The Digital Social World
Hume in 2025

Impacts and Opportunities for Businesses, Jobs and Society

Debra Bordignon, CTO Dimension Data Group Australia
4 Forces of Change

Fabric of life = physical + digital

Generational change

Exponential technologies

Shift in business models
Digital AND Social Disruption...

75% of today’s S&P 500 will be replaced by 2027
(RocketSpace Disruption Brief March 2016)
2017 is the Generational Tipping Point

Millenials
• Social needs dominate
• Team cohesion
• Mentoring, support & appreciation
• Flexibility

Born 1980

Current senior leaders
• Transactional needs dominate
• Control over work
• Pay
• Career development

Source Data: London School of Business and University of Southern California - study of PwC global workforce 2013
The Shift in Models

- Industrial Era Value Drivers:
  - Tangible, Depreciating Assets
  - Value Chain
  - Finite
  - Defined Markets
  - Protection
  - Products
  - Business Processes
  - Risk Management

- Outside-In Model:
  - Customer learns you
  - You learn your customer & their customers

- Digital Social Era Value Drivers:
  - Leveraged Assets & Capabilities
  - Eco-Systems
  - Uncapped
  - Emerging Opportunities
  - Expansion as a Service
  - Stakeholder Experience
  - Innovation Culture

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Uber Business Journey

- **US based Transportation Network**: P2P rides, Car pooling
- **Global**: 60+ countries, 400+ cities
- **Digital**: Higher market value than GM, Uber & Toyota vehicle finance, Parcels Eats, Driver analytics, Self driving rides
- **Finance JV**: Equity Markets, Car Manufacturers, Finance Industry, Delivery networks, Customer service standards, Drivers Cities Economies
- **Supply Chain**: Where to?
  - Driverless transport systems
  - Car manufacture JVs
  - Driver business networks
  - Premium services
  - Fractional finance
  - Insurance
  - Logistics JVs
  - Robot services
  - Data-driven research platform
Exponential Technologies

Before Cloud

Since Cloud

Next Era

1995 now *2025
Enablers and Stories Across Industries

- Artificial Intelligence
- Robotics
- Virtual Reality / Augmented Reality
- Nanotechnology
- Cyber Security
- 3D / 4D printing
- Blockchain
A day in Hume 2020 – Meet our stakeholders

Bubbles – Maker of *Personalised Solutions for Beautiful Hair*. They have transformed their business model from traditional manufacture and distribution. They now provide a digital business platform supporting their clients to run their business and engage with their clients (B2B2X). They have created a nano-range that adapts to an individual’s hair type and condition.

Jane – Hairdresser in Sunbury

Jenny – new local, having a bad hair day
Hi Jenny, I'm Amelia, a hair beauty personal digital assistant. Tell me all about your problem.

Siri and my digital friends, my hair is soooo dry and soooo split... help.

Hi Jenny, I'm Jane, welcome to my salon. Amelia told me you were coming, let's get your hair assessed.

I recommend Jane's salon and the Bubbles Virtual Reality hair analysis booth. I'll go there with you.

Jenny, I'm happy to help. Let's go to my salon.

Jane, welcome to my salon. Amelia told me you were coming. Let's get your hair assessed.

Wow, that's so amazing. I can see the problem in VR and how Bubbles' personalised solution will work on my hair.

Let's (4D) print out your personalised trial packs. Jenny, you can try them and come back in a week for a review.

OMG, this is the best result ever, and such an amazing experience. You should all try this.

So glad you are happy, Jenny. Amelia booked you for a review and a haircut.
Impacts - Settings

- home
- government
- vehicles
- office
- city
- factory
- infrastructure
- retail
- human
- worksite
- facilities
Impacts - Settings

- autonomous vehicles, condition based maintenance and service, reduced traffic congestion, real time condition based insurance
- targeted services - public health, safety, transportation and social services
- optimised logistics, crowd sourced delivery networks & drones, 3D navigation & wayfinding
- personalised fitness and health, in home support, digital social connectedness
- chore assistance, security, appliance maintenance, energy

- digital services - ‘tell us once’ connected services, 24/7 gov, digital concierge, AI augmentation, security, mobility, secure citizen data & privacy management
- targeted services - public health, safety, transportation and social services
- optimised logistics, crowd sourced delivery networks & drones, 3D navigation & wayfinding
- personalised fitness and health, in home support, digital social connectedness
- digital hospitals, schools, sporting facilities – global connectedness and knowledge flows

- security, mobility, energy, process automation and data driven, AI augmentation
- targeted services - public health, safety, transportation and social services
- optimised logistics, crowd sourced delivery networks & drones, 3D navigation & wayfinding
- personalised fitness and health, in home support, digital social connectedness
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Jobs and Skills in 2025

**Disrupted**

- Blue collar jobs – industry, agriculture, mining
- All forms of transportation
- Digital hospital logistics
- Newspapers – journalism and editorial
- White collar professions – accounting, law, economists, bankers
- Clerical – administration, back office processing
- Retail – check outs, commodity purchasing
- Robotic pharma, nursing, surgery, dentistry

**Mainstream**

- Web development, mobile applications development
- Interface design and software programming of machines – fridges, cars, houses
- Social media managers
- Digital experience consultants and designers
- Data analysis and interpretation
- Immersive reality experience design & programming – hospitality, tourism, healthcare, education & training
- Using digital diagnostics and decision support – all professions and trades
### Jobs and Skills in 2025 – New Jobs / Industries

(Adapted from Leon Gettler, Journalist and Writer, 2015)

<table>
<thead>
<tr>
<th>Aged Care</th>
<th>Services Broker</th>
<th>Social Sustainability</th>
<th>Games &amp; Entertainment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social facilitator</td>
<td>Legal broker</td>
<td>Elder</td>
<td>Motion capture actor</td>
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<td>Facility designer</td>
<td>Relationship broker</td>
<td>Democracy designer</td>
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<td>Data Management</td>
<td>Data interpreter</td>
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<td>Home integration expert</td>
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<td>Digital Identity and Reputation</td>
<td>Reputation manager</td>
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<td></td>
<td>Personal database manager</td>
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<tr>
<td>Education &amp; Disability</td>
<td>Learning facilitator</td>
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<tr>
<td>Agriculture</td>
<td>Data farmer</td>
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<td></td>
<td>Tropical climate specialist</td>
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<tr>
<td>Health &amp; Wellbeing</td>
<td>Data personal trainer</td>
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<td></td>
<td>Geneticist healer</td>
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<td></td>
<td>Brain implant surgeon</td>
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<td></td>
<td>Health promotion consultant</td>
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<tr>
<td>Environmental Sustainability</td>
<td>Computer scavenger</td>
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<td>Energy efficiency adviser</td>
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<td>Sustainability engineer</td>
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<td>Planetary engineer</td>
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<td>Water conservation engineer</td>
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<td>Builder of Dykes</td>
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<tr>
<td>Manufacturing</td>
<td>3D print product design</td>
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Impacts – Economic and Societal

Impacted Asset Classes
- Real estate
- Physical assets

Middle Class Prosperity
- Jobs, assets, savings, interest rates

Valued Skills
- Lost generation/s
- Education upheaval

Social Access
- Intergenerational digital literacy
- Costs of access

City vs Country
- Connectivity divide
- Boundary-less services

Safety, Security, Risk
- In a cyber driven world – fraud, bullying, invasion, brand, reputation
- Finance Industry ‘analogue’ risks and asset models

Regulation
- Industrial era vs disruptors

Innovation
- Leaves Australia often

New Classes of Assets
- Digital, data, relationships, eco-system models, knowledge flows

Workers & Rights
- Working ‘week’ in 24/7 world
- Permanently expanded social safety net
- Ethics and humanoid rights for robots
- Permanent impermanence

Whole of Industry upheavals
- Manufacturing
- Supply chain
- Energy
- e-tail
- Insurance
- Higher Education
- Health
### Driving Business Value Into the Future

#### Strategic Assets – The Digital Balance Sheet

<table>
<thead>
<tr>
<th>Stakeholder Experience</th>
<th>Information Value</th>
<th>Portfolio Development</th>
<th>Smarter Processes</th>
<th>Business Models</th>
<th>People &amp; Culture</th>
<th>Technology Fabric</th>
</tr>
</thead>
<tbody>
<tr>
<td>How people are understood, engaged and satisfied, creating advocacy and loyalty</td>
<td>How information is leveraged to enhance relationships, operations, governance and strategy</td>
<td>Approaches to increasing organisational capability and the competitive edge of market offerings</td>
<td>The execution of business processes to optimise business efficiency, integrity, assurance and quality</td>
<td>The structures and models defining relationships and flows across a value chain or ecosystem</td>
<td>How people lead, work together and innovate for the business and how their efforts are measured and incentivised</td>
<td>The technology architectures, standards, systems and service models that digitise functions and enable the business strategy</td>
</tr>
</tbody>
</table>

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Some Current World Leaders

stakeholder experience
- personal
- omni-channel
- multi-channel
- informed
- fragmented

information value
- predictive
- meaningful
- responsive
- consistent
- low quality

portfolio development
- outcomes services
- Integrated services
- stakeholder services
- programmes
- projects

smarter processes
- AI enabled
- data driven – the algorithm
- flows across systems
- transactional efficiency
- discontinuous

business models
- dynamic eco-systems
- demand-driven
- leveraged assets
- supply chain
- supply driven - siloed

people & culture
- innovation flows
- perspective rich
- collaborative
- multi-disciplinary
- Internal, knowledge stocks

technology fabric
- multi-modal
- modular
- agile
- virtualised
- closed systems

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A Rough Guess - Hume City

Stakeholder experience:
- Personal
- Omni-channel
- Multi-channel
- Informed
- Fragmented

Information value:
- Predictive
- Meaningful
- Responsive
- Consistent
- Low quality

Portfolio development:
- Outcomes services
- Integrated services
- Stakeholder services
- Programmes
- Projects

Smarter processes:
- AI enabled
- Data driven - the algorithm
- Flows across systems
- Transactional efficiency
- Discontinuous

Business models:
- Dynamic eco-systems
- Demand-driven
- Leveraged assets
- Supply chain
- Supply driven - siloed

People & culture:
- Innovation flows
- Perspective rich
- Collaborative
- Multi-disciplinary
- Internal, knowledge stocks

Technology fabric:
- Multi-modal
- Modular
- Agile
- Virtualised
- Closed systems

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Harvesting This Message For Your Needs

Disruptive Forces
- What business are we in?
- Who are our customers?

Our Change Context
- What is our B2B2X?
- What have we got now?

Art of Possible
- What do we grow & how?
- What does work look like?

Future Value
- How do we continue to innovate?
Questions??

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