
Industry data shows that sales and marketing functions are increasingly being tasked to lead an enterprise’s personalisation strategy – from designing the entire strategy through to deciding on the strategic investments. This is because sales and marketing teams are viewed by the rest of the business as the voice of the customer. As those responsible for engaging directly with customers, they are expected to educate the rest of the business on what customers want to see and the tactics they respond to best.

In analysing the individual performance of executives surveyed, Optus Business found those from sales and marketing roles were most likely to demonstrate the characteristics of an exponential business within the context of personalisation. This group ranked as the top performer in:

- Converting the crowd into a community through effective communications;
- Using data and algorithms to automate business decisions;
- Leveraging real-time dashboards for effective data analysis; and
- Creating business processes that are scalable inside and outside the organisation.

At an industry level, IT leads the way in best demonstrating the characteristics of an exponential business within the context of personalisation. This group ranked as the top performer in:

- Converting the crowd into a community through effective communications;
- Engagement of community and crowd;
- Using data and algorithms to automate business decisions;
- Leveraging real-time dashboards for effective data analysis; and
- Creating business processes that are scalable inside and outside the organisation.

Sales and marketing set the personalisation agenda
Increasingly, sales and marketing teams are being tasked with developing new products and services built on the latest platforms, improving top-line revenue, and increasing speed to market. These characteristics are common among organisations performing exponentially. To support the marketing teams expanding remit, budgets are also growing. Funds are being allocated to the adoption of digital technologies and platforms that allow the business to better engage customers. The insights and learning captured from these platforms have the potential to benefit the entire business.

Building new ways to communicate and collaborate with customers on digital platforms fosters a community in a sustainable approach that aligns to the model of Connect, Collect, Learn and Act. For instance, mobile applications and online chat-bots deliver an informed and targeted engagement that allows the enterprise to understand and satisfy consumer needs in real-time.

The immediate positive experience of this approach has the potential to increase sales. It will also foster loyalty to help reduce the cost of acquisition further down the line. Insights from the engagement can be used to inform future decisions and actions.

Sales and marketing professionals are also focused on redesigning business models and processes for Industry 4.0. In the Enterprise 4.0 research, this group considered the largest threats to business to be:

1. The emergence of new businesses or delivery models;
2. Changing regulatory environment; and
3. The evolving economic trade landscape.

Sales and marketing are the natural custodians of digital transformation and are rightly being positioned as such. Yet research also shows far too many marketers are trapped in a functional rut where they are focused on campaigns and moments in time.

Enterprises must support sales and marketing teams to gain the freedom and support to pursue personalisation agendas and strategies for Industry 4.0. Driven by a need to engage customers on digital platforms, marketing departments are focused on the technologies and outside forces that affect the delivery of services. The learning gained from this approach can be distributed across the entire enterprise to accelerate digital evolution.

Partner with IT to accelerate transformation
Transformation is a collective effort. If sales and marketing are the units tasked with building personalisation strategies, IT teams are responsible for helping execute the plans.

Findings in Enterprise 4.0 revealed the IT function leads the way in using and analysing data in real-time and in creating scalable business processes. IT can operate in ways to stretch budgets, while also monitoring and embracing technical evolution.

Adopting an IT approach of leveraging technology in maintaining and growing operations, enables businesses to remain competitive and improve profitability within fast-changing environments.
Putting personalisation to work

Australian Taxation Office (ATO)

The ATO undertook a journey to transform from an inflexible, resource-intensive workplace with traditional technologies to a flexible, digital workplace. The department’s digital strategy is focused on transforming how and where employees work and collaborate. It’s also expanding the ways in which citizens can engage with them. Empowered by new business models and Industry 4.0 technologies, the ATO has successfully narrowed the gap between service delivery and user expectations. This federal government department acts as a clear example of what is possible for other businesses by implementing a number of key initiatives.

- **A collaborative workforce** Using digital collaboration platforms, employees boost the citizen experience by rapidly resolving queries and sharing information.
- **Mobile services** Citizens can log information through a dedicated smartphone application, simplifying the process and enabling them to complete tasks at their convenience.
- **Virtual assistance round the clock** Online virtual assistant guides citizens through their engagements to accelerate and optimise the outcome.
- **New communication platforms** An online web-chat allows employees to support citizens, with the ability to request a phone call or full screen share.

Industry 4.0 technologies are transforming government agencies and allowing them to rapidly scale, tailor and deliver services in a more meaningful and cost-effective way.

Australian retail property managers

Retail property managers across Australia are looking for ways to better connect and serve their customers. In-centre WiFi services have presented a partial solution. Retailers are also leveraging the insights captured through these networks using the Connect, Collect, Learn and Act model. These insights are beginning to be augmented with additional data sets including: mobile network data, weather data and internal asset data. The changes are being made possible by centralising the ICT and management requirements on a single IT infrastructure.

Learning from and acting upon the insights collected has provided several benefits. Each property group is now able to execute data insights strategies to better serve customers.

- **Improved shopper experience** Insights to help managers identify where to build and offer new services, where best to place advertising, and how to manage traffic flows. The outcome is an increase in Net Promoter Scores and dwell times.
- **Better building management** By collecting data from the in-centre technologies, the group aims to offer improved retail services for tenants that maximise operations and outcomes. For instance, in summer months, lights can be configured to switch off earlier. This reduces electricity consumption while maintaining optimum customer conditions.
- **Sustainability** Through smarter networks powered by solar panels and batteries on the roof of shopping centres. This further reduces energy consumption while optimising the performance and use of assets.
The personalisation ideal

Personalisation is different from experience. Great personalisation can make an experience feel as though an enterprise is communicating with users ‘one-to-one’. Customers and employees feel like their preferences are understood. What they need, when they need something and what is on offer becomes a personal experience. Done well, a lot can be uncovered about user preferences.

These insights can enable enterprises to improve their influence on outcomes, build trust and remain relevant. This is the ideal of personalisation. It is only possible with in-depth analysis of data collected from the plethora of connected technologies that will be used in Industry 4.0.

Unlocking the true value of data is therefore one of the most pressing issues for Australian enterprises in the context of delivering personalised services and experiences.

Optus Business found that while enterprises have well-intentioned digital aspirations, their focus remains on the immediate strategic operational value of data and business processes. It is a short-term, reactive approach built to deliver one-off superior experiences.

To deliver personalised experiences, enterprises must evolve their relationship with data. They must embrace new ways of collaborating internally and externally. It also requires them to develop networks that can seamlessly and effectively manage and react to increasing data volumes. Doing so will create the multi-sided markets and highly orchestrated platforms that are key to success in this new era of business. The path to personalisation requires a shift in the way enterprises Connect, Collect, Learn and Act.

In Industry 4.0, customers and employees have more power and higher expectations than ever before. Simultaneously, enterprises face unprecedented levels of competition from local and international competitors. When expectations aren’t met it is all too easy for users to go elsewhere.

The cycle of Connect, Collect, Learn and Act helps ensure the end-user is at the centre of every business decision. It combines an understanding of the individual’s wants and needs with the capabilities to deliver it.

Using business models designed to power personalisation, Australian enterprises will redefine their relationship with employees and customers through fast, unique and meaningful services that fuel future growth and success.

Great personalisation can make an experience feel as though an enterprise is communicating with users ‘one-to-one’.
Report author

Robbie Kruger is an expert in helping enterprises transform their business models in the constantly evolving digital ecosystem. He works directly with executives and managers to understand their business challenges and drivers, engaging a range of departments across the organisation. Using broad perspectives and deep insights, Robbie shows enterprises how to use technology to thrive in their digital maturity.

With more than twenty years’ experience, spanning a range of industries and sales and management roles across the Asia-Pacific region, Robbie has extensive knowledge of how enterprises can implement meaningful and lasting change.

Optus Business

At Optus, we’re passionate about creating compelling customer and employee experiences, and bringing to life the spaces and things that make this possible.

It’s about empowering our customers to thrive in an age of unprecedented digital disruption. And it’s why Optus is trusted by thousands of Australian organisations who value a partner that understands the full breadth of managed technology and services – from applications, security, cloud-led ICT, to collaboration and contact centres. All underpinned by our smart and secure network.

Backed by the international strength of the Singtel group and the power of our mobile, fixed and satellite networks, regional strength and local expertise, Optus Business brings together best of breed partners to create the solution that’s right for your business.

No longer is it about products and services, but a connected digital experience that empowers people to do more.

Embark upon the journey with confidence, with Optus Business at your side.

Enterprise 4.0

A study conducted by Optus 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, 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.

Please visit: http://optus.com.au/enterprise/industry-4-0

References


Further reading

