



CELEBRATING OUR BUSINESS LEADERS, ENTREPRENEURS AND INNOVATORS
CHANGEMINDSCHANGE FUTURESCHANGEWORLDS



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FUTURE PERFECTION

What has made you an innovator?

I am a futurist and entrepreneur, and that has come from always being interested in and excited about what we are becoming and where we are going. I have had a future-oriented perspective as to what I want to become, and I have managed to build that over time.

Thinking about the future is one thing, but it is also about doing; actually making a change. Collectively, what I am trying to do with the companies is provide an example of what is possible. I am not interested in doing what other people have done. I want to do new things, and as a result, show different possibilities. The role of the futurist is to help people think about the future so they can act better today, and ultimately create a better future for humanity.

What traits have allowed you to maintain an innovative mindset?

Recently I re-did a list of current and upcoming projects that I want to take on. It is about getting ideas from what I see happening and filtering those to prioritise and try to act on them.

I am fortunate because of the nature of what I do in communicating with a lot of people. I have been exposed to many things. That gives me exposure to different perspectives and ideas, and that is where I start to see ideas to put on the project list.

There are many traits, but one of the very critical ones is to be about to consider both detail and the big picture. Most people tend to have a preference for either having a very macro view of change by seeing the

big picture, while others hone in on details. By having the flexibility to look at, for example, big trends, while also being nit-picky, you can select what is being done correctly. Whatever our natural preferences, we can all try to have both views. This can also be done by having business partners and other forms of collaborations to combine the two traits.

What is the cornerstone for competitive innovation?

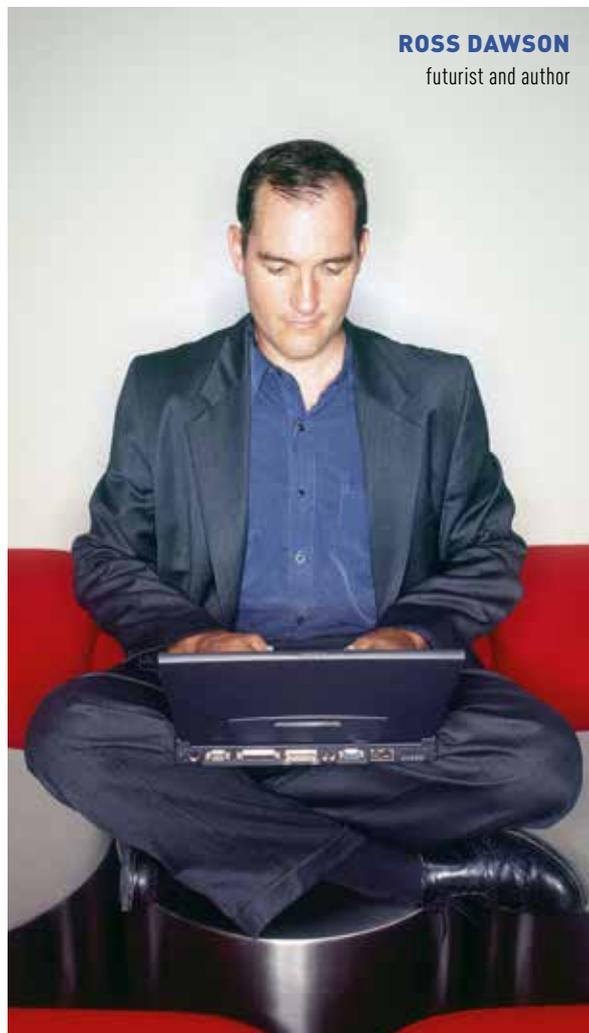
Everything starts from curiosity; being able to always look into 'why'; why things work, how they work, what happens when you try something. Curiosity is fundamentally important and a starting point for innovation.

You also need to have the tech foundation to understand what is possible and how that can be done using software and hardware to understand the execution. That does require experimenting and learning.

The innovation then requires some kind of a vision, and an absolutely critical part is collaboration. As we move into an increasingly specialised world, collaborating with others to achieve is key.

Studies have shown that most successful people focus on two things: getting deeper expertise, and building their own network; not just who you know, but effectively collaborating. The pace of change is accelerating, and unless you are developing, you are a commodity. You have to choose a space and say you will become world class in that space. Keep a t-shaped skillset; deep and broad.

ROSS DAWSON
futurist and author



Ross Dawson is globally recognized as a leading futurist, entrepreneur, keynote speaker, strategy advisor, bestselling author and media commentator. He is the Founding Chairman of four tech companies.

CREATIVITY & OPPORTUNITY

What was the genesis of your journey towards innovation?

The solving of a problem. I was solving a problem of my own, in that I'd always liked shoes, but I never loved them because I couldn't find exactly what I was looking for. Either it wasn't quite the right colour, there was an embellishment I didn't like, not quite the right heel height, and so on. When I was travelling, in the same way that you find someone who will make a custom suit for you, I found someone with whom I could commission shoe designs.

My shoe collection became really exciting, and my girlfriends asked me where I was getting my footwear. When I explained, they asked me to create shoes for them too. Concurrently, my two business partners Mike and Michael were at Google and becoming really excited about the opportunities in online retail. They just needed an idea. We all came together and Shoes of Prey was born.

How did you follow-up after that initial step?

We built a business plan to understand the opportunity better and map out next steps. We also gave it a name, met with potential suppliers, and started to look at how the experience would work.

With the benefit of hindsight, what would your advice be to others who are keen to innovate?

It's hard to set out to innovate, but it's easy to set out to solve a problem that hasn't been addressed. Innovation is the by-product;

taking a risk is a normal and necessary part of the process. Not only will you sound like the crazy person in the room when you explain the idea, but you will also need to invent the process that takes it from the too-hard-basket to the real world.

At a broader level, the thing you need to remember is to just make a decision and see what happens. Your bias to action is critical. Also, do everything before you're ready. You can bet you aren't the only one thinking of doing this. First to move to action with slick execution wins. Finally, believe passionately in what you're doing. You'll face a tonne of nay-sayers, rejections and failures along the way. You're going to need to passionately believe in this to make it a successful reality.

Jodie Fox is the chief creative officer (CCO) and one of three co-founders of Shoes of Prey, a website where women can design their perfect pair of shoes. Launched in 2009, Shoes of Prey was the first company to offer women the opportunity to design their own shoes online, breaking even within two months and hitting multi-million dollar revenues within two years. Today, Shoes of Prey is a global multi-million dollar company with a syndicate of influential investors including Techcrunch founder Mike Arrington. Jodie Fox was named National Telstra Businesswoman of the Year, private and corporate, in 2011, and has been named in SmartCompany's 'Hot 30, Under 30' for the past three years.

JODIE FOX

Co-founder and chief creative officer,
Shoes of Prey



FRESH FOOD FOR THOUGHT

How did you get your start in the IT industry?

My first attraction to IT was through programming. I used Fortran at University and afterwards decided to take a programming course to include COBOL and BASIC. My first job was programming pre-PC micro-computers running CPM in Z80 assembly language. I was always fascinated by the combination of technology and the creative process of programming. There is a deep satisfaction in taking a 'dumb obedient machine' and making it do useful things for humans. Unfortunately I don't get much time for programming these days but I am really excited by the opportunities in Woolworths. Learning a new industry, after so many years in Financial Services, is a real motivator for me.

What is it that you love most about technology, and what is your favourite gadget?

What I love most about technology is that there is always something new to learn. My favourite 'gadget' at the moment is Garmin GPS cycling computer. I think location awareness and fitness are two of the big emerging trends we'll see over the next few years.

What are some of the key tech innovations you think will emerge over the next 12 months?

Innovation is a constant factor in IT. What is really exciting is the way that nowadays everybody carries at least one computer (a smartphone) around with them.

So the relevance of technology has steadily progressed from the workplace, into the home and finally into the pocket. The next step is onto our wrists and then on and in our bodies. This is such a fertile ground for innovation, I don't see an end to it any time soon.

What do you personally wish to achieve over the next few years when it comes to innovating within the role you play at Woolworth's?

In Woolworths we are pushing on our Google journey which is really transforming the way we work. Collaboration and the technology that supports our workplace and provides our people with flexibility is a big area of innovation. I think back to the time before email and mobile phones and how differently we used to work then. Going forward I think we will see even greater changes in the way we work driven by the ubiquity of computing power and high bandwidth connectivity.

My proudest achievements have always been around working with people and helping them to develop their careers by realising their potential.

What advice do you want to give to kids looking to get a start in IT?

There are so many ways into IT but one of the most exciting is through the development of Apps on the various phone platforms, Android, iOS and Windows. There has never been so much opportunity to turn a great idea into something which can change so many people's lives so quickly.



CLIVE WHINCUP

CIO, Woolworths

Clive has delivered large scale transformation programs with strategic business outcomes, delivers technology innovation and new ways of doing business. He has held senior leadership positions with Westpac, Lloyds, Banca Popolare di Milano, Bank of Scotland and CariVerona Banking Group.

PROOF OF LIFE

What was the spark that drove you to begin 5 years ago?

Well, going back to December 2009 there was myself and 2 other founders. I was 21, Alex had just turned 18 and Joseph was 17. We were a pretty young team.

At the time I had a guaranteed salaried job, but I didn't really like what I was doing. I was an accountant, and had done 2 years of financial audit and 1 year of IT security consulting. This meant doing 70-80 hour weeks, and it was great background but my biggest problem was that I wasn't really achieving anything – I wasn't changing the world.

My personality means that I need to be doing something I like and pushing the boundaries in order to be happy. So a salaried job was not really for me.

So at the time we were building an AI learning platform and using established cloud providers. We found that they didn't really work for us, so we decided to build our own.

It was just a prototype but the driving force was wanting to do something better. We were all really big geeks basically, so in 2012 we grabbed \$2,000 each and decided to start a virtualization company.

We bought 4 computers, and built what we called an Orion cluster. We didn't have much money, so we had to build it to a mantra – Efficiency. Performance. Price-point.

So how did you go from that point to launch?

It took us about 18 months to get the build right, and we actually

launched it with our last \$50. It was a decision point moment. We had the lease on a data centre, and had scraped together some seed funding of about \$80,000 to pay for the equipment in the data centre, which came from savings and our parents, and it absolutely had to go live.

That was on March 30, and we decided to launch on April 1. Soon we were benchmarked as the fastest replicated storage service in the world.

You have to remember though that this was 4 guys, sleeping under tables. It sounds cool now but at the time it really wasn't glamorous. It was hard work with a lot of risk.

The risk was worth it though as we kept signing on customers, who then went and helped spread the word about what we were doing. It was great brand traction.

What advice would you give to someone who is thinking of innovating and taking a risk?

I think it's important to ask a lot of people to give you their opinion on what you're doing, and then ignore most of it, because 90% of people will tell you that you will fail.

The most common comment we got was that we were too young to do this – we would simply say why?

We knew that we were building something that people would pay for, and that's probably the most critical piece of advice – do something that people will pay for.

It's also important to be willing to take the risk. It's entirely possible that you will fail, but it's equally possible that you will succeed.

However, if you don't take the risk

SHENG YEEO
OrionVM CEO



Sheng co-founded OrionVM while attending the University of Technology in Sydney, where he now lectures. From the dorm room his team hatched an idea to build an IaaS company using a new technology blueprint. As CEO he drives innovation, supported by his versatile background, detail-oriented nature and strong management skills.

then it's a 100% guarantee that you won't succeed.

Finally, innovating and building a business is not a walk in the park. It's hard work, but it's rewarding and there's nothing better than seeing all the people who told us that we'd fail and showing them how far we've come.

YOU CAN BANK ON IT

What is that attracts you to innovation?

I've long had a keen interest in technology and innovation, having worked in a range of technology-related roles in Australia and overseas. It's particularly exciting to me that today – due to developments such as the internet, smartphones, Cloud and social media – we have more opportunities than ever to enjoy incredible experiences and connect with people online.

Working at a place like Commonwealth Bank puts you at the heart of this exciting world in a very direct way. We're committed and passionate about using technology to create incredible experiences for our customers and enhance their wellbeing.

As a technology professional, it's fulfilling to be part of delivering financial services innovations that have been Australian firsts and even world-firsts. It's immensely satisfying to work on products that large numbers of people use daily – there are few other places where this is possible.

Where do you think innovation will go next and how do you stay ahead of the pack?

We've worked on industry-leading and in some cases world-leading projects. We've invested significantly in technology which means our people can work on a wide range of major projects across different disciplines – be it online development, architecture, or IT security. As a recognised technology leader, the bank also

employs the latest technologies and approaches including Cloud, data analytics, Agile, DevOps, digitisation and much more. We have the number one website and online services and mobile apps among our peers. We have delivered CommBank app which now has more than 3 million users and is the leading finance app. Our ATMs now offer the market-leading Cardless Cash. For business customers, the CommBiz app was updated to allow business customers to transfer funds and make or authorise payments, anywhere anytime. We have delivered Daily IQ giving insights to customers. We continue with world first innovations revolutionising point-of-sale experience with our payments platform we call Pi and the recently launched Emmy point-of-sale device which joins the already available Leo.

What do you personally wish to achieve over the next few years when it comes to innovating within the role you play at the bank?

Like many others in the bank, I'm also passionate about making sure all Australians get the most out of the digital world. This means creating a positive online environment where innovations flourish and people have the confidence to use them.

As an organisation that Australians trust – something we hold dear – we deliver products that are both innovative and have the highest standards of security, privacy and resilience built

BEN HEYES

General Manager
Cyber Security,
Privacy & Operational
Risk, Commonwealth
Bank



Ben leads a team of security, privacy and risk professionals, and has previously held leadership roles in a number of the world's leading financial service providers: NAB, Deutsche Bank, and UBS. He also spent six years working in various technical and liaison roles in national security and foreign intelligence.

into them. This combination is important to us, and also to our customers, as seen by the popularity of our apps.

We also shape the world around us. I'm an advocate for increasing digital awareness and literacy and promoting skills in technology, things we are doing as a bank and which I believe will lay the foundation for even more great innovation.

WEARING TECHNOLOGY

What major technology trends have changed the world over the past five years?

Apple releasing the iPhone. Its incredible popularity changed the world in too many ways to count. From the fact that you can now run your businesses and life from a small device in your pocket, to the subsequent rise of Google's Android operating system and devices, the world is a very different place than it was 5 years ago. We realised very early that the world is shifting to a mobile first approach and there will need to be amazing apps to run it, which is why we work with some of Australia's most innovative companies to ensure they are taking advantage of these changes and seizing the opportunities now available to them. It is this same realisation that has driven b2cloud to be one of Australia's first and leading developers for wearable technology and the Internet of Things.

How does it feel to have started Australia's fastest growing app developer for mobile and wearable technology, and what were the main challenges you faced from launch until now?

It is highly gratifying to have a wonderful team of mobile enthusiasts that work for b2cloud, who all share a passion for improving users' lives through delightful mobile experiences. Building any business organically is always a challenge, but we've found a fantastic place in our market where our clients work

hand-in-hand with us to build amazing mobile and wearable apps. The main challenge was helping our partners understand that the shift towards mobile and wearable technology is an incredible opportunity for them to take advantage of. Often larger companies are slowed down by bureaucracy and the traditional way of doing things, which is why they have come to value working with an agile innovation partner like b2cloud. We help them leverage mobile and wearable technology to achieve their current businesses objectives, while also creating new ones in the process.

What advice would you give to young app developers/startups who are seeking to take advantage of the next wave of technology?

The greatest threat to the innovations currently taking place in mobile and wearable technology is marketers and startups that are using new technologies to excessively spam users as opposed to forming meaningful and worthwhile relationships that genuinely make users' lives better. As we tell all our clients, this is an incredible opportunity for companies to create invaluable brand loyalty and recognition, to do this they must always prioritise the users' best interest and create apps that improve their lives in some way.



JOSH GUEST
b2Cloud managing
director and founder

As founder of b2cloud, Australia fastest growing app developer for mobile and wearable technology. Guest started building websites in high school. The company's most popular app, designed in 2011 for Alzheimer's Australia, has been downloaded 300,000 times.

MAKING A GAME OUT OF IT

What was the catalyst that sparked your inspiration?

I helped start a digital games platform company in 1999 and we sold it in 2005. After the sale, I began to think, “can we do more with games than entertain?” I think entertainment is important and meaningful, but I also thought we could do something to improve the world and advance business strategy. So I started to research what folks had done in the early “serious games” space, and started prototyping various ideas to explore the extent of gamification concepts. I kept doing public speaking in the meantime, and that also allowed me to expose my ideas to many people, meet my peers and connect with others who could help amplify my thinking. Ultimately, my inspiration and goal was to help bring game concepts to a wider audience and help folks unlock the potential in themselves through the power of game concepts.

How would you describe your journey from idea to reality?

As I was ideating various gamification concepts in early days, I followed an agile philosophy. That is, take the concept/issue I was working on and make a compact, simplified and easy-to-test concept out of it. The goal is to expose this product, called an MVP or Minimum Viable Product, to the market as quickly as possible to get feedback. Our first couple of ideas were quick and easy to test, but ultimately the most valuable lesson

from the tests was that the market really needed to see and understand gamification concepts in a tangible way, and that they needed a way to connect with others working in similar areas. This led to the development of our first gamified apps (to organize digital photos) and the launch of the gsummit conference. Ultimately, the development of a community was the strongest and most meaningful concept.

Looking back on your experiences with taking a risk and innovating, what would your recommendation be to other people?

Many people believe that innovation can be turned into a clearly repeatable process, but I don't think this is entirely true. To deliver meaningful innovation, you need to begin with your own personal skills, interests and goals: what do you love to do, and what do you really hate doing? Concurrently - and this is especially important for Australians - it's critical to get a handle on what you do better than anyone else in the world, without hubris. This understanding of your strengths and weaknesses will help to filter the universe of possible options down to a list of things that you can actually accomplish. Once you understand this, you can take your concept, get it to market super quickly, and see if it sticks. If you fail, get up and try again - innovation takes time and risk. But only your own momentum and energy can help you see it through to realisation.

GABE ZICHERMANN

Founder of gamification.co and EQ Magazine



Gabe Zichermann is an author, public speaker, and self-described “serial entrepreneur.” He has worked as a proponent of leveraging game mechanics in business, education, and other non-entertainment platforms to increase user engagement.

MEDIA MAESTRO

How did you get your start in the IT industry? What drew you to the IT/tech industry? How did your career progress to Media Saints?

When I started uni I had the opportunity to blend my two favourite things together. Video games and film. With support from RMITV, some friends and I created a web series following Australian professional video game tournaments. It didn't take long before our videos became very popular and soon we weren't just filming the video game tournaments, we were running them. We moved the tournaments from LAN cafes to TV studios and for 5+ years we hosted over 25 major tournaments and gave away over \$100,000. These video game tournaments laid the foundation for the rest of my career. It taught me a lot about running a business, leading a team, engaging with an online audience and networking. While running these tournaments I took a few jobs - one at MX Newspaper, another Film Victoria before starting Media Saints.

What is it that you love most about technology, and what is your favourite gadget?

I love solid state hard drives. Honestly, its the biggest breakthrough in my world. There is nothing quite as painful, in that perfect moment on your pc, to sit and wait while your computer catches up. SSD solved this for me.

In what ways have you used innovation to further your career, or the companies you've worked

for? What is your proudest moment of IT or technology innovation?

My first real job was as a columnist and mobile media manager for MX Newspaper. I got the job at the last minute as they were about to roll out the worlds first mobile newspaper. The mobile newspaper really wasn't a big success at all, in fact the iPhone launched in the same month and we all know how that ended. From this I learnt timing is everything. A good idea can be too early and its better to be patient with innovation than rushed.

What advice do you want to give to kids looking to get a start in the industry?

Honestly, volunteer your time as if you were being paid for it. When I was 18, I would pretend my volunteer projects were being paid \$50 an hour. If you show you're a dedicated hard worker it wont take you long to be earning the money you're looking for.

What are some of the key tech innovations you think will emerge over the next 12 months?

Right now I'm really interested in the social media content boom happening. Online video is tipped to increase 700% in the next 4 years. Advertising has shifted and there is fantastic technology in sites like YouTube to enable you to track audience engagement. I think this technology will become very very accurate in the future.



MICHAEL WOODS

Co-founder and creative director,
Media Saints

Michael is Co-founder and creative director of Media Saints, a company that makes educational games, websites, apps, films, adverts and more. He has been a games/tech journalist, worked in government investment at Film Victoria, and has presented at conferences around the world about games, technology and Generation Y. He recently received a fellowship to the Australian CEO Institute and is an Associate Fellow of the Australian Institute of Management.

INTERNET OF EVERYTHING

What has driven the rise of the Internet of Everything over the past five years?

A key driver of the Internet of Everything over the past five years has been the evolution of the corporate network or the Internet to become a platform for driving innovation by connecting devices that can improve efficiency, reduce cost, improve asset utilization, enhance the customer experience and transform supply chain and logistics. Cisco prides itself on not just capturing market transitions but actually becoming the global leader in them. IoE is one of the next focus areas for us.

There are four primary factors that have accelerated the adoption of the Internet of Everything. Firstly, reduced costs. Network capacity is becoming affordable, removing bottlenecks on information flows. The number of “things” that can now connect to the Internet are taking advantage of this increase in network capacity.

Secondly, technology architectures are making Internet of Everything adoptions easier. There are increasing numbers of workers migrating to smartphones and connected devices, while Cloud is fueling market entry of smaller technology players. Our networks have also become “smarter.”

Thirdly, the next generation of users have different expectations. Workers now expect video, mobile, visual, virtual, and social collaboration in real time from “things” when they want it and only when they need it.

Finally, Disintermediation is seeing the removal of intermediaries in a supply chain (“cutting out the middle man”) due to IoE. Based on IoE, some intermediaries who had previously been removed from the supply chain will be reintroduced.

What impacts are these new technologies having on business?

The industrial revolution created new career opportunities and removed others from society completely. In the same way, the Internet of Everything will have the same effect in our time. The transition is going to be one of the largest disruptions to business, and will create a need to re-educate employees to develop skills relevant to the future of work. Cisco is working with our partners to create education programs to help meet these needs.

What technological trends do you think will be the most over the next ten year?

The Internet of Everything will become the biggest platform for apps by allowing developers to build real-time applications that can deal with data in motion. Rather than having to send data back to the Cloud, you will be able to place the application directly at the edge of the Cisco network as close to the device as possible for real-time analytics and resolution.

MARTIN JANSE VAN RENSBURG

Alliance Manager Industry
Solution Partners,
Cisco



Martin Janse van Rensburg is responsible for building partnerships with companies around Internet of Everything business opportunities. Martin has been in the information and communication technology (ICT) industry since 1995 and has held several senior ICT roles within both the private and public sector including operating as an independent consultant.

START ME UP

How did you get your start in the IT industry?

I was offered a scholarship to study Information Systems and Management at The University of New South Wales. I was always interested in the interaction between technology and business.

How did your career progress to Right Click Capital?

I've been fortunate to have started, built, bought, and sold a few businesses. All of my businesses have been internet or technology-related. In 2003, my business partner and I, Ari Klinger, decided to begin investing in early-stage tech businesses and we called our firm Right Click Capital. Right Click Capital is an investment firm that specialises in identifying and investing in high-growth, early-stage Internet-based businesses.

What is it that you love most about technology, and what is your favourite gadget?

I love the opportunity that technology provides to make our lives better. This can take many innovative forms including: medical technology that prevents and cures disease; communications technology that allows us to instantly stay in touch with family, friends, and colleagues around the world (WhatsApp and SMS is great!); sensor technology that allows us to automatically save energy at home and in the office by sensing whether people are in the room or not. My favourite gadget at the moment is my tablet computer that allows me to take

notes in meetings. It automatically syncs with my phone and my computers at home and work. It means I don't have an excuse for forgetting anything.

In what ways have you used innovation to further your career, or the companies you've worked for?

I've taken part in a range of formal and informal training. I've previously been certified by a number of vendors after taking part in their courses and passing exams. I've also been fortunate to attend many demo, training days and conferences where I've learnt from expert presenters and other guests. On reflection, I find I learn the most when I've been pushed outside my comfort zone, even though I don't enjoy it at the time.

What advice do you want to give to kids looking to get a start in the industry?

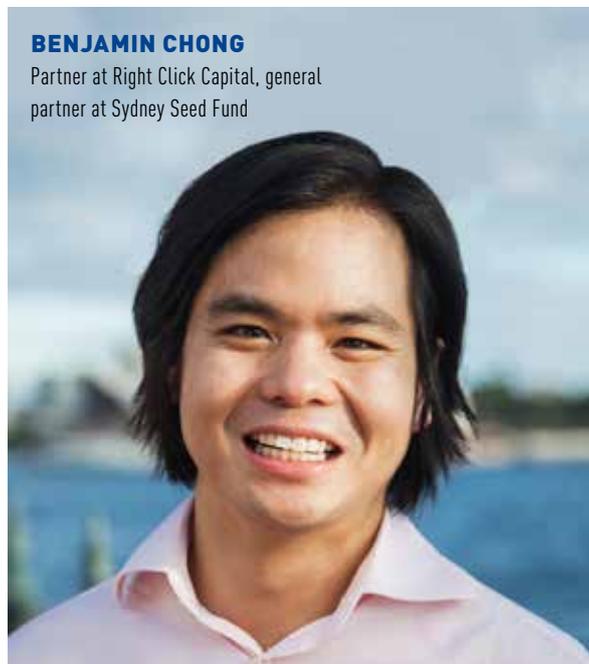
Be open to new ideas and try everything. How do you know you won't like coding unless you give it a go? And even if you work out you don't like it after having tried it, you'll have a lot more experience about the effort and process involved in that task. By having a broad understanding of different areas of the industry, you can make a larger impact in your field of specialisation.

What are some of the key tech innovations you think will emerge over the next 12 months?

There'll be an increasing amount of consumer-facing sensor-based devices. Nest is growing in the US and other manufacturers have

BENJAMIN CHONG

Partner at Right Click Capital, general partner at Sydney Seed Fund



Benjamin Chong is a partner at Right Click Capital and a general partner at Sydney Seed Fund. He has a track record of investing in and building successful Internet-related businesses over the last fifteen years. Benjamin was named National Young Business Person of the Year by Young Achievement Australia and is a member of the Entrepreneurs' Organisation, the Australian Private Equity and Venture Capital Association (AVCAL), and Sydney Angels.

started offering similar solutions in different parts of the world. I'm hoping we'll see more *Internet of things* devices making a real impact in our every-day lives.

NO DUMB QUESTIONS

What inspired your approach to data and analytics?

There were two foundational aspects. Necessity is one. I was born on a rural farm, where resources were limited and I needed to make a lot of choices and do more with one thing; turn a ute into a car, a truck, and a family passenger vehicle. The second thing was that I have had very inspirational teachers, even in that rural community.

In my career at Deloitte, I was never afraid to ask the dumb questions – and believe me some of them were very dumb. Six or seven years ago when I was asked to take on Deloitte's Western Australian analytics business, which at the time did not exist. I did not know what to expect, so I asked a lot of dumb questions. As a result of asking those questions, I found there were a lot of other people that did not know. The art of curiosity is the heart of innovation; the bravery to ask is important because it is not always as obvious as it seems, and even when you ask someone that knows the answer, they will rethink it.

Another thing is accepting that I would be wrong. I therefore looked for an environment where I was encouraged to fail – genuinely fail, with low consequences so long as I would learn from it. Deloitte offered that. I was allowed to hire anyone I wanted, run innovation sessions, and that was scary. I took risks that were different. You have to have the bravery to fail.

How did these approaches shape your

work at Deloitte today?

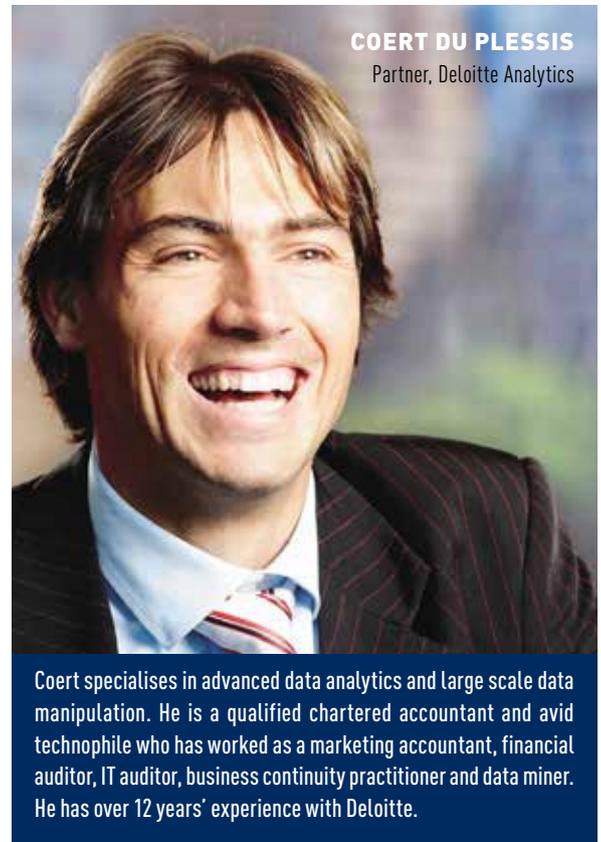
The analytics business at Deloitte has been shaped in the same way I have been able to do experiments; I have taught my team to do the same, and they do not get in trouble for trying things if they have thought about it. We understand we are on a journey that is not quite charted. The only thing you need is 't-h-i-n-k'. If you can justify that you have thought about any action you have taken, failure is fine.

One of the things I do today to keep fresh is always ask junior staff what they think. I often take the most junior staff to client meetings to see their viewpoint.

As I have moved from the business to be a partner of the WA analytics business, I have ensured that I do not lose access to the list of ideas I innovated with.

What will innovators of tomorrow be driven by?

Innovation is key, but more so is perseverance. You can no longer compete on knowledge alone. The knowledge economy has been replaced by very efficient computing and incredible experience in offshore locations. The thing that gets you through the door is going to be that you are going to have experience, and that will come from mistakes from the past, but more importantly, creativity. How can we compete with well experienced labour from overseas? We need to tell a better story. IT has struggled to speak business. Innovators that want to do well must be able to tell a story.



COERT DU PLESSIS
Partner, Deloitte Analytics

Coert specialises in advanced data analytics and large scale data manipulation. He is a qualified chartered accountant and avid technophile who has worked as a marketing accountant, financial auditor, IT auditor, business continuity practitioner and data miner. He has over 12 years' experience with Deloitte.

INTERNAL DRIVE

What skills contribute most to becoming a renowned entrepreneur?

Broadly speaking, to get yourself going you need to be able to articulate your vision, recruit well, and raise funds. Then each day you also need to be confident, listen, ask the right people for help, and apply and execute on those points.

Sometimes I feel like being an entrepreneur is an internal drive, but people's guidance has always helped me down the right path. Young entrepreneurs often can't do it alone, and leveraging advice is a good way forward. At different times, as you grow, your mentors grow, and you continue building that net of support. I have always been able to touch base with different people when I have needed help and they have always been happy to support me.

What challenges have you faced, and perhaps continue to face, as a woman in IT?

Firstly, there's not really a lot of us. If you look at the statistics, not many women choose to go into technology. That's part of the problem because there isn't as much of a support network among our peers – at least not when I initially started. Now there are a number of groups around, such as Women In Technology, where programs are used to advocate women in the industry.

But it all starts at an early age, and the misconceptions learned then. When you go into a lot of schools and speak to students, a lot of them have wrong ideas about IT;

they see it as black and white, and don't realise it can be a far more creative industry. There are a few specialist ICT schools popping up in Western Australia, and a few which have initiated better IT programs. However, it's not a majority within the education system. It's about three things: starting early to develop better IT classes; continuous learning from an early age through to university, coupled with scholarships and incentives; finding role models for children to look up to.

What attracted me to IT is that it is challenging, fast-paced, and creative.

Secondly, a lot of women who do choose to move into a leadership role, myself included, feel they can't be as confident or strong as male counterparts; we are expected to be more submissive. Women in leadership positions – not just in tech – can often be wrongly perceived as a bit more bossy than being the boss. That idea is decreasing, but until we can override those stereotypes, I fear that some women will continue to sacrifice being liked to be successful.

Where do you see the ICT industry heading the app space?

It is moving more towards online competition. The tech we provide at TapIn lets you design and build your apps online, from an idea to delivering in app stores. Competition will continue to grow, but we are providing the platform to make app development easier.

In some ways, though,



NAOMI HENN
Founder, TapIn

Growing up Naomi Henn wanted to be two things: an Olympian and a business woman. While two knee injuries prevented her from the first, she has turned into a renowned young entrepreneur. Henn currently runs TapIn, an app development platform she founded in 2013, the latest of a healthy line of experiences across sport, business, and IT.

more competition might mean innovation is less likely to be stifled as people are forced to come up with new ways of things to survive. At the time, you don't necessarily have to have the next big idea. If there is competition in the market for your idea, it not only validates that there is a need for it, but provides the opportunity to execute it better or find a different revenue stream. There's always room in the market.

DIGITAL CULTURE SHOCK

How has your experience over 25 years in IT shaped your view of the role of the CIO, and what drew you to the industry initially?

I was initially focused on being the boss, I had little knowledge of what a CIO did. In retrospect it was a good decision. Not a good answer I know, but I think what initially drives us is a better life for our families, and a more interesting career. My experience as a CIO and now as an advisor has shaped my view of the role of the CIO to the extent that I am now clear that I wasn't a great CIO. CIOs are business leaders who happen to have technology as a portfolio. They are seen by the business as trusted.

No change occurs in the business without their involvement. Some CIOs add other roles to their portfolio, like shared services, marketing etcetera. Sadly this image of the CIO is largely academic. Most CIOs are not aspiring to these lofty heights and are stuck in the role of technologist. I would suggest these CIOs are surviving, not thriving and eventually they will be replaced. The role of the CIO is a tenuous one at best, and if you are a CIO and have no plans to evolve your role or change the perceptions of technology, then your days are numbered. About 10 per cent of the CIOs I meet satisfy this loose criteria. As a community I would like to see more senior CIOs mentor junior CIOs, and I would like to see junior CIOs display less arrogance and more openness.

How has the role of the CIO changed over the last ten years?

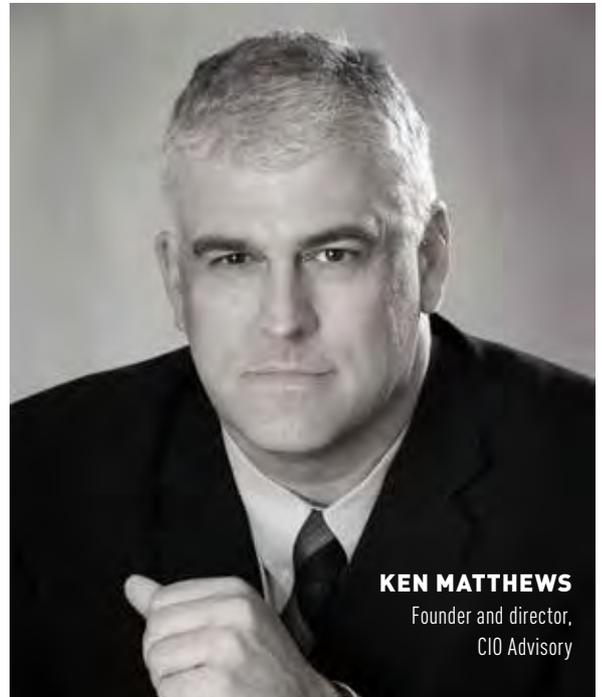
In the last ten years the CIO role has changed significantly, from a technical CIO to a business CIO and on the way to a digital CIO. Add to that CIOs have lower reporting lines and authority than ten years ago. So yes, the CIO role has changed significantly.

Has the CIO kept up with this change? On the whole no. Are CIOs a trusted business partner? Sadly this is a no as well. On the whole the CIO community needs to work better as a group to support new CIOs, and to educate CIOs about what their job is and where the value is.

What advice would you give to CIOs to help stay ahead of the curve?

CIOs these days need to be clear on their career plan, what sort of culture that they aim to work in and what sacrifices they are prepared to make to get ahead in their career. It is no longer valid to wait until the phone rings. Hope is a not a career strategy. You must be active and plan for it. Tell people your aspirations, get the skills and a mentor who has done it and do something. Most people I meet either wait until too late in their careers, are too arrogant to understand they don't have the answers, or are completely unrealistic about their capabilities. Get a career plan, tell the recruiters, get independent advice on whether you are capable and manage your network.

One more point is to be realistic



KEN MATTHEWS
Founder and director,
CIO Advisory

Ken has 25 years' experience in IT, most of that at the executive level. His previous roles have included Global CIO of BHP Billiton, CIO Transurban, CIO and GM, Newcrest and global head of NR Services. He has extensive experience in assisting IT teams create better business strategies.

about your capability and style. If you are reasonably honest and lack diplomacy, don't target gentle organisations. If you have never been a CIO, don't gild the Lilly, be honest with the recruiters.

GAME ON!

What is the appeal and significance of gamification?

It's about how and why we, as gamers, feel compelled and motivated to invest so much time in the completion of tasks that offer no real-world gain. Games are fun, interactive experiences that often offer great storytelling experiences or competitive environments with friends. Many games are simply based around the idea of giving you objectives, and rewarding you within the game for doing so, often with tools or information that will assist you in progressing further.

Gamification explores ways in which we can harness this idea in real world scenarios. For me, it works really well with things that I find frustrating and unenjoyable in daily life, like chores and exercise. There are a few smartphone apps I use to "gamify" these tasks for a sense of achievement.

Exercise apps can pit you against your friends to see who has run the most kilometres that month. Achievement badges are also motivating techniques. I think there are a lot of areas of our lives that have the potential to be 'gamified' in order to make us more successful.

Another great example is an app called Epic Win, which allows you to create a 'To Do List' within the construct of a role playing game.

How did you develop your expertise in the field of gaming and gamification?

I've been hosting the ABCTV Video Game review show, Good Game, for nearly six years now. I

play multiple games a week as part of my role as a game reviewer and it's really broadened my experiences to a wide variety of games and genres, some incorporating aspects of gamification into their design.

We also have a children's version of the show called Good Game: Spawn Point that features G and PG rated games. Often we look at games that have an educational aspect, harnessing gameplay ideas to convey lessons and information that are useful learning tools for students. There's particular skill in designing these kinds of games, however, kids often balk at a game when they figure out it is specifically trying to 'teach' them something. But even a game as popular as Minecraft has educational elements involving construction and spatial reasoning.

What is it like acting as a voice for this part of the ICT industry? Are there unique challenges as a woman in ICT?

At the end of the day, I voice an opinion, just like anyone else's. I am able to base that opinion on a fairly in-depth understanding of games and gaming culture - simply because it's a subject I am and have always been genuinely passionate about and invested in.

Video games are such an exciting medium because the technology is advancing so quickly, and the industry is rapidly expanding as it becomes more popular. Trends are constantly shifting and new genres are emerging; there is always so much to discuss and explore. And best of all,



STEPHANIE BENDIXSEN

Co-host ABC's Good Game

Stephanie Bendixsen is an Australian television presenter - writing and presenting content for Good Game and its companion shows Good Game: Spawn Point and Good Game: Pocket Edition. Passionately involved in all aspects of nerd culture, she enjoys science fiction, fantasy, collecting swords and figurines - even occasionally slinging arrows at her local archery club.

so many new worlds to visit!

I don't really see that my gender presents any real challenges professionally, but being a female critic provides me with a platform to examine the representation of women in video games. That needs to change.

As an art form, the industry is still quite young, and perhaps that's why it feels like it has a bit of 'growing up' to do. Right now, I'm just excited to be a part of it and watch that change take place.

ADAPPT AND CHANGE

How did Adappt come about and what's your role in the organisation?

Adappt was sparked out of a partnership between Samsung Electronics and the Foundation for Young Australians that began in 2013. We came together to discuss how young Australians could start using the amazing technological power in their hands to start creating social change in their communities. After all, there's more computing power in the average smartphone than the Apollo 11 rocket which sent man to the moon! So we're convinced that apps can be about more than sharing selfies or stalking crushes or ordering takeout. You know, making human life comfier. We believe that apps can make human life better.

From the outset, we wanted to equip young people with the tools to design and realise apps for social change. There's a massive need for opportunities like this, especially for high schoolers. But, more importantly, we wanted to create opportunities for young women (who don't consider themselves as technical wizards) to enter the world of tech. Right now, it's pretty alarming that only 13 per cent of ICT graduates and 18 per cent of ICT professionals in Australia are women. This means that women are under-represented in these workforces, their input in these industries is limited and (unless something changes) young women will miss out on some of the most interesting work in the coming decade. It's difficult when the

main role models for young tech entrepreneurs are American men. We want to inspire a generation of trailblazers, young Australians who use technology to make a difference. And we're especially excited to see a bunch of that disruption coming from young women.

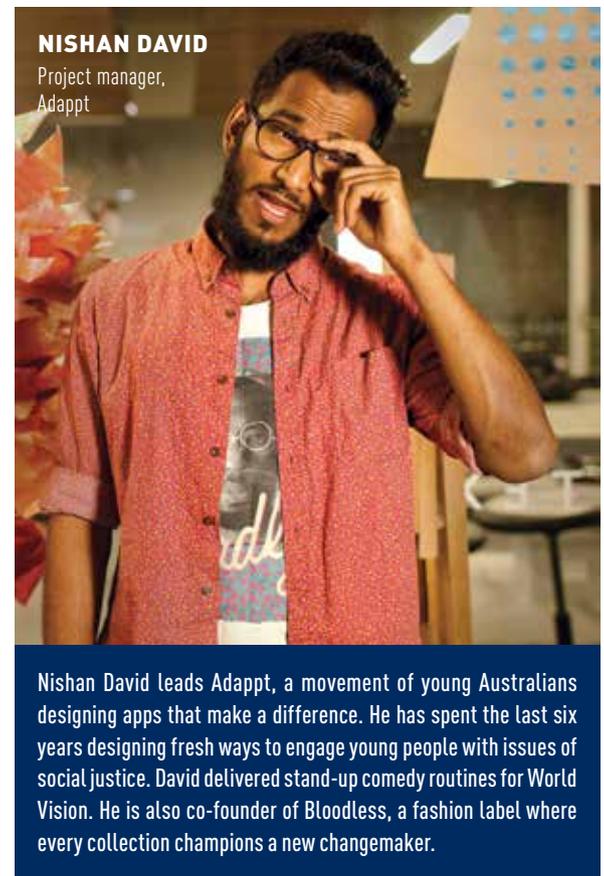
What is the biggest success story that Adappt has produced so far?

Having only officially launched in September, we are definitely in our early days! Though, off the back of our pilot workshops last year, we've already seen two incredible teams of app makers start creating change in their world. The first team created an app called MentorTrack, which connects students with passionate mentors based on interests. This app was all about tackling the career paralysis that hits students before they enter the workforce, by enabling them to break free of the broken internship/job experience model that is increasingly ill-equipped for the 21st Century. With youth unemployment so high in our country right now, this app is more relevant than ever.

The second team are working on an app called Hey Buddy. Three young women are using technology to connect people who need help with those who can offer it.

What is your future vision for Adappt and what do you hope to achieve in the next five years?

If Adappt was wildly successful in the next five years, we'd love for the program to be nationally recognised as the most entertaining, accessible



NISHAN DAVID

Project manager,
Adappt

Nishan David leads Adappt, a movement of young Australians designing apps that make a difference. He has spent the last six years designing fresh ways to engage young people with issues of social justice. David delivered stand-up comedy routines for World Vision. He is also co-founder of Bloodless, a fashion label where every collection champions a new changemaker.

and inspiring pathway into tech-focused social change for young Australians. But only as a result of Adappt producing results. I always come back to the mantra that technology is a means to an end, and the end is humans. So, for us, the real success story would be to help cultivate a generation of young social-tech pioneers. A movement of thinkers, dreamers and believers who are world leaders in the way they use technology to solve problems that matter.

We would like to thank our event partners who helped us celebrate our business leaders, entrepreneurs and innovators at the Youth Festival for ICT.

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