



Northern Inland Digital Economy Strategy for Business

**DIGITALLY CONNECTED,
COMMITTED, & COORDINATED**

*Version 1.8
5th October 2013*

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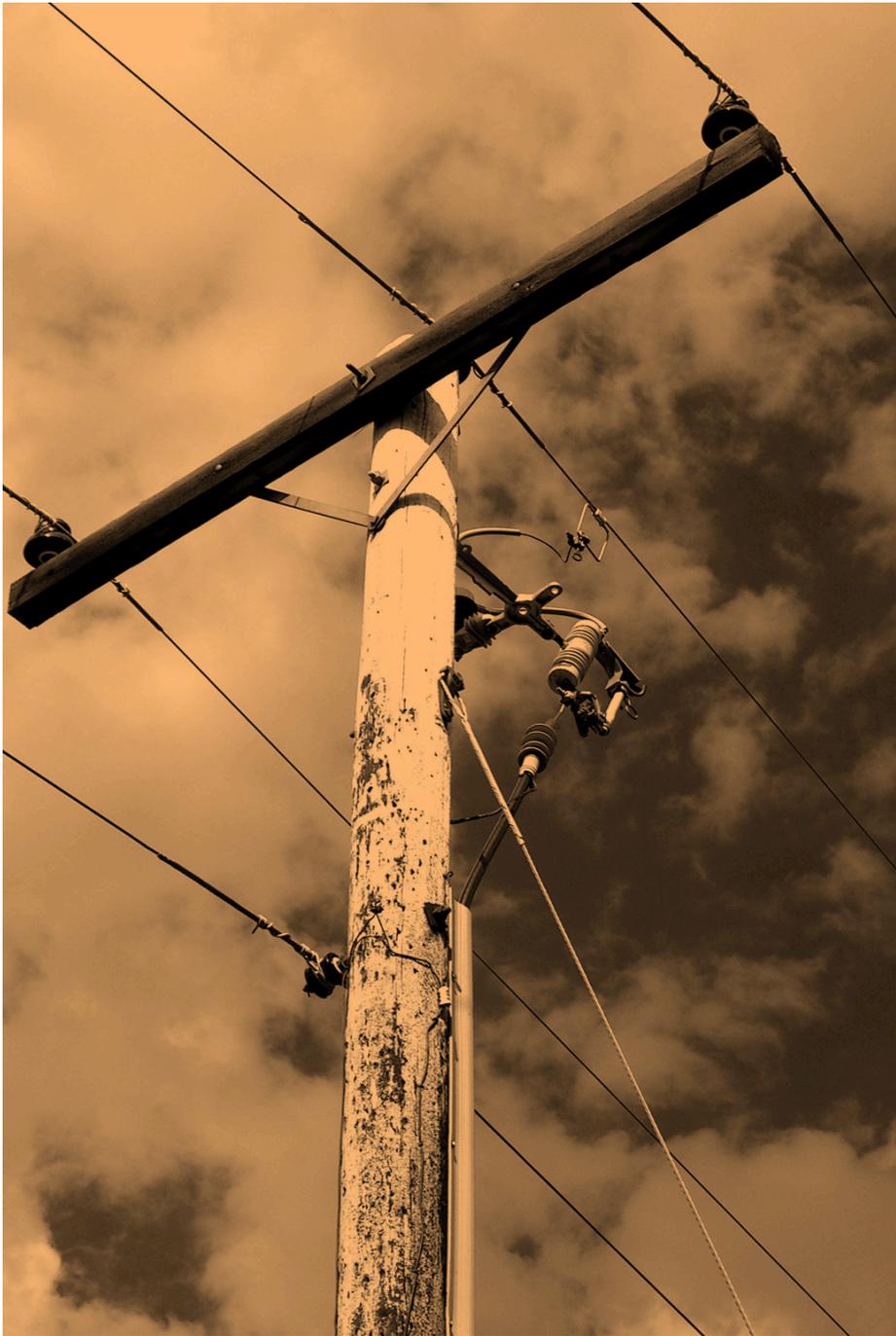
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Executive Summary

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What the people said...

"Benefits of being online are that people can shop online whenever they want."

- Brendon North, Paradise Fresh Food

"The regionalisation of the NBN allows you to do business all over the world."

- Brett Adams, Mistrel Hill Country Cottage

"Businesses need to be open to having a dispersed workforce with employees who can work flexibly and remotely."

- Judy Sheedy, RDANI

"I have the NBN at home. In the past both my husband and step son were using the internet at the same time as me and we had a battle of the bandwidth. We have 30 internet connected devices in our home. Whenever I go out of town, I really struggle without it. I multitask over our home connection and learn to become so efficient using the full bandwidth. Working at home is now easier than working at work because the internet connection is better."

- Leah Morrison, Digital Hub Program Manager, Armidale Digital Hub

"The NBN would allow us to streamline all of our processes and to make our whole operation more efficient."

- Leah Lane, Aussie Sapphire

"The internet provides the benefit of being able to collaborate on projects with other people who are not in the same location as you. Working on shared documents saved in the Cloud."

- Linda Foskey, Speech Pathologist

Executive Summary

FOREWORD



The digital opportunities facing our 13 local councils and rural businesses across the Northern Inland region are immense and far reaching at this time.

Large metro political capitals around Australia would normally be the first to benefit from high-speed broadband. However, the opportunity is coming to regional and rural communities first, and the Northern Inland is one of the first in that group across mainland Australia.

As businesses move more of their commercial activity online whether it be through e-commerce, or smarter means of advertising and marketing their products and services online, or lowering the cost of their operations through the use of Cloud based technologies, the opportunities will increase to serve a wider area in Australia and for some, overseas too.

It is clear from this strategy that we are already championing digital initiatives in the business sector, in some cases through small incremental change, while in other sectors through wholesale transformation right through to leading the digital revolution in sectors like agriculture.

What we need to do now is embrace a strategic approach to ongoing change and leverage every opportunity for our region. To do this we need a robust roadmap to lead us on to the next level. So I'm pleased to endorse the opportunities and recommendations in this strategy and welcome the change that it will bring to businesses across our region.

Mr. Mal Peters
Chairman - Regional Development Australia
Northern Inland NSW



The full force of the Digital Economy is coming to the Northern Inland region over the next ten years, and with it there will come change that has been likened to the impact of the 'Industrial Revolution' upon the modern world.

The evidence for digital business results demonstrates that this new aspect to our economy can enhance current business as well as introduce new possibilities for diversification, investment, as well as support for lifestyles and access to flexible working arrangements.

What is also of paramount importance is the need to adequately equip ourselves to take full advantage of the changes and provide the best choices and resources for businesses going forward.

This ten year strategy focuses activity at a government, and non government level, but most importantly it calls on local businesses to collaborate more across the region to share great ideas and innovation and welcome new ways of working for our economy.

The results argue that we can increase the Gross Value Add by anything up to 20 percent across the next ten years, we need to take action to make that possibility a reality right here and right now. I hope everyone in the community will get behind this strategy and endorse the transformation that is required, and play an essential role in making it happen.

Mr. Nathan Axelsson
Executive Officer - Regional Development Australia
Northern Inland NSW

Executive Summary

NORTHERN INLAND DIGITAL ECONOMIC VISION

Highlights of the statistical analysis gathered from the business community in the region during the development of this strategy.

57% of businesses don't have a digital business strategy, ecommerce site, or online marketing plan.

23%



Time and Effort to Implement New Systems

29%



Lack of Expertise, Information and Training

17%



Cost of Implementing New Systems

10%



Lack of Customer Demand or Readiness

Biggest Barriers to Online Business

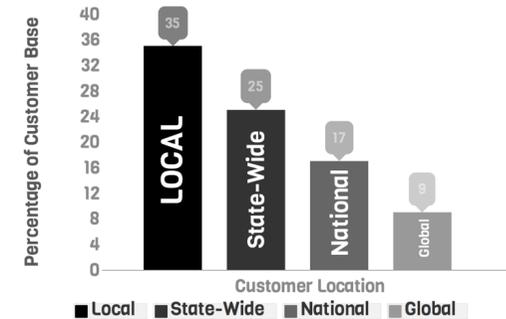
How do businesses benefit from use of Super-Fast Broadband?	Increased Productivity & Efficiency 24%	Expanded Customer Base 20%
	Improved Competitiveness 18%	Increased Revenue 15%
	CAPEX Cost Savings 12%	

83% of businesses said they would be more likely to engage with government agencies online if the service was available

CUSTOMER BASE

Current Geographic Customer Base

Service area provision from local regional centre within northern inland area



14% of businesses sell to online customers

46% of businesses offer teleworking options to their employers

Barriers to Employers Allowing Teleworking Options

18% Lack of required information and communications technology

11% Lack of knowledge regarding implementation and benefits

27% Supervisory and organisational attitudes and behaviours

17% Administrative Issues

Executive Summary

NORTHERN INLAND DIGITAL ECONOMIC VISION

Overview of Findings

In terms of new economic advantages currently entering a traditional rural regional community like the Northern Inland area there can scarcely be a more significant opportunity than that of the Digital Economy. Supported by projects like the National Broadband Network - irrespective of the fibre versus copper debate – **the economic advantage to the Northern Inland region alone is forecast to be worth between \$231m and \$1.3 bn in uplift to the Gross Value Add [GVA] to this region annually.**

Communities need to be ready to adopt and adapt adequately to the opportunities afforded by the Digital Economy. Disregarding the opportunities is no safeguard to sustainability though; as Sir Richard Branson has said *"companies that don't take the internet, or twitter, or Google+ seriously, do it at their own peril."*

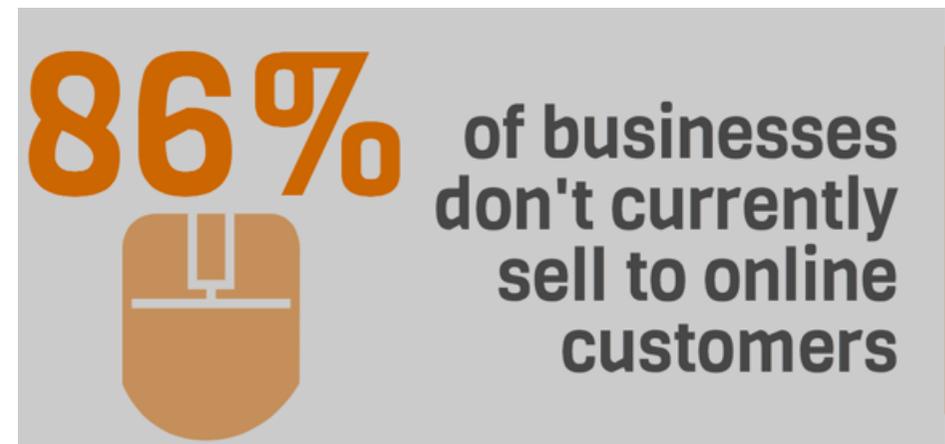
This strategy comes at a pivotal time in the development of the economy in the Northern Inland as a region. **All the indications are that there are significant signs of positive activity, and in some cases powerful signs of digital championing; but there is an equally significant and urgent need to do more and quickly.**

Digital maturity in business scores lower than the average for Australia which is seen as an advanced nation in terms of global scoring. There are a host of problems hindering digital growth at this time in the region, but the good news is, that these issues can be remedied adequately as resourcing is applied over the next three years in particular.

Typical issues encountered include problems with digital and technical resourcing for business; digital literacy (knowing what can be done online as well as how to do it) is lower than expected. To a degree the competitive nature of business drives transformation in this area, however if the local

resource or online capability is lacking then this is harder. **The research argues clearly for the need for more local digital talent to be made available to support businesses.** Some of this is coming now with the advent of the NSW Chamber of Commerce's very successful workshops on business innovation [<http://newiq.com.au/>] in the region, as well as the Digital Enterprise Programs run by the NSW Chamber of Commerce, and Armidale Dumaresq Council. But more needs to be done to help businesses transform. **Currently, 86% of businesses in the region do not sell online in any capacity.** Given that the national figures for ecommerce are suggesting that even **40% of over 65 years olds are buying online, retailers need to migrate into this region and support more local, state, and national opportunities to sell online.**

In addition, the 'digital divide' in terms of ubiquity of access to broadband technology, which is usually portrayed as existing between the larger metro-political capitals and rural/regional Australia, is in fact exacerbated in the Northern Inland region.



*<http://bit.ly/JDfjcP>

Executive Summary

NORTHERN INLAND DIGITAL ECONOMIC VISION

For example, there is significant disparity occurring regionally between towns and cities like Tamworth and Armidale, who are early receivers of Super-Fast Broadband, and those further North, but especially West of the New England Highway. Whilst this is good news for towns who receive super-fast broadband, it can only hinder other towns from making the same savings or expansion to business in the digital world now.



57% of businesses don't have a digital business strategy, ecommerce site, or online marketing plan.

Almost 60% of businesses have reported that they have no strategy for online marketing or ecommerce, or digital business generally. This figure is not uncommon compared to other regions and even larger city centres, however, the effects of not having a strategy can be devastating when the commercial imperative is to transform digitally. Compare this slow transformation to the growth in online shopping alone in Australia which has grown from \$28 bn to \$37 bn in the last three years alone, and the imperative should be clear.

In spite of these inhibitors to digital change the region is not, however, without digital championing. Some remarkable standout examples have been captured across the region including organisations and innovations such as TAFE and UNE's EduOne, Armidale Broadband Smart House, the Digital Local Government Program in Armidale, Photo Create in Glen Innes, Stillettoz in Narrabri, the Sweet Place in Uralla, RDANI's Business Growth Program, NSW Chamber's Digital Enterprise Program, and not least the most recent Digitally motivated event at Wee Waa to launch global electronic band Daft Punk's latest album to the world.*

*more information is available on some of these initiatives in Section 2 below.

Digital championing is important because it demonstrates both leadership and the emergence of digitisation across the region, all be it in small isolated pockets.

Generally though, the trends in the Northern Inland region indicate that businesses are not able to make the jump that is required to transform their business and embrace the digital economy.

This strategy must target its solution at the problem by attempting to focus its activity on fixing the underlying issues for businesses and going straight to the heart of the problems as they have been presented during the research.

In simple terms those problems have presented as follows:

- Low levels of digital literacy;
- Low levels of available resource to service digitisation in business (this includes support for online business – creation and maintenance of websites, and ICT support, plus digital online training);
- Retail risk of extinction through late adoption of online strategies to drive local sales;
- Low levels of Digital Strategy development in business, or even awareness of the need for Digital Strategies;
- Low levels of financial support for resourcing in business to develop strategic digital options;
- Low levels of Digital business collaboration outside of traditional networking forums; and
- Low levels of digital innovation particularly in market potential to utilise a wide market base in the Northern Inland.

Executive Summary

NORTHERN INLAND DIGITAL ECONOMIC VISION

Value of the Digital Economy **LOW \$231m OPTIMISED \$1,387m**

In addition to ongoing commercial activity there are positive signs of change and championing that will assist in driving a digital economy forward in the Northern Inland region. To begin with there is some significant indication that leadership is occurring around some of the strategic requirements for change. Although there is an absence of strong or clear strategy at a small business level around the region, more businesses and in particular, councils are recognising the need to move strategically and lead change more fully in the digital space for economic and community engagement reasons.

It should be noted though, that the region has significant inhibitors to the introduction of a digital economy, most notably in the area of enabling elements for change. Other traditional challenge to digitisation will be felt in relation to digitisation with ubiquity, affordability, reliability, and speed.

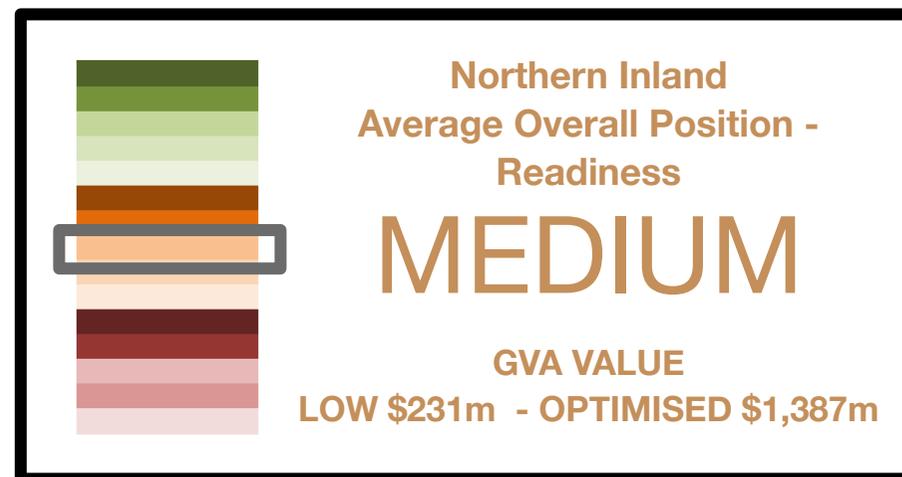
There is some considerable argument about the value of the digital economy globally. This currently produces ranges from 5% to 6% at the lower level, and up to 20%+ at the higher level on GDP. ² Also, it is important to note that the digital economy is not a single element to an economic profile. For example, whilst it does contribute to an increase in GDP in the form of increased revenue and increased profitability, it can also be experienced as capital expenditure savings, or increases in productivity and efficiencies etc, the latter are hard to quantify in economic terms. The International Teleworking Association and Council [Pratt] has argued that teleworking increases productivity by 33% but this will produce different results financially on the balance sheet dependant upon each different type of organisation being productive.

To avoid over speculation in the value of the digital economy for the

RDANI region it is suggested that values be examined from the perspective of Gross Value Add [GVA] on top of Gross Domestic Regional Product figures with a sensitivity value spectrum that incorporates a range from LOW, MEDIUM, HIGH through to an OPTIMISED level where commercial digitisation can be valued at the higher levels.

The sensitivity analysis suggests the following spectrum:

LOW	MED	HIGH	OPTI
3%	7%	12%	18%
GVA	GVA	GVA	GVA



The DigiOmeter provides an overall percentage for each LGA which is derived from 10 factors and measurements identified to be indicative of the overall digital status of the LGA and readiness for a digital economy. For more information on this measurement and each LGA's profile see, Appendix E.

Executive Summary

NORTHERN INLAND DIGITAL ECONOMIC VISION

It is clear that the vision of the future for commercial entities within the Northern Inland region must be one which is connected, committed, and coordinated. Chambers of Commerce, Local Government, State, and Federal Agencies, universities, TAFE, and the private sector need to work collaboratively to provide solutions and resourcing which will make digitisation happen at a pedestrian level, not just in the classroom.

This ten year strategy sees a community that includes the public, businesses, and government bodies that are really:

CONNECTED



- to all available internet infrastructure including the National Broadband Network in all its forms, as well as 3G and 4G wireless, this includes the towns and communities West of the New England Highway as well as those along it;

COMMITTED



- to wholesale acceptance that digital technologies must become intrinsic to business and lifestyle. This will require support at the 'grass roots' level, but for some will mean the difference between not only expanding business but also for survival;

COORDINATED



- to empower business communities and government bodies using the right digital tools and systems which are essential for success will also mean taking control of the future of the Northern Inland economy in a planned way.

GOALS FOR EVERY TOWN & COMMUNITY

The Northern Inland will lead digital business transformation in regional and rural Australia through coordinated planning and delivery, connected people and common infrastructure, and continued commitment in communities, councils, and chambers that will give rise to the right level of digital innovation, adaptability and productivity to achieve:

- ongoing economic growth, sustainability and diversity;
- an increased strength in digital skills in the workforce to engage the community through participation in the local, regional, state, national and, where appropriate the global economy;
- an increased capacity for collaboration across the region both in terms of sharing great stories and 'how to' seminars, but also in terms of an increase in 'inter-town; commercial activity fostered through online activity'
- a vibrant and digitally engaged retail community shopping online for local provision and support; and
- the greatest reputation as the rurally connected, location to live in, visit, and conduct business in.

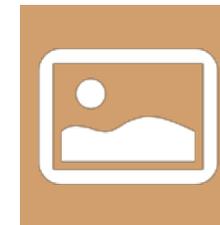
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NORTHERN INLAND DIGITAL ECONOMIC VISION

TARGET: DIGITALLY CONNECTED, COMMITTED, & COORDINATED

Our targets for the next Ten years are:

- High Speed Broadband availability to 100% of premises (both public and business), fostering the basis of communication and connectedness online, increasing mobility, and reducing the tyranny of distance across the region;
 - 60% of businesses digitally literate by 2018 to assist in championing Digital Leadership and Literacy in the region, for the region, through online rich media programs;
 - 100% of retailers supported through online and local awareness, how to do, and financial modeling resources from Chambers of Commerce and local national Government agencies;
 - 60% of businesses have a Digital Business Strategy including a delivery roadmap to digitize their business for sustainability, increased market, increased profitability, and increased productivity.
- Connecting all 13 townships and cities by fostering sustainability for public and business communities with an emphasis on local engagement in the region through online Inter-town and city collaboration systems – sharing projects, how to, products, services and costs.



Executive Summary

DIGITAL BUSINESS CHECKLIST

TEN DIGITAL NEXT STEPS FOR SMALL BUSINESSES

- ✓ **Strategic Digital Business Training** - attend one of the Digital Enterprise Program courses on digital business, innovation and creating a digital business strategy;
- ✓ **Tactical Digital Business Training** - attend the Digital Enterprise Program courses on different digital technologies and how to implement them;
- ✓ **Develop a Digital Business Strategy** – seek support in creating your own digital business strategy aimed at determining the value of digitizing business and enabling delivery of core digital technologies;
- ✓ **Online Branding** - where appropriate purchase a genuine top level domain name and consider carefully the requirements to brand your business and services or products adequately online;
- ✓ **Online Content Presence** – move to a full online content management system for your organisation and create a new content strategy about your organisation complete with new detailed content, long tail keywords and metadata. Your site should be able to be integrated with other social media technologies and incorporate a blog system which is updated every day;
- ✓ **Social Media Marketing** – create social media accounts and daily content in the following mediums and connect to your main website. Facebook, Twitter, Google+, Pinterest, Stumble-Upon, Linked-In;
- ✓ **Rich Media Marketing** – create a YouTube Channel for your organisation and create 10 rich media videos that answer key customer questions, and 5 testimonial videos from your customers. Embed the videos into your website;
- ✓ **Online Transacting** – determine how your organisation can transact online using things like e-commerce or call back or chat back facilities and create a business case to trial the usage of some of these technologies;
- ✓ **Cloud Migration** – build a business case to determine how much capital may be saved across a five year life span by moving the following processes, systems, and technologies to cloud based solutions – Data Storage; Data Backup; Email and Calendar Systems; Spam management; Hardware Servers; Accounts and Payroll, Core Systems, Voice Systems;
- ✓ **Analytics and Adwords** – research your own analytics around your online presence and create an Adwords campaign to drive traffic to your website from specific demographics and locations, locally, regionally and at state and national levels.



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What the people said...

"Essentially the NBN should make life a lot easier for all facets of the business. Learning, product information, marketing and all internet related processes will be easier accessed. Our signage works through the Cloud which then gets uploaded and downloaded on a server. This takes time and adds massive delays. Having the NBN would mean all these things become instantaneous and a lot of efficiency gains."

- Ben Kamholtz, Harvey Norman

"The NBN is all about a 2-Way, Visual, 'Agile' and collaborative future for Australia, the RDANI's Digital Strategy gives us a good idea of the tremendous potential we have in New England North West, our challenge is to physically build it, connection, by connection, brick by brick, business by business."

- Alun Davies
NBN Coordinator &
Regional Communications Advocate
New England North West

"Video conferencing is the thing that will make the biggest difference because people will be able to access the face-to-face conversations and form the relationships they require for their business to succeed. If businesses in regional Australia can embrace video conferencing it will hugely benefit their businesses in terms of cost savings through reduced travel and access to wider professional relationships and business support services."

- Chris Weber, Manager Information
Services, Tamworth Regional Council

Introduction

BACKGROUND AND CONTEXT

National Background

The digital economy has been described by the Commonwealth Government as the ‘*global network of economic and social activities that are enabled by platforms such as the internet, mobile and sensor networks*’.¹

On 31 May 2011, the Federal Government’s Department of Broadband, Communications and the Digital Economy released the *National Digital Economy Strategy* to support its aim of **positioning Australia as one of the world’s leading digital economies by 2020**. In order to meet this aim the government summarised the national strategy through eight Digital Economy Goals to be achieved by 2020.

The Northern Inland Digital Economy Strategy for Business will focus on contributing to the achievement of three of these goals:

- *That Australia will rank in the top five OECD countries whose businesses and not-for-profit organisations engage online to achieve productivity improvements, greater market reach and increased job opportunities;*
- *That the number of employees engaged in teleworking under agreement with their employer will double to 12%; and*
- *That the level of online engagement of businesses and residents in regional Australia will become closer to those in cities*



94% of the Australian population has access to the internet. 60% of Australians go online multiple times a day.

Regional Context

Regional Development Australia Northern Inland (RDANI) commissioned the development of a Digital Economy Strategy. The principal focus of the strategy had the aim of centering upon the opportunities and benefits of high speed broadband to achieve improved and sustained economic development through fostering growth of existing private sector businesses while also providing an attractive environment for the establishment of new technology firms within the Northern Inland region.

To access the potential benefits arising from the introduction of a digital economy, RDANI requested the development of a full 10 year Digital Economy Strategy which provides practical, realisable, local and regional digital recommendations and actions for the businesses within each community of the Northern Inland region.

The range of benefits achievable through the digitisation of business within the region include increased access to existing and new markets, increased collaboration, improved productivity, sales and revenue growth, new employment opportunities, increased innovation and adaptability for existing businesses and economic sustainability.

The Northern Inland region has already experienced the benefits of high speed broadband in Armidale, the first city in mainland Australia to receive the National Broadband Network. Armidale’s Digital Economy Strategy was developed in the first half of 2012 and the city is already delivering several digital projects (see section 2 for more details).

Introduction

BACKGROUND AND CONTEXT

Strategy Purpose & Focus

The purpose of the Digital Economy Strategy is to set a future vision for the digital economy of Northern Inland NSW in ten years time and a development roadmap including 2, 5 and 10 year goals and recommendations for achieving this vision.

Digital economic development in the region will be driven largely by expansion in local business across all industry sectors including agriculture which is currently a key contributor to the Northern Inland economy. As such, this Digital Economy Strategy provides a guide for the nurturing of business growth through better use of high speed broadband and digital technologies.

This Digital Economy Strategy is intended to be used by RDANI, the Federal Government, the thirteen Local Government authorities in the region and anyone with a passion for the online world including businesses for the development of the Northern Inland digital economy.

Specifically, this strategy aims to answer a basic question about how high-speed broadband helps drive growth in the economy within existing and new private business in productivity, growth in sales and revenue, employment growth, innovation, and inward investment? Key issues to be addressed include:

- What type of local businesses are most likely to benefit from the digital economy/ high-speed broadband and why?
- What strategies can be used to ensure regional businesses can benefit from the digital economy/ high-speed broadband and not lose business to operators outside the region?
- How do local retailers engage in the online marketplace? How do they establish and maintain online competitiveness? How do we inspire confidence among businesses to have an online presence and conduct commercial activities via the internet? What are the data and trends for online shopping?
- Are there any barriers that prevent businesses from expanding their presence in the digital economy and how can these be addressed?
- What opportunities are there for existing businesses to use high-speed broadband to grow existing markets and expand into new markets?
- What opportunities are there for new businesses to establish in our region given high-speed broadband infrastructure?
- Outline the opportunities for economic diversification arising from the introduction of digital technologies.
- Illustrate some case studies of regional businesses that have successfully used high-speed broadband to grow revenue and employment. What were the critical success factors?
- How do we increase digital literacy for small-medium sized businesses?

Introduction

STRATEGY DEVELOPMENT

Mobile Availability

More people today have access to a mobile phone than to electricity.

Today Mobile Phones are powered by sophisticated operating systems capable of integrating with other technology platforms.



How was this strategy developed?

This Digital Economy Strategy was developed over a three month consultation period across the Northern Inland region. The development comprised of consultations, workshops and an online statistical survey with key stakeholders within the 13 Local Government Areas of Armidale, Uralla, Walcha, Guyra, Glen Innes, Tenterfield, Inverell, Gwydir, Moree, Narrabri, Gunnedah, Liverpool Plains, and Tamworth.

Regional broadband diagnostic and demographic research and trends analysis was conducted to develop a digital economic profile of the region. A review was also conducted of existing digital documentation and projects already utilising high speed broadband and digital technologies.

The consultations conducted also provided insight into digital business activities taking place across the region and a number of digital business success stories emerged that should be championed as local case studies, some of which are contained within Appendix I. Full details of the businesses that were consulted are included at Appendix B.

The online Survey for business was conducted that gathered a statistical viewpoint on current practice and future goals and opportunities across the region. This was collated together with statistics provided by the Australian Bureau of Statistics, and other regional, national and global sources.

Introduction

CURRENT REGIONAL DIGITAL PROJECT - CHAMPIONING

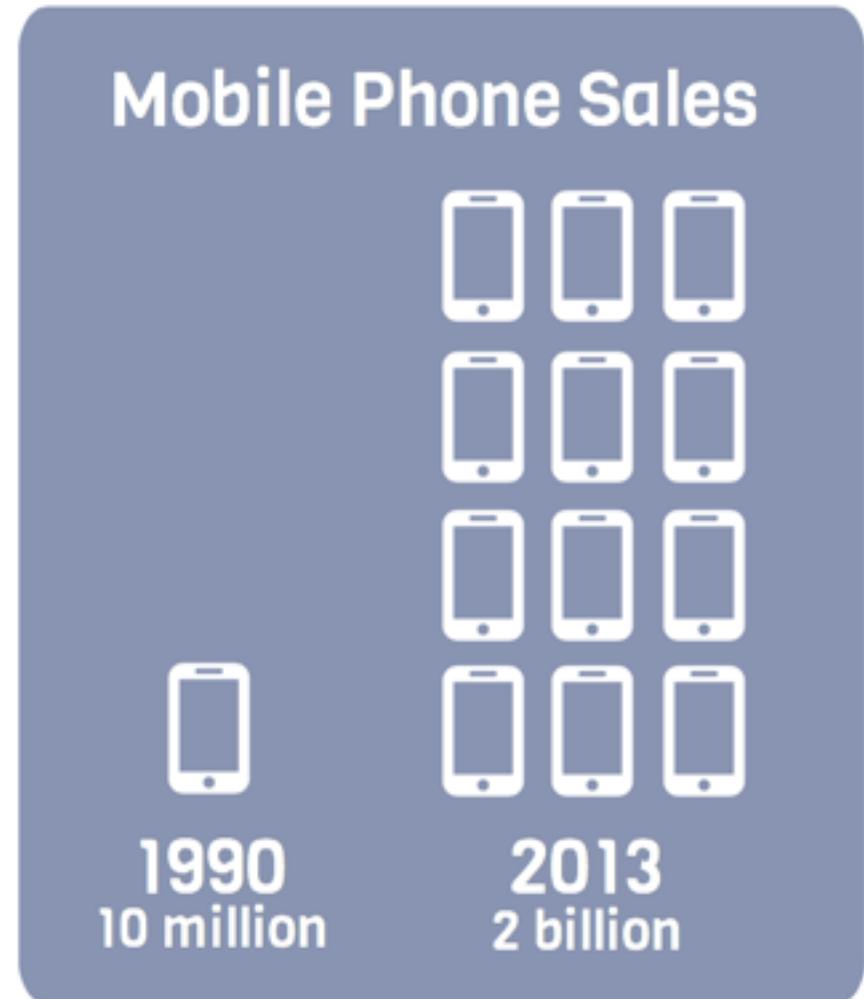
EduONE

'Educate Our New England' (EduONE) is an \$8.6 million project funded through the Federal Government's Digital Regions Initiative National Partnership Agreement, which funds digital innovative projects throughout Australia. The project will be delivered through a major partnership between the funding recipients TAFE NSW New England Institute, the University of New England, and the Community Technology Centres Association (CTCA).

EduONE aims to develop an interactive media learning space in the form of virtual classrooms, increase access to online resources and training for students, better equip job seekers and apprentices and address the current skills shortage problem due to insufficient resourcing in the New England region see <http://bit.ly/18XeI7W>.

Armidale Broadband Smart House

The Armidale Smart House showcases how digital technologies that utilise the National Broadband Network (NBN) can benefit Australian families in the areas of health, education, work, environment and communications. Regional Development Australia Northern Inland (RDANI), who partnered with The University of New England, TAFE New England Institute, NSW Trade and Investment, The Australian Centre for Broadband Innovation, ISU Solutions and CSIRO, led the project which was launched by Senator Stephen Conroy, the Minister for Broadband, Communications and the Digital Economy on the 8th of October 2012 see <http://bit.ly/16TGxqU>



Introduction

CURRENT REGIONAL DIGITAL PROJECT - CHAMPIONING



Armidale SMART Farm

The Armidale SMART farm is a University of New England run project located at Kirby Farm, North of Armidale. The project is an environmentally friendly solution that aims to create Sustainable, Manageable and Accessible Rural Technologies (SMART farming) to develop remote monitoring to improve farm management practices. The SMART farm has a sophisticated network of sensors that monitors soil, weather, crops and animals to provide farmers with more information to help increase production and yields <http://bit.ly/15Z8WrF>

Armidale Digital Economy Strategy

Armidale was the first City in mainland Australia to receive fibre-to-the-premise under the Federal Government National Broadband Network. To capitalise on this infrastructure investment, Armidale Dumaresq Council created a Digital Economy Strategy in mid-2012 for their local government area (LGA).

The Strategy recommends and prioritises the delivery of 36 digital projects across all sectors of the LGA including government, health, education, business and the community. In mid-2013, Armidale was well underway with the delivery of the recommendations through cross-sector collaboration and governance, and is beginning to realise several benefits for the community and the local economy. This development of the local digital economy is expected add up to an additional \$108 million per annum to the gross regional product of the LGA once the digital economy is fully optimised.

Introduction

CURRENT REGIONAL DIGITAL PROJECT - CHAMPIONING

Armidale Dumaresq Council, Digital Local Government Program

The Armidale Dumaresq Council was successful in receiving \$412,500 of Federal Government Funding under the Digital Local Government Program to extend its traditional customer services to the online environment through implementing a video call and booking solution on the Council's website and traditional multipoint video conferencing units in the Council meeting rooms. The video call service has also been extended to the Development Control Unit (DCU). Local residents can now contact Council customer services via an online interactive video call and customers can be involved in Development Application meetings from remote locations without the need to travel into Council. Read more about this program in the case study included in Appendix I.

Armidale Digital Hub

The Armidale Dumaresq Council was successful in receiving \$410,000 of funding from the Federal Government to run the Digital Hub Program for the local community from April the 11th 2012 till January 2014. This program provides a broad range of free services for individuals and small groups which include developing digital literacy skills; providing professional and technical advice relating to technology and the NBN; enhancing online application skills and providing training courses to further develop digital skills. Training courses are provided through face-to-face lessons in the Digital Hub facility
<http://bit.ly/11g3lbJ>

54%
of SME's have
experienced improved
levels of customer
interaction and service
from increased use of
internet



Introduction

CURRENT REGIONAL DIGITAL PROJECT - CHAMPIONING

Digitisation has a proven impact on reducing unemployment, improving quality of life, and boosting citizen's access to public service



Bob Jamieson Agencies

Bob Jamieson Agencies is a privately owned stock and station agency located in Inverell in regional NSW. The business aimed to develop new mediums to market livestock as well as save on transportation costs for farmers. The solution to this problem was to utilise an online marketing platform called Auctions Plus that runs off high speed broadband to auction and display livestock online to potential buyers. To read about the success of this digital business project see the case study in Appendix I.

Eastmon – Photo Create

Eastmon Digital specialises in processing digital prints and gifts for their customers world wide. They originally wanted to increase their presence Australia-wide by opening 100 new stores. Instead the owners established an online presence through 'Photo Create' which provides gift items and digital prints online to customers. To read about the success of this digital business project see the case study in Appendix I.

Eastview Estate

Eastview Estate is a brewery, winery, distillery and a restaurant located in the small town of Kentucky in NSW. The main challenge for the business was establishing a presence in the market as the Estate was located in a remote area and relied solely on word and mouth from their existing customers. To address this issue the owners successfully developed a powerful online presence through their business website to promote the Estate in the online sphere. To read about the success of this digital business project see the case study in Appendix I.

Introduction

CURRENT REGIONAL DIGITAL PROJECT - CHAMPIONING

Wee Waa (Daft Punk)

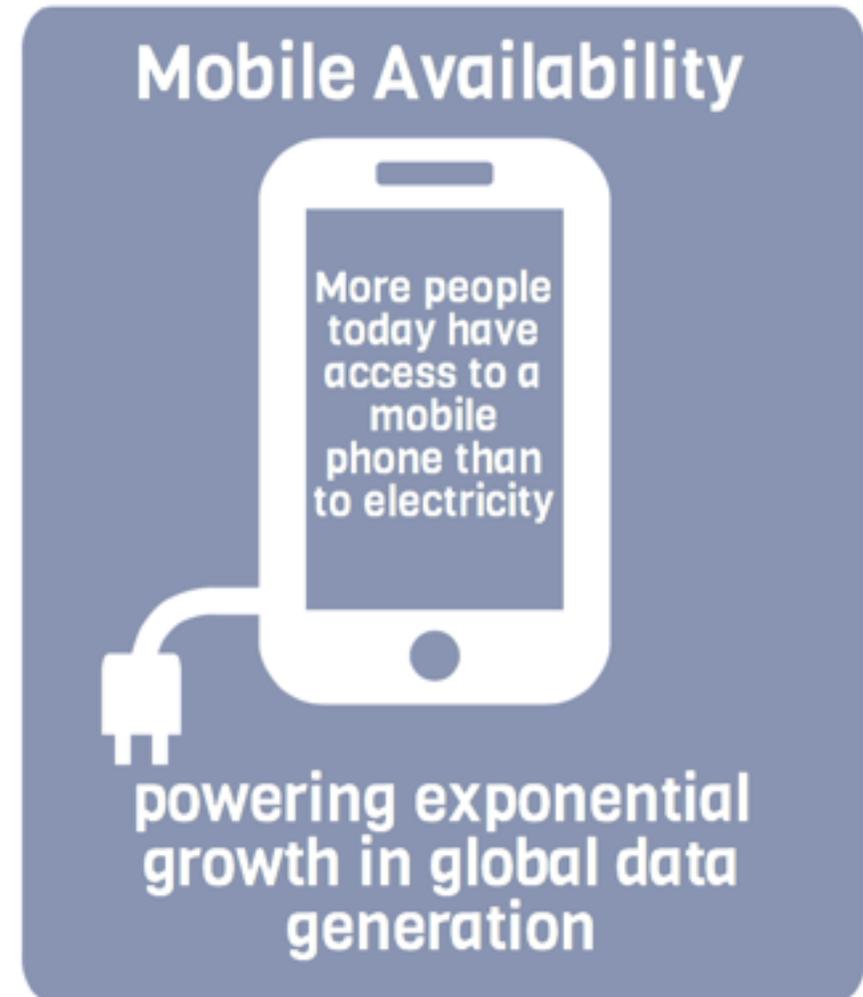
Wee Waa is a small town located in Northern Inland NSW and is known for producing cotton in the region. In May 2013, Wee Waa celebrated its 79th Annual Show where international superstars Daft Punk launched their new album 'Random Access Memories.' In the lead up to the event, International Label, Sony marketed this launch world wide and the event was streamed live from Wee Waa despite Daft Punk not having a physical presence there. To read about the success of this digital business project see the case study in Appendix I.

Stillettoz

Stillettoz is a small retail shop located in Narrabri and sells women's fashion and jewellery. The main challenge facing the business was its dependency upon a small market base, however the business was able to increase their market base by developing an online presence and enabling customers to transact online through the business website. To read about the success of this digital business project see the case study in Appendix I.

The Sweet Place

The Sweet Place is a small retail outlet that specialises in selling traditional candies and Teddy Bears. The main challenge facing the business was developing a strategy to help expand its business operations and to market itself. The solution to this problem was establishing an online presence by developing a business website which enabled customers to purchase directly online as well as utilising social media platforms to market itself. To read about the success of this digital business project see the case study in Appendix I.



Introduction

CURRENT REGIONAL DIGITAL PROJECT - CHAMPIONING

Digitisation multiplies the
benefits of connectivity,
as it generates
three times
more economic benefit
than faster broadband
alone



Armidale Dumaresq Council, Digital Enterprise Program

The Armidale Dumaresq Council was successful in receiving \$280,000 of funding from the Federal Government to run the two-year Digital Enterprise Program from 30th April 2012. The Program provides free training to small-to-medium enterprises and not-for-profit organisations in Armidale, Guyra, Glen Innes, Inverell and Tenterfield on how to use the National Broadband Network and online services to improve their business. The course is provided through face-to-face workshops as well as online interactive workshops webinars and course materials are available through the online learning management system www.digitalbusinessacademy.org

ZooWhiz.com

In 2011, EdAlive®, an Armidale based educational software company developed ZooWhiz.com that provides a Cloud-based learning resource that utilises the National Broadband Network. The online resource integrates children's learning at school and at home providing both teachers and parents with the ability to interact with and manage online learning. To read about the success of this digital business project see the case study in Appendix I.

RDANI Business Growth Program

The Regional Development Australia Northern Inland (RDANI) Business Growth and Diversification Program is funded by NSW Trade and Investment with the aim of nurturing local businesses to foster regional economic development. The program aims to identify key areas where businesses need to improve and provides advice to help businesses see their potential www.rdani.org.au/



3

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What the people said...

"The T-shirt business has the potential to be global. I am in the process of marketing it through social media."

- Steve Black, Mad Shirts Design

"We have to try to get our regional businesses to understand that high-speed broadband opens up many new business opportunities and it expands opportunities both ways, just as the country can buy from the city, metropolitan businesses will be able to buy from regional businesses."

- Sue Price, Committee Member, RDANI

"Our customers currently contact us when they have a need but we are looking to generate new business from those who want service and are shopping online. Potentially my new market will be Australia-wide once we move online."

- John Barden, Barden Pump Services

"Broadband will encourage decentralisation and expansion of existing businesses as well as new businesses that we don't know of yet."

- Chris Weber, Manager Information Services, Tamworth Regional Council

"The NBN opens up whole new opportunities for online video conferencing interviews."

- Steve Green, Journalist, Inverell Times

Digital Economic Influences

BROADBAND BENEFITS FOR BUSINESSES

Broadband Benefits for Business

The benefits of digitising a business today effect all aspects of operational excellence to the extent that for some businesses digitising can mean the difference between business expansion at one extreme, and simply survival at an other extreme.

Being able to lower the total operating costs of a business by, for example, migrating traditional servers, storage, backup, email provision etc – as well as all that comes with those services by way of cost in things like maintenance, licensing, and support – to a cloud environment can save many thousands of dollars a year for small businesses. But being able to operate in the cloud from any point or location or time online whether from a laptop, smartphone or tablet in a mobile, or teleworking environment is said to add up to 30% productivity in output terms to businesses.

In addition, moving a business more into the online space can create opportunities to lower transaction costs, increase opportunities for market penetration for example by marketing online using social media, or give small business the power to target market particular demographics, and locations more easily. In short, the benefits of using broadband can enhance or increase capacity in Productivity, Sustainability, Market Reach (including the dynamics of geography and quality), and Revenue and Profit.

Digital Business Strategies

Coordinating an individual business' response to the opportunities presented through digitising business is a significant factor in determining the level of success of each business online. Too many businesses are simply dabbling in

the digital world, as time permits, with an ad hoc approach to things like social network marketing or developing a website oneself by learning html or using freeware. Whilst it is good to develop skills in these areas there is a strong need to ensure that digitisation is well coordinated through a strategy for organisations to match the challenge of market needs with proper, calculated, organised investments around actual digital change for business. The evidence gleaned from the survey indicates that nearly 60% of businesses do not have a strategy for digitisation, ecommerce, or even website profiling and development. Specifically, 86% have no online transactional capacity including ecommerce. Given that skills and experience in digital business are the greatest barriers to migrating to a fully digitised business it is imperative that any training applied to small business focus on developing a strategy for digital business along with the requisite training on how to implement each component of the strategy.

Taking a coordinated strategic approach to transformation will ensure that businesses transform the right part of their organisation first and manage the transformation along a defined path which includes managing the cost of change against any benefits received.

Retail, Online Competitiveness and Trends

Of all the sectors in business most challenged by the digital economy the greatest is retail. Looking at the ecommerce statistics for Australia alone we can see some staggering trends evolving rapidly. For example, it is clear that more than 90% of Australians have access to the internet in one form or another. All ages of people are buying online, interestingly 40% of 65+ year olds are buying online regularly. Other statistical trends indicate significant

Digital Economic Influences

BROADBAND BENEFITS FOR BUSINESSES

growth in the online shopping space with an increase in \$10bn spend in the last three years to \$37bn annually. The majority of online spend is still within the travel and accommodation sectors (74%), but other sectors are on the rise now too with clothes and jewellery at 34%, and even food and groceries at 9%. Buying channels are also changing online too with 62% of workers using their personal mobile phones for work. This figure coupled with the high conversion rates of people using mobile phones to find things like restaurants (90%) indicate that the need to push more advertising, awareness, and engagement online has also never been more urgent.

Other trends in online shopping indicate that there has been a development in retailers' ability to use the online space to drive more local shopping. Some retailers (organisations who sell online with the absence of a local retail presence) have created local retail presences to help sell online and locally (see Flying Penguin <http://flyingpenguin.com.au/>). Other retailers are using online traffic to drive local demographically targeted sales while continuing to flourish as a traditional retailer (see Edible Blooms <http://edibleblooms.com.au/>).

All businesses, but especially retail, now have an armoury of digital tools available to them to marshal online leverage for brand, engagement, and transacting online. These would include, content management systems updating a corporate website every day with new information on products, services, and customer experiences; rich media (online video); infographics; cloud hardware, software (allowing anywhere access, all the time); social-media marketing, ecommerce, chat back systems etc.

In contrast to these opportunities online the region recorded only 6% transacting online directly through eCommerce and only 11% said that they had a website presence, and only 2% said that they use paid internet channels for advertising.

The power of online systems that provide 'peer review' mechanisms where a customer can recommend a product or service they bought to future customers within the pages of a company's website should not be underestimated. Compared to traditional advertising, the power of peer review 'chalks-up' a whopping 92% of decision making trust for potential buyers online compared to 14% through TV advertising.

Although these statistics are compelling when it comes to moving retail online it does not make the journey of actually getting online any easier. Typically, retailers require a lot of assistance in adding a digital footprint to a terrestrial presence. Many retailers do not possess the time or requisite skills to make the move, and there can be an absence of actual service support and maintenance support in digital retail as has been seen in the Northern Inland region. If things are to change, they need to happen through real, on the ground, stimuli which will bring about a fundamental shift in thinking and effort in this space.

Agriculture and the Internet

In contrast to retail and other sectors Agriculture is in general terms leading the digital revolution in online activity. Agriculture has, in fact been leading for many years, not just in the Northern Inland region but all across Australia and globally too. Digital activity in agriculture has, however, been largely restricted to what might be termed market activity – in terms of online trading, in some cases in 'futures', and also in terms of agri-technology, where digital technologies are applied to farming to increase the productivity and yields capable from pastures and livestock, or in some cases GPS navigation in ploughing, sowing, and harvesting technologies. This has had a pronounced and positive effect on agriculture and the supporting industries. At the same time though bandwidth limitations continue to restrict farmers ability to take technologies further to include things like videoconferencing and online marketing capabilities. As a result the digital revolution is occurring in a

Digital Economic Influences

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lopsided way in this sector. NBN roll out of Wireless and satellite will change the farming landscape providing much faster access to big-data for farmers and supporting industries such as online genetic or tagging systems.

Opportunities for Expansion, New Business, & Diversification

Super fast broadband provides the opportunity for *all* businesses to expand their frontiers internally and externally. In a general sense, digitising business can assist through increased sustainability, increased market take-up, increased productivity, and increased profit margins. In addition, it can provide the means of adaptability and for some innovation. As has been said above businesses have the capacity to use the online digital arena to reach to more for less. More target market (or in some cases a specific demographic within a given sector or geography) for less overheads. The perception generally is that this will cost more than most businesses realise. In fact, this is seldom the case. Most business cases for digital expansion demonstrate that the benefits out-weigh the costs significantly. What is required in business is a confidence to risk migrating to the digital environment. This will occur more in this sector as more businesses find themselves migrating and sharing their experiences and results with other businesses.

Niche, or boutique retailers and businesses that want to expand through online means could quite easily use technology (rich media, ecommerce, social-media marketing) to reach a larger market across the whole of the Northern Inland region. Currently, this is happening in small pockets but not wholesale. A number of recommendations in this strategy are aimed at trying to resolve this weakness, especially towards collaborating best practice or good news stories.

In addition to current businesses expanding, there are opportunities for new businesses to establish in the Northern Inland region. This has been seen

elsewhere in places like Bellingen where evidence is occurring of people connected to creative arts industries where large broadband is required who formerly could only live in large metro-political capitals such as Melbourne, Brisbane, and Sydney are now able to move and are moving to Bellingen as a lifestyle choice because faster broadband availability now means they can work remotely. This is also true of the Northern Inland region and a number of case studies reflect this opportunity. Teleworking options for professionals moving into the Northern Inland area often bring a partner or spouse who is still connected to a previous living geography who continues to work remotely and travel only part of the week.

The history of diversification across the Northern Inland region has a clear leaning towards specific diversification occurring in different ways in different locations – that is to say it has not been uniform across the region. Agricultural diversification and digitisation has occurred largely further West, and also around the University of New England, for obvious reasons. Whereas manufacturing diversification has occurred more in places like Tamworth than elsewhere. Some of this is down to Council development policy, while clearly in other areas inward investment has held diversification back. Diversification arising from the digital economy can assist in both of those areas. To begin with, rural towns can adopt more easily digital investments such as data-centres and business processing centres, or call centres because of their relatively high employment opportunities with low industrial or environmental impacts. Then the cost of real-estate compared to larger urban areas must be seen as a significant draw card for technology companies. Lastly, inward investment has proved possible in this area where ICT vendors have often made the first move towards investment of showing an interest. Armidale is currently advertising through expressions of interest for ICT organisations to look to invest in specific ICT functions in the city.

Digital Economic Influences

BROADBAND BENEFITS FOR BUSINESSES

The model is especially innovative in that the Council has put up the parcel of land for potential investment themselves. Adequate branding must be brought to the business case to attract this sort of investment, and recommendations have to be considered that foster the right digital brand – and accompanying story around the high speed performance available in all towns and cities.

Barriers to Digital Business Expansion

Along with the consultations, and workshops, the survey indicated a number of fundamental barriers to migrating to a digital trading model in businesses. The most prominent of these were:

- Lack of information, training, and lack of technological expertise – 29%
- Availability of Time and Effort – 23%
- Perceived cost of getting online – 17%
- Lack of demand or readiness from the customer base – 10%

In contrast to these figures though, 20% of respondents believed that super-fast broadband would help expand their customer base and reach broader markets, with a further 15% arguing that it would increase their revenue, and 12% stressing that it would make significant cost savings especially in capital expenditure for their business.

What's clear from these results is that people in business believe that there are important opportunities for them in the online space, but at the same time businesses do not possess the power to migrate effectively into the digital world. Accordingly, recommendations must address this imbalance in lack of information, training, and availability in technical resource to be able to adequately equip business and drive digital transformation quickly and reliably.

Critical Success Factors

Success factors need to be noted both regionally and on an individual basis. What has become clear from the research engaged to develop this strategy is that support needs to be applied rapidly in a number of specific areas to bring about digital transformation including:

- Support for rapid retail sustainability and digitisation;
- Support for digitisation of small businesses generally;
- Strong inter-town collaboration and best practice sharing; and
- New inward investment aimed at digitisation of business, government, and community.

The maxim that good competition will drive good business or even diversification is true to a point, but stimuli are needed to coordinate the effects more accurately. This strategy attempts to deal with that coordination appropriately. It will not be enough to allow small businesses to find their way on their own. Councils, Chambers of Commerce, and local champions must all lead on the transformation. One voice from business resonated around the need for ongoing strategic training as opposed to simply training on, for example, more social media marketing. This must happen at a local and a regional level especially where businesses in competition locally but not regionally feel able to share across the region more than they can locally. In addition, more will be required to be done to ensure that businesses learn from overseas. Ironically, the place to learn about such case studies is online, often by trawling through YouTube.com.

All this activity will require significant communication and coordination to realise benefits across the whole region, again this has been addressed in the recommendations.

Digital Economic Influences

BROADBAND BENEFITS FOR BUSINESSES

Digital Literacy and Branding in Business

As has been stated above, generally digital literacy is poor in business across the region. This is not uncommon across capital cities too.

Specifically, businesses often have key questions in relation to the lack of digital information and capacity in the following areas:

- Why should a business use the Cloud?
- How does a business utilise the Cloud?
- What are the benefits of having mobile systems?
- How can my business create teleworking options?
- What's wrong with my organisation's website?
- What is a content management system?
- What is Rich-Media and what good is it to my business and how do I go about creating it?
- Should I spend \$X on Search Engine Optimisation?
- Does Google really matter to my business?
- How can I afford to do eCommerce? Will it work for me?
- How do I receive online payments?
- How do I market my business, products, services, online.

Again, organisations seldom possess answers to these questions, and the current milieu of service offerings and training options are not resolving these basic digital literacy questions. In the case of creating a strategy for Digital Business, with the exception of one online course there is an absence of

offerings in this area.

Many businesses have not considered the brand impact that being online can have to their organisation (either positively or negatively). There are few businesses who have considered brand in respect of their digital naming infrastructure. For example, few businesses in the region possess their own domain name, requisite website, or naming convention around emails. Many organisations are using the domain of their ISP, and in many ways are undermining their opportunities to enhance their own brand.

In contrast this provides great opportunities for new service offerings or new business establishment specifically in these same areas.

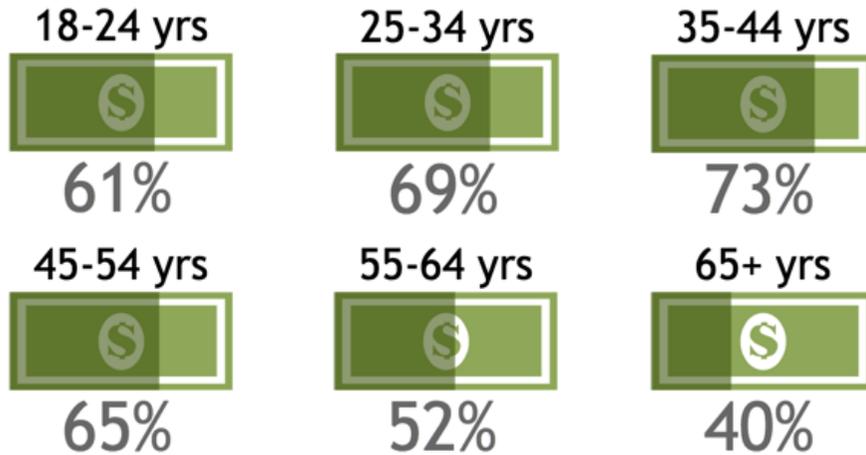
Townships and regional organisations should also consider the benefits to business of including digital elements in respect of well tested brands. For example, many brands at a town or city are rightly focused upon tourism drawing people to visit locations through differentiation strategies.

In addition to these powerful brands, digital stories should be added to enhance the brand and present an offering for living, business, and tourism which includes towns that are locally prosperous through digital connectivity which has been developed on the back of super-fast broadband being made available regionally earlier than many other locations. This is also very important with respect to the attraction of inward investment. Anecdotes abound in the consultations of visitors complaining that cafés and precincts in regional and rural Australia do not provide free wireless connections. Cities and towns could quite easily create wireless precincts in the main malls and offer these services for free and at the same time announce that they are “globally connected digital cities” fuelled by superfast broadband.

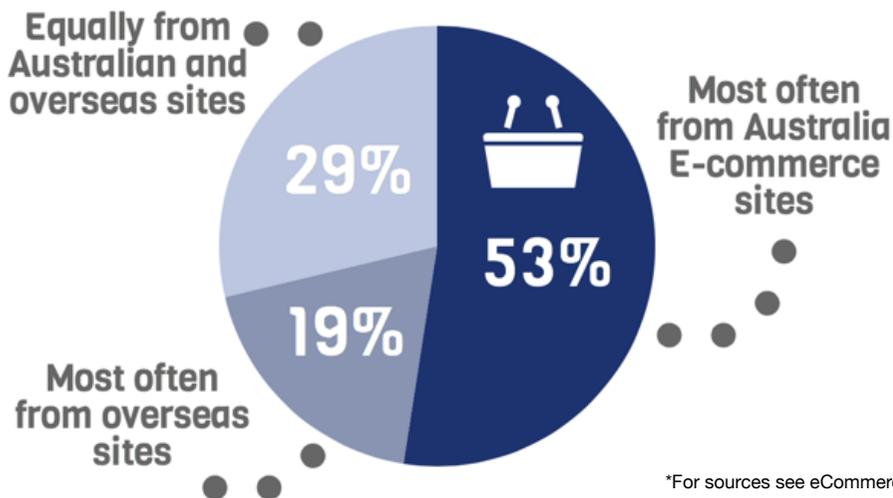
Digital Economic Influences

BROADBAND BENEFITS FOR BUSINESSES

Percentage of Online Users who have Shopped Online per Age Group

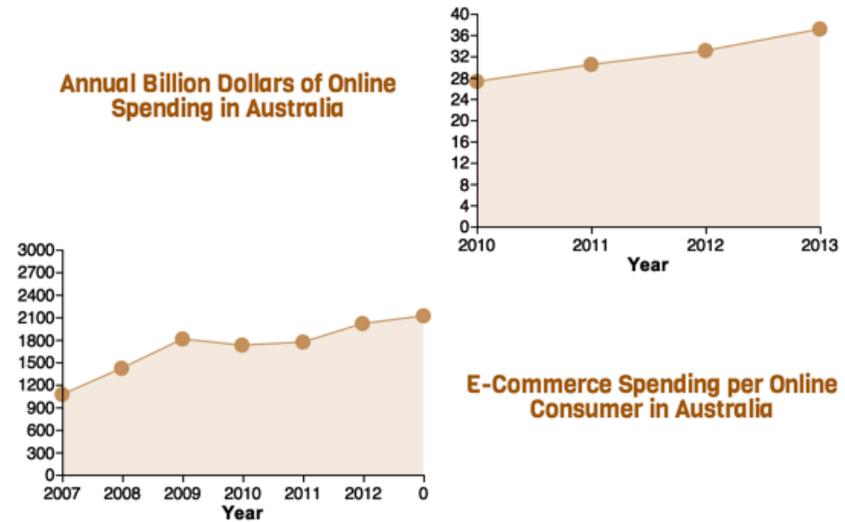


Where Are Australians Purchasing from Online?

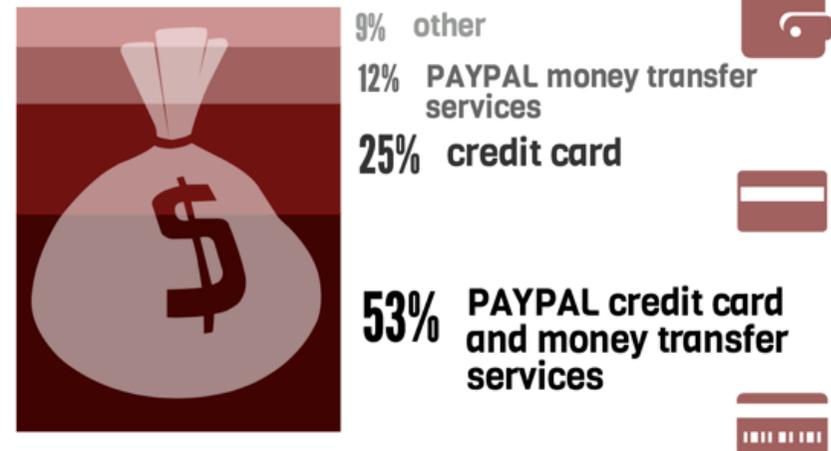


*For sources see eCommerce Stats

Annual Billion Dollars of Online Spending in Australia



Most Popular Payment Methods



Digital Economic Influences

BROADBAND BENEFITS FOR BUSINESSES



*For sources see eCommerce Stats

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Digital Economic Development

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What the people said...

"The local community groups and business collectives need educating about the digital environment."

- Leah Morrison, Digital Hub Program Manager, Armidale Digital Hub

"I believe the general business population is aware of the need to move into the digital space."

- Karen Hill, Stilettoz

"I am astounded that more businesses aren't jumping online to trade online or at least market in some capacity online."

- Brendon North, Paradise Fresh Food

"It's hard to learn the necessary skills unless you are doing it but some sort of initial education and promotion is required to move businesses into the online marketplace."

- Lou Conway, Lecturer, Faculty of the Professions, UNE Business School

"There is a knowledge gap in small businesses, they haven't had the time or the inclination to go out and be trained in digital skills."

- Hugh Holland, Dorchester Computing

"Council is looking at doing its business online encouraging people to pay rates online and conduct property searches online. Some of the bigger councils have these systems but Narrabri doesn't yet. We need to put online systems in place and then educate the people to use them."

- Pat White, General Manager, Narrabri Shire Council

"A lot of businesses have been around for a long time and are lagging behind digitally, they are time poor."

- Scott Saunders, Best Employment Ltd

Digital Economic Development

REGIONAL DIGITAL ECONOMIC PROFILE & VALUE

The Regional Development Australia Northern Inland (RDANI) Digital Economy Strategy (DES) was developed through with regard to the regional digital economic profile of each of the 13 Local Government Areas (LGAs) of the Northern Inland, including:

- Armidale Dumaresq
- Glen Innes Severn
- Gunnedah
- Guyra
- Walcha
- Gwydir
- Inverell
- Liverpool Plains
- Moree Plains
- Narrabri
- Tamworth Regional
- Tenterfield
- Uralla

Research was conducted to provide an indication of the likely potential of establishing and growing a digital economy in each of the 13 LGAs. In particular, available data on the current internet connection types and usage was examined as well as when high-speed broadband in the form of the National Broadband Network (NBN) is planned to be available in each LGA.

In addition, a detailed examination of the gross regional product (GRP) and its distribution across industry sectors in each LGA to identify the major contributing industries in each local economy. Using this information, we were able to develop specific recommendations for each LGA to implement in order to achieve the goal of becoming digital economies.

With the exception of the Armidale Dumaresq LGA and a number of new development areas in Tamworth, where the NBN is currently available via a combination of fibre and fixed-wireless connections, the majority of the remaining 12 LGAs in the Northern Inland are currently using internet connections such as ADSL, ADSL2+, and mobile broadband.

At the time of publication the broadband 4 year roll-out plan revealed that the

new network is currently being rolled out in Tamworth, with completion set for 30 June 2016. The recently updated rollout map also indicates that construction on the NBN will begin in Gunnedah, Uralla and Walcha by 30 June 2016.

Census data revealed that in all the 13 LGAs in the regional only marginally greater than 50% of all dwellings have a broadband internet connection. **The majority of the remaining dwellings having no internet connection and a small percentage having either a dial-up or some other kind of internet connection.** Average internet speeds in Australia during 2012 was reported to be 4.2 megabits per second (Mbps).

Many of the businesses in the 13 LGAs reported experiencing inconsistent and unreliable internet connections. Due to the remote locations of their farms and / or places of business, businesses tend to be limited to mobile broadband where coverage is provided. This has led to some businesses being forced to relocate from running their enterprises from home, to opening a shopfront or office closer to town or moving home altogether to an area with better coverage.

Once the NBN is rolled out in each of the LGAs, via a combination of fibre, fixed-wireless and satellite services, not only will the majority of these areas be able to access the internet, but it will be at speeds far in excess of the current average [e.g. use of Wireless will be 25Mbps download / 5 Mbps upload].

The most prominent industry in each of the 13 LGAs is Agriculture and Agribusiness. Other significant industries which contribute varyingly in each area include Retail, Education, Health and Manufacturing.

The availability of high-speed broadband will enable these prominent industries to employ digital technologies that will allow them to reach greater markets, increase productivity, achieve growth and improve market reach.

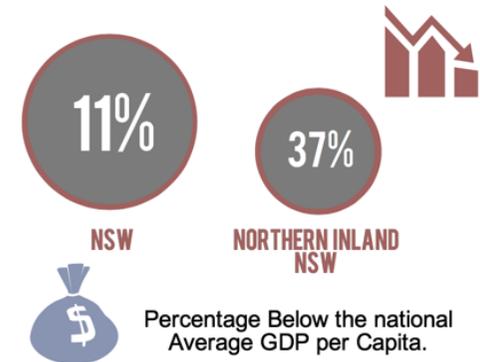
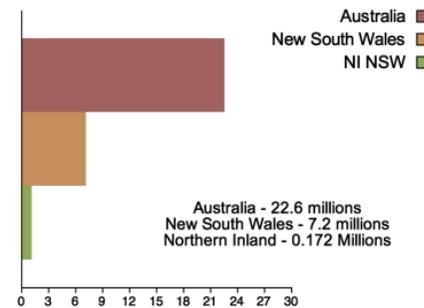
Digital Economic Development

REGIONAL DIGITAL ECONOMIC PROFILE & VALUE

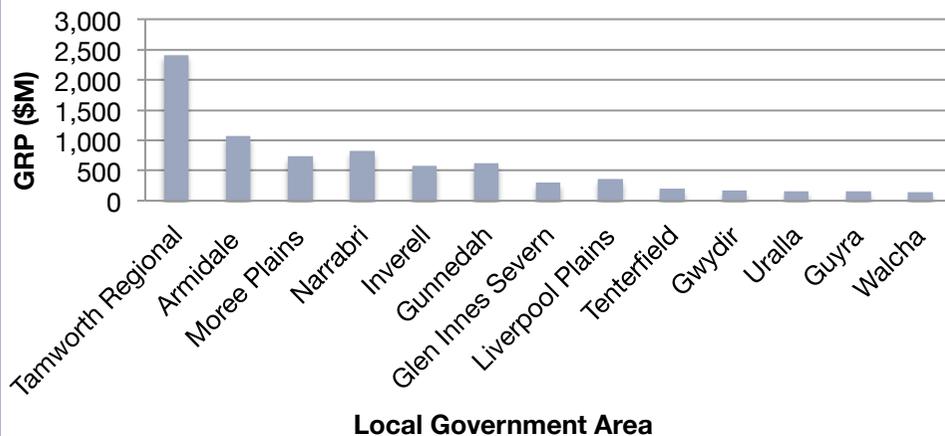
The per capita GDP data reveals that the average GDRP per capita in the Northern Inland region is below the average for NSW, and Australia. This, coupled with the low broadband penetration figures supports the suggestion that there is a genuine 'digital divide' between metro-political capitals and rural NSW. It further highlights the need to capitalize on the opportunities that a digital economy can provide to narrow this gap.



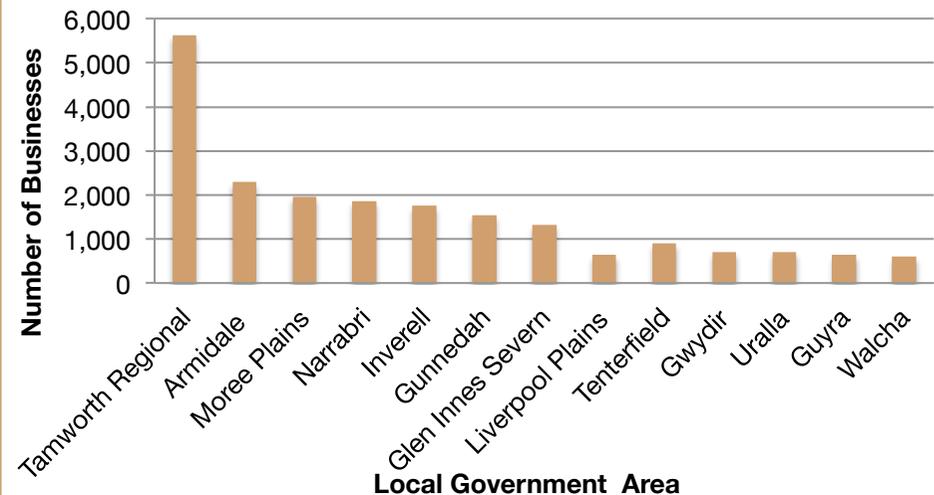
POPULATION DIFFERENTIATION



Northern Inland LGAs Gross Regional Product (GRP) \$M



Number of Businesses in the Northern Inland LGAs



Digital Economic Development

REGIONAL DIGITAL ECONOMIC PROFILE & VALUE

In addition to ongoing commercial activity there are positive signs of change and championing that will assist in driving a digital economy forward in the Northern Inland region. To begin with there is some significant indication that leadership is occurring around some of the strategic requirements for change. Although there is an absence of a strong or clear strategy generally around the region, more businesses, and in particular councils, are recognising the need to move strategically and lead change more fully in the digital space for economic reasons.

A constant challenge to the vision for digital change is always found in the enabling elements for change. Northern Inland has significant resource, and investment challenges economically. In addition, there is an absence generally of strong digital skill sets in most businesses and a dearth of these services being available commercially across the region.

In addition there are external forces outside of a business community which can inhibit the application of the digital economy. These forces would normally include, in relation to digitisation, **Ubiquity** (the availability and levels of access to the technology across the business community); **affordability** (the extent to which digital services are priced in a range that makes them available to as many people as possible); **Reliability** (the quality and consistency of available digital services including levels of redundancy); **Speed** (the extent to which digital services can be accessed in real time). In a general sense, the Northern Inland region's adoption of a digital economy is impeded to some degree by all of these forces. It should be noted, for example, that where Tamworth and Armidale are early recipients of the National Broadband Network, much of the economy further West of these cities is likely to require extra support to adopt digitisation as many of the towns in particular will not receive NBN for some time and as a result will feel the effects of these limiting forces for longer.

	ELEMENT	DRIVERS FOR DIGITAL CHANGE
VISION	Leadership	Business leaders have the visions, awareness and confidence to use digital technology that transforms business improvement and product/service development, and productivity.
	Strategy	The business sector embraces the need to take a strategic approach to business transformation. The vision must be reflected at the operational layer of business to adequately shift and direct change and transformation.
ENABLERS	Resources and Investment	Levels of investment in business need to match the size and complexity of the organisation and the requirements of transformation. Investments are seen in knowledge management through training resource as much as technologies.
	People and Skills	Staff are up-skilled to the point where confidence results in utilising digital technologies across the business.
RESULTS	Productivity and Efficiency	Benefits are realised business efficiency and lowered total cost of ownerships and service delivery.
	Sales and Performance	Digitisation results in increased access to more market share and reduction in cost of acquisition for customer.

Digital Economic Development

REGIONAL DIGITAL ECONOMIC PROFILE & VALUE – THE DIGITAL ECONOMY

Value of the Digital Economy **LOW \$231m OPTIMISED \$1,387m**

The region’s readiness to adopt digitisation and also the factors that may well hold back some towns and communities from moving more readily online commercially must be taken into consideration when applying a metric to determine the value of the digital economy. The DigiOmeter readings (see below) indicate all cities are moving in the right direction, but that some have further to go than others, not least through the need to receive NBN infrastructure.

Accordingly, it is difficult to apply and predict, in absolute terms, the value of the Digital Economy for the region. There are other factors affecting this too. For example, experts argue about the value of the digital economy globally; currently producing ranges from 5% to 6% at the lower level, and up to 20%+ at the higher level on GDP. ² Also it’s important to note that the digital economy is not a single element to an economic profile. For example, whilst it does contribute to an increase in GDP in the form of increased revenue and increased profitability, it can also be experienced as capital expenditure savings, and increases in productivity and efficiencies, the latter are hard to quantify in economic terms. The International Teleworking Association and Council [Pratt] has argued that teleworking increases productivity by 33% but this will produce different results financially on the balance sheet dependant upon each different type of organisation.

To resolve this problem of determining the absolute value of the Digital Economy it is necessary to apply some sensitivity analysis to the range of figures possible. In addition, it makes sense to see figures in terms of a value add rather than just a Gross Domestic Product value. To this end we would suggest that the value of the digital economy for the RDANI region be examined from the perspective of Gross Value Added [GVA] on top of

Gross Domestic Regional Product figures with a sensitivity value spectrum that incorporates a range from LOW, MEDIUM, HIGH through to an OPTIMISED level where commercial digitisation can be valued at the higher levels. A Gross Value Added represents the economic unit which is added to the current Gross Regional Domestic Product.

The sensitivity analysis produces the following value spectrum:

LOW	MED	HIGH	OPTI
3%	7%	12%	18%
GVA	GVA	GVA	GVA

Communities that heavily adopt digitisation trigger between **5% and 6.2%** gain per capita GDP



Countries at the most advanced stage of digitisation derive **20%** more in economic benefits than those at the initial stage

Digital Economic Development

REGIONAL DIGITAL ECONOMIC PROFILE & VALUE – THE DIGITAL ECONOMY

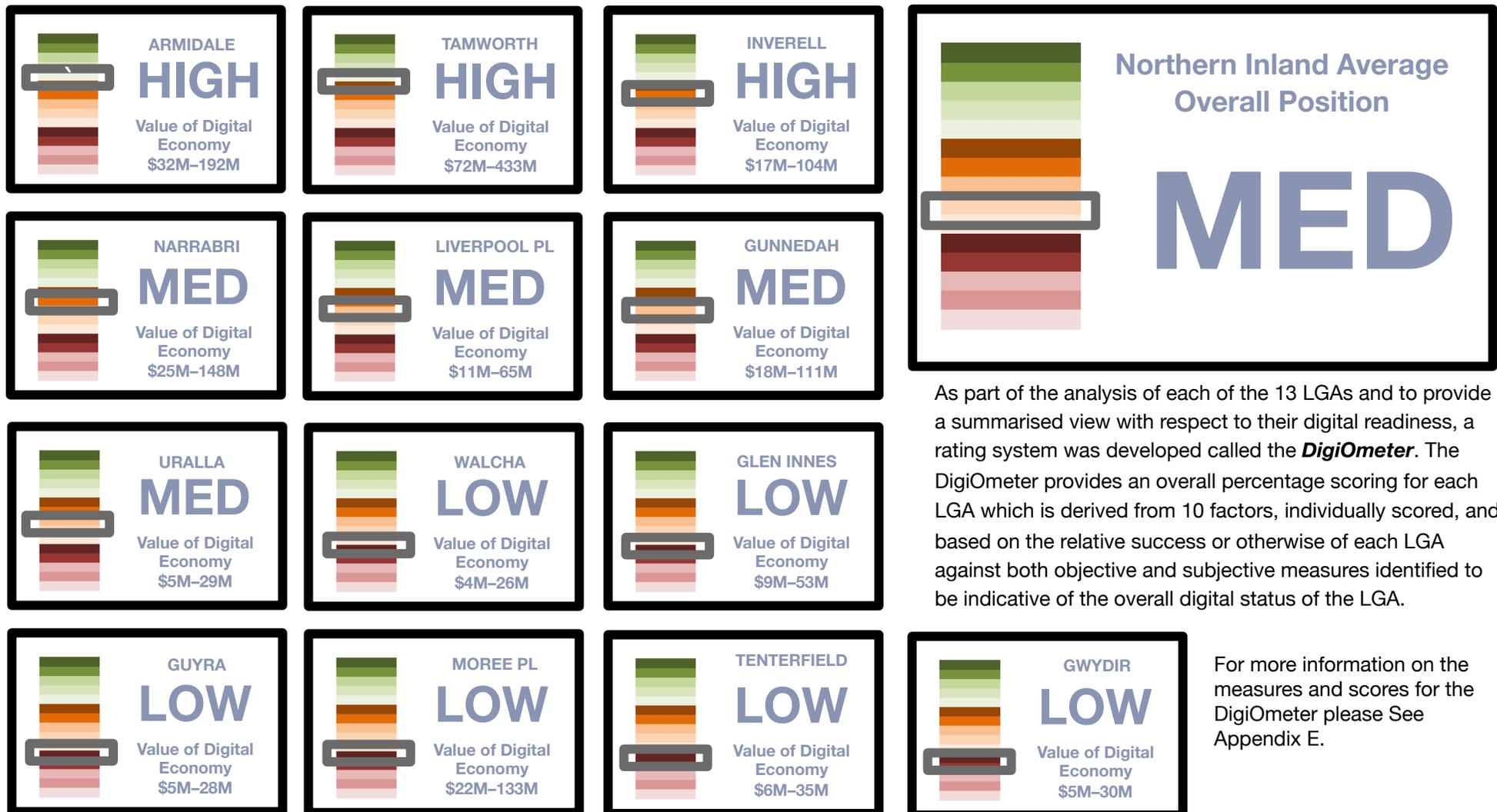
A digital economy is essentially a new economic unit which has the potential to provide significant value add in terms of the Gross Value Add (GVA) of an economy. The extent to which the economy is increased depends on the extent to which digital technologies and initiatives are implemented and infiltrated amongst the entire community. The diagram below provides a view on the potential Gross Value Add to the RDANI community as a result of the growth through the Digital Economy. This diagram includes the sensitivity value spectrum mentioned above.

		LOW	MED	HIGH	OPTI
Local Government Area	GRDP \$M	3%	7%	12%	18%
Liverpool Plains	361	10.83	25.27	43.32	64.98
Armidale	1,067	32.01	74.69	128.04	192.06
Narrabri	823	24.69	57.61	98.76	148.14
Tamworth Regional	2,406	72.18	168.42	288.72	433.08
Gunnedah	616	18.48	43.12	73.92	110.88
Moree Plains	737	22.11	51.59	88.44	132.66
Inverell	578	17.34	40.46	69.36	104.04
Guyra	156	4.68	10.92	18.72	28.08
Walcha	146	4.38	10.22	17.52	26.28
Gwydir	167	5.01	11.69	20.04	30.06
Uralla	163	4.89	11.41	19.56	29.34
Glen Innes Severn	295	8.85	20.65	35.4	53.1
Tenterfield	194	5.82	13.58	23.28	34.92
Northern Inland	7,709	231.27	539.63	925.08	1,387.62

Digital Economic Development

REGIONAL DIGITAL ECONOMIC PROFILE & VALUE – THE DIGITAL ECONOMY

DigiOmeter – Overall Scores – Regional Assessment



As part of the analysis of each of the 13 LGAs and to provide a summarised view with respect to their digital readiness, a rating system was developed called the **DigiOmeter**. The DigiOmeter provides an overall percentage scoring for each LGA which is derived from 10 factors, individually scored, and based on the relative success or otherwise of each LGA against both objective and subjective measures identified to be indicative of the overall digital status of the LGA.

For more information on the measures and scores for the DigiOmeter please See Appendix E.

Digital Economic Development

MATURITY MODEL

The Digital Economy Maturity Model Explained

The Digital Economy Maturity Model is a graphic representation of the trajectory from a disconnected digital economy to an enhanced digital economy. Each level of maturity along the time line is defined in terms of the behaviours indicative of that level of digital maturity. This tool was developed in order to identify the current state of the Northern Inland region in terms of its digital economy maturity level. After a current state has been defined, the necessary practical and specific recommendations, goals, projects and actions can be developed to help achieve the future desired state of an enhanced digital economy. The realisable time in which each level of maturity is achieved is also plotted on the graph to aid in the goal setting and road-mapping process.

This strategy is based on a ten year time frame including 2, 5 and 10 year goals. As such, the model shows the future desired state and level of digital economic maturity that should be achieved at each of these milestone years.

The levels of digital economy maturity include the following:

- Level 1: Initial (Chaotic – *Disconnected*)
- Level 2: Under Development (Fire fighting – *Need Identified*)
- Level 3: Defined (Organising for change – *Connecting*)
- Level 4: Emergence (Economic Impact – *Connected*)
- Level 5: Optimising (Competitive – *Enhanced*)

The Digital Economy Maturity Model Applied

The extensive analysis conducted through the development of this strategy including on the survey findings, the consultations, workshops and options appraisals, indicates that the businesses in the Northern Inland have a current digital economy maturity level of 2.2.

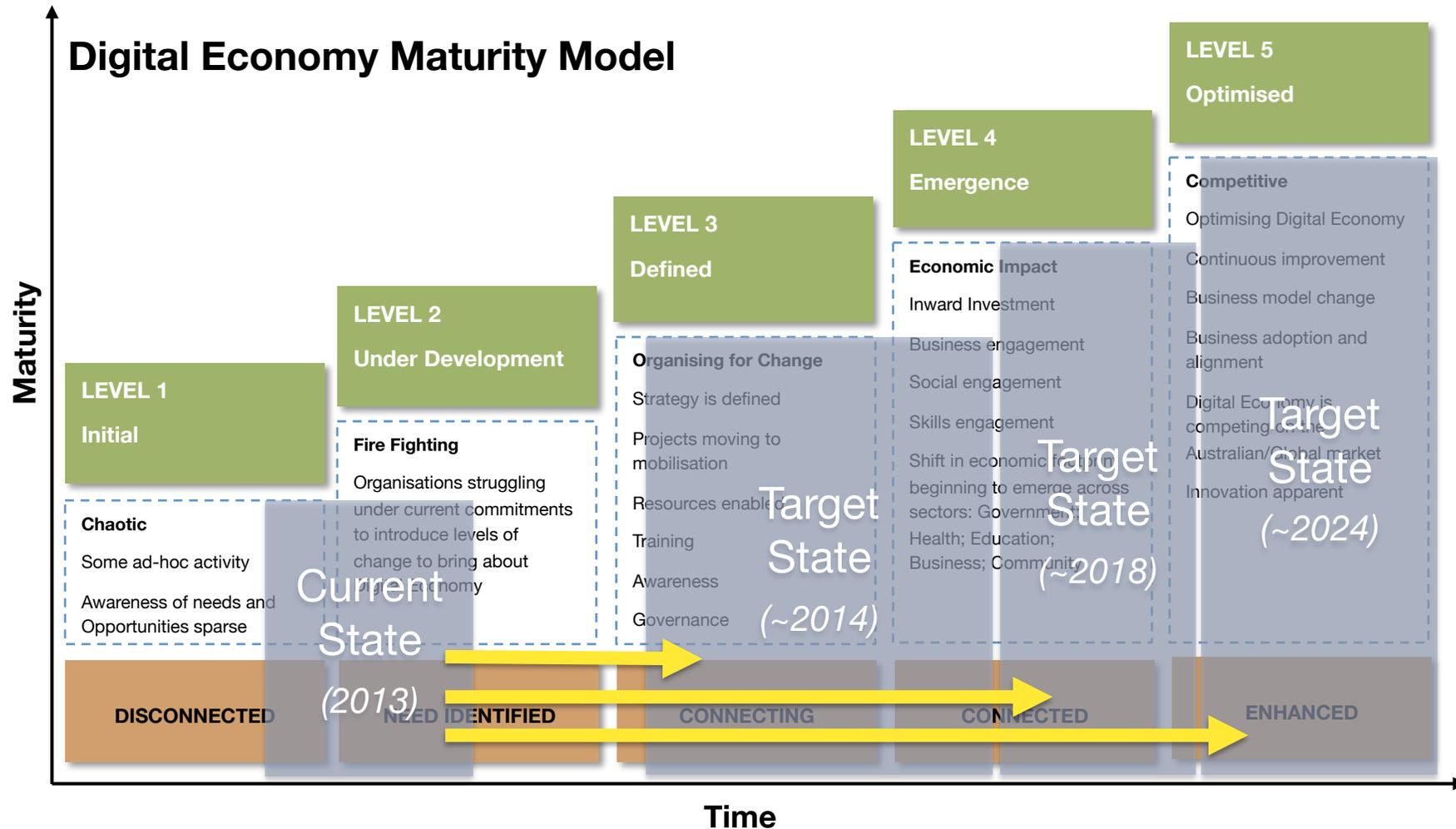
The current state of 2.2 was identified as appropriate due to the indications of both strong and weak digital economy maturity levels across the Northern Inland. For example, the Armidale LGA is a fully fibred region which also exhibits a range of digital champions utilising and capitalising on the high speed broadband and engaging digital technologies. However, other areas are not similarly engaging in digital technologies and / or awareness of the benefits of doing so are low and as such, digital change is not evident. On the basis of this information, the Northern Inland is not in the initial stages of its overall digital economy goal, however it is appropriately categorised as Under Development.

DigiOmeter and Maturity Model Link

The DigiOmeter is a ratings tool that gauges the digital readiness of a region to engage in the digital economy and move forward from its current state, as identified by the Digital Economy Maturity Model. As such, the overall DigiOmeter rating of 43%, places the Northern Inland as a whole close to where it needs to be to begin to engage in the digital economy and move forward toward the future desired state of an enhanced digital economy that is fully optimised and supported.

Digital Economic Development

MATURITY MODEL



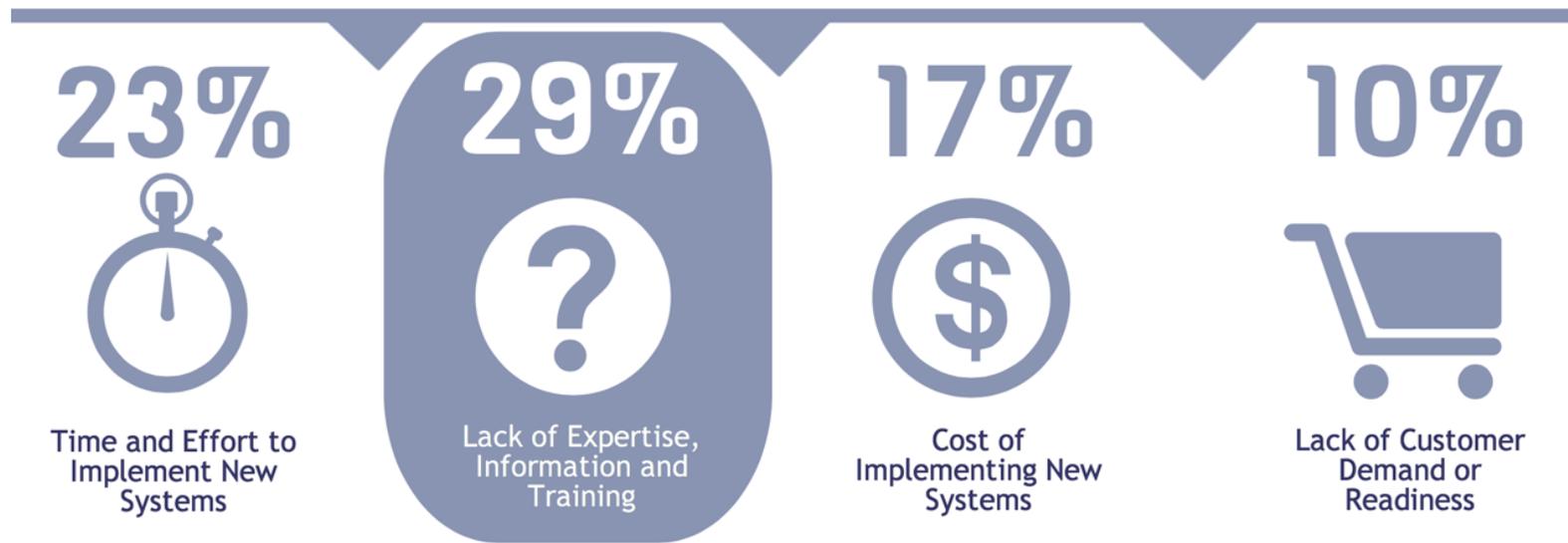
Analysis was conducted on the findings of the survey, the consultations, workshops and options appraisals to develop a picture of where the Northern Inland region sits in terms of its current digital economic maturity. The current state of digital economic maturity in the Northern Inland region is approximately at Level 2.2. This position demonstrates a low level of maturity, however with clear signs of adoption beginning to take place through innovation, and some clear digital championing in isolation. There is some significant good practice by organisations in the Northern Inland region where the Digital Economy and broadband are being exploited such as the current regional digital projects described in section 2. Following the acceptance of this Digital Economy Strategy, emphasis must be placed upon how to advance the Northern Inland region to Level 3 by 2015, Level 4 by 2018 and Level 5 by 2024.

Digital Economic Development

BUSINESS SURVEY HIGHLIGHTS



57% of businesses don't have a digital business strategy, ecommerce site, or online marketing plan

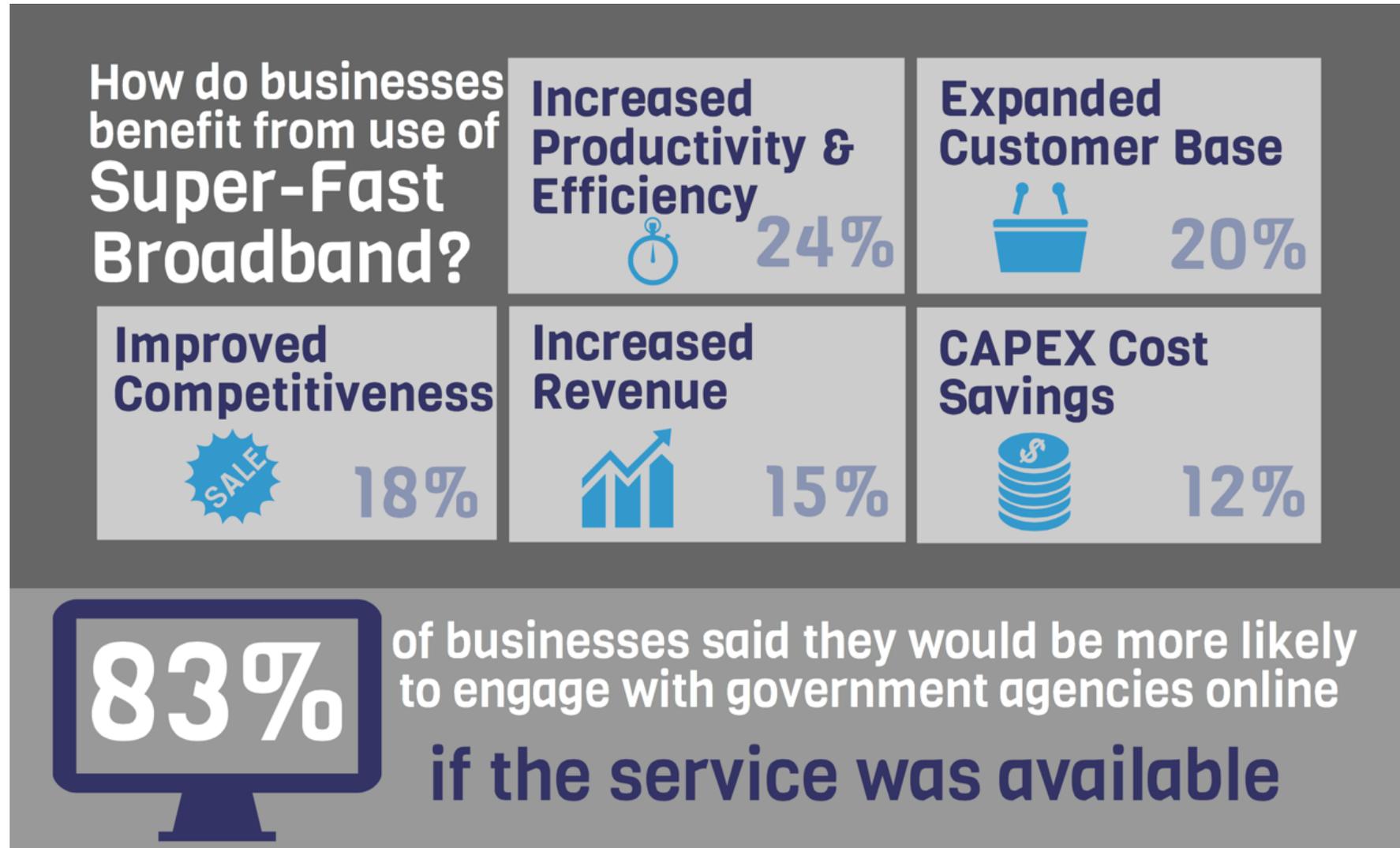


Biggest Barriers to Online Business

The research into digital business activity and usage in the Northern Inland region included an online survey which was conducted for two months across the region. The results of the online survey draw some interesting data about the general stages of development and readiness of the business community to introduce a digital economy across the region. Almost 60% of organisations don't currently take a strategic approach to Digital Business. Specifically, 86% of businesses do not engage in eCommerce. Lack of time, expertise, information, and training represent more than half the perceived greatest barriers to getting online and digitised.

Digital Economic Development

BUSINESS SURVEY HIGHLIGHTS



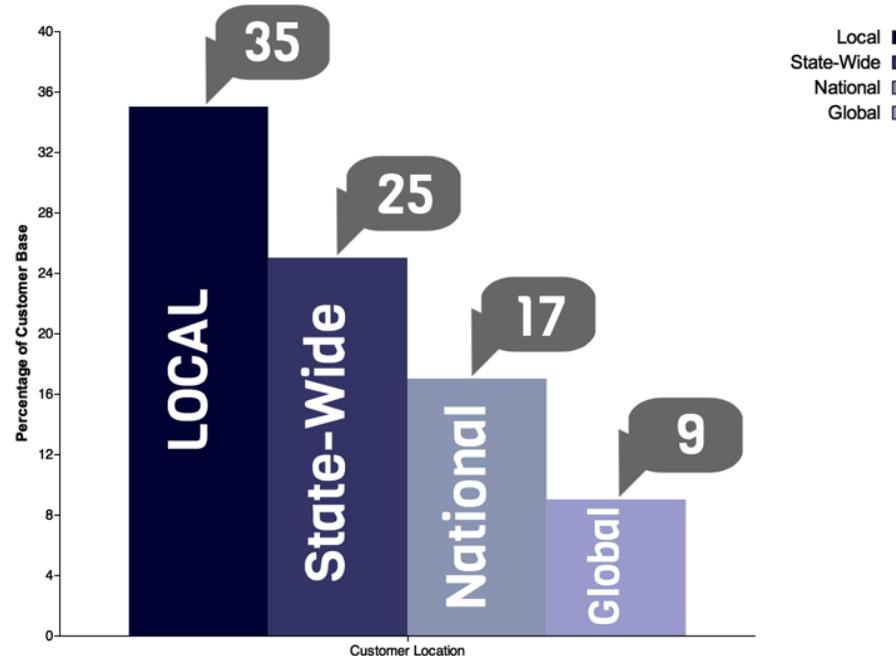
Digital Economic Development

BUSINESS SURVEY HIGHLIGHTS

CUSTOMER BASE

Current Geographic Customer Base

Service area provision from local regional centre within northern inland area



- The largest section of respondents said that they only provide their service to the local centre where they live.
- There are significant opportunities for businesses to grow their commercial activities through online technologies across the RDANI region across major town centres.
- The strong Australian dollar restricts growth of product and service provision overseas even in an online environment.
- There is limited evidence of strong ecommerce activity. This area can be improved on significantly and relatively quickly.
- There is good evidence to suggest that the regional business community in Northern Inland are aware of the benefits of teleworking, but that there is a strong perception that supervisory and organisational attitudes may inhibit teleworking performance.

14% of businesses sell to online customers



of businesses offer teleworking options to their employers

46%



Digital Economic Development

BUSINESS SURVEY HIGHLIGHTS

Barriers to Employers Allowing Teleworking Options

18% Lack of required information and communications technology

11% Lack of knowledge regarding implementation and benefits



27% Supervisory and organisational attitudes and behaviours

17% Administrative Issues



Employees who telework via broadband are on average 33% more productive

Pratt, J. Teleworking Comes of Age with Broadband, International Telework Association & Council, 2003

Digital Economic Development

VISION STATEMENT AND GOALS

It is clear that the vision of the future for commercial entities within the Northern Inland region must be one which is connected, committed, and coordinated. Chambers of Commerce, Local Government, State, and Federal Agencies, universities, TAFE, and the private sector need to work collaboratively to provide solutions and resourcing which will make digitisation happen at a pedestrian level, not just in the classroom.

This ten year strategy sees a community that includes the public, businesses, and government bodies that are really:

CONNECTED



- to all available internet infrastructure including the National Broadband Network in all its forms, as well as 3G and 4G wireless, this includes the towns and communities West of the New England Highway as well as those along it;

COMMITTED



- to wholesale acceptance that digital technologies must become intrinsic to business and lifestyle. This will require support at the 'grass roots' level, but for some will mean the difference between not only expanding business but also for survival;

COORDINATED



- to empower business communities and government bodies using the right digital tools and systems which are essential for success will also mean taking control of the future of the Northern Inland economy in a planned way.

GOALS FOR EVERY TOWN & COMMUNITY

The Northern Inland will lead digital business transformation in regional and rural Australia through coordinated planning and delivery, connected people and common infrastructure, and continued commitment in communities, councils, and chambers that will give rise to the right level of digital innovation, adaptability and productivity to achieve:

- ongoing economic growth, sustainability and diversity;
- an increased strength in digital skills in the workforce to engage the community through participation in the local, regional, state, national and, where appropriate the global economy;
- an increased capacity for collaboration across the region both in terms of sharing great stories and 'how to' seminars, but also in terms of an increase in 'inter-town; commercial activity fostered through online activity'
- a vibrant and digitally engaged retail community shopping online for local provision and support; and
- the greatest reputation as the rurally connected, location to live in, visit, and conduct business in.

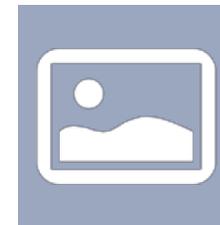
Digital Economic Development

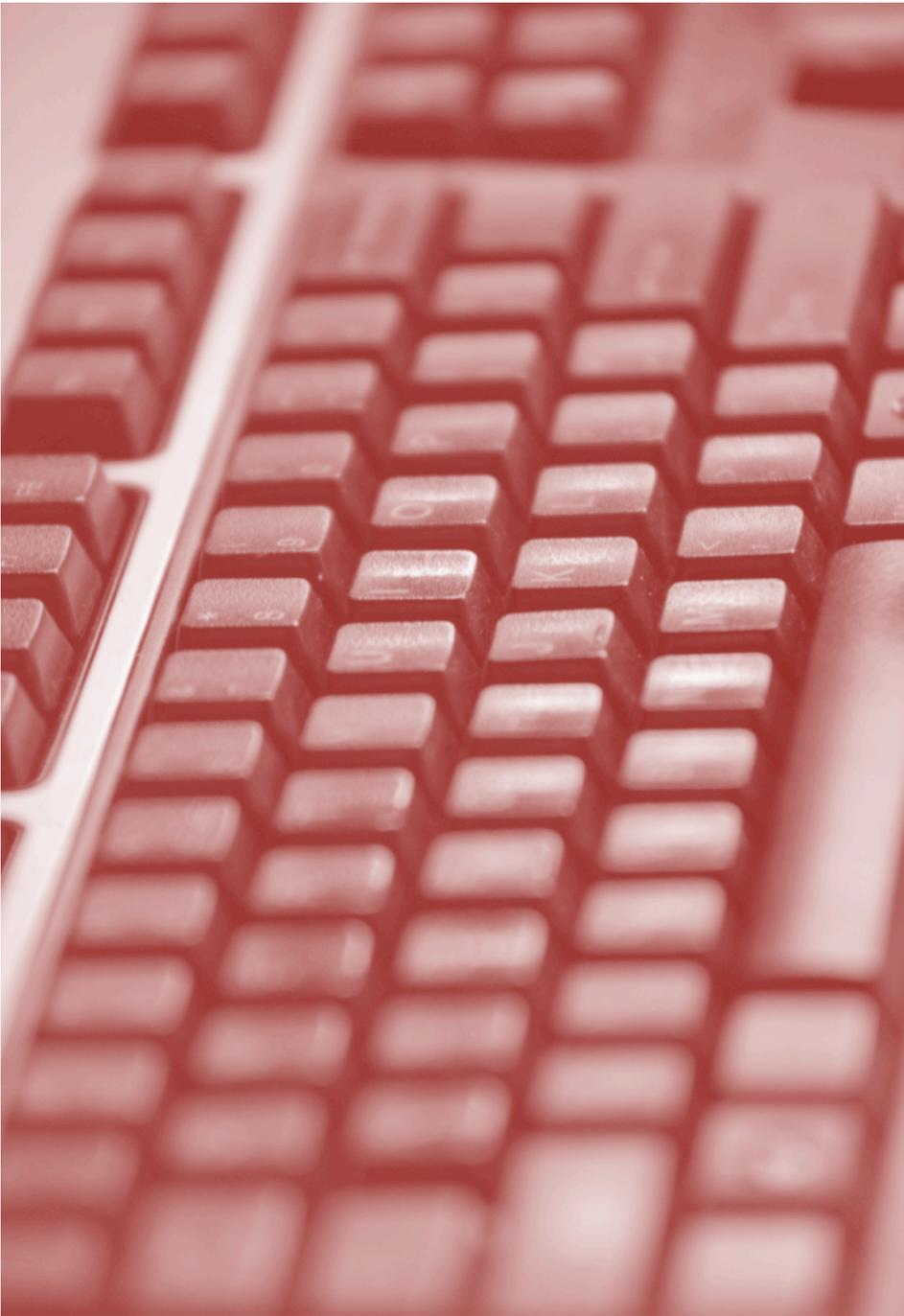
VISION STATEMENT AND GOALS

TARGET: DIGITALLY CONNECTED, COMMITTED, & COORDINATED

Our targets for the next Ten years are:

- High Speed Broadband availability to 100% of premises (both public and business), fostering the basis of communication and connectedness online, increasing mobility, and reducing the tyranny of distance across the region;
 - 60% of businesses digitally literate by 2018 to assist in championing Digital Leadership and Literacy in the region, for the region, through online rich media programs;
 - 100% of retailers supported through online and local awareness, how to do, and financial modeling resources from Chambers of Commerce and local national Government agencies;
 - 60% of businesses have a Digital Business Strategy including a delivery roadmap to digitize their business for sustainability, increased market, increased profitability, and increased productivity.
- Connecting all 13 townships and cities by fostering sustainability for public and business communities with an emphasis on local engagement in the region through online Inter-town and city collaboration systems – sharing projects, how to, products, services and costs.





5

Recommendations

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What the people said...

"The digital economy is stress of change because it does require investment. People feel like it is out of control and unknown."

- Lou Conway, Lecturer, Faculty of the Professions, UNE Business School

"A lot of people are thinking of getting on Facebook and it's not just that they don't know how, but they are a bit scared of it."

- Patrick Freeman, Best Employment Ltd

"My business partner is in Stavenger - Norway. My business is part of a world wide network, we have offices in Sydney, Wee Waa, London, Mumbai and would like to expand our franchise to other areas of Australia. Our problem is reliability of the Internet and speed the only thing is to bring this faster to the area. We talk each day and our business can only get bigger and better with the NBN coming."

- Kate Schwager, Director of KateS on Web & Ligante Ltd

"Resistance to change is always going to be a big barrier to businesses as well as cost including the cost of accessing the required skills if the business doesn't already have them."

- Chris Weber, Manager Information Services, Tamworth Regional Council

"The major barrier is the shop owners who don't know how to do things online and aren't interested in learning."

- Duncan Fischer, The Sweet Place, Uralla

Recommendations

STRATEGIC FOUNDATIONS

In order to create a classification and direction for the digital business recommendations it has been necessary to create a series of strategic foundations to connect recommendations to.

The strategic foundations necessarily need to encompass the levels of change required – resulting in different levels of effort required and different priorities across the ten year profile – as well as the industry sectors most effected and most under threat.

The following quadrants represent the strategic foundations to this Digital Economy Strategy for Business:



To do this adequately the classification must be linked to a roadmap that supports the current level of digitisation in sectors with the aspirational level.

Accordingly, the following prioritisation model has been developed to assist in understanding the levels of urgency for deliverables:

- **LOW to HIGH DIGITISATION** (Urgent Activity) – will cover sectors that require assistance and transformation now, and activities which create that transformation now;
- **MEDIUM to HIGH DIGITISATION** (Less Urgent Activity) this area covers actions that should begin in the next two years but reflect businesses which already survive well on the basis of their level of digitisation in the market place;
- **HIGH to OPTIMISED DIGITISATION** (Non Urgent Activity) this category reflect industry sectors which already champion better levels of digitisation but could go further to a highly competitive level of digital excellence.

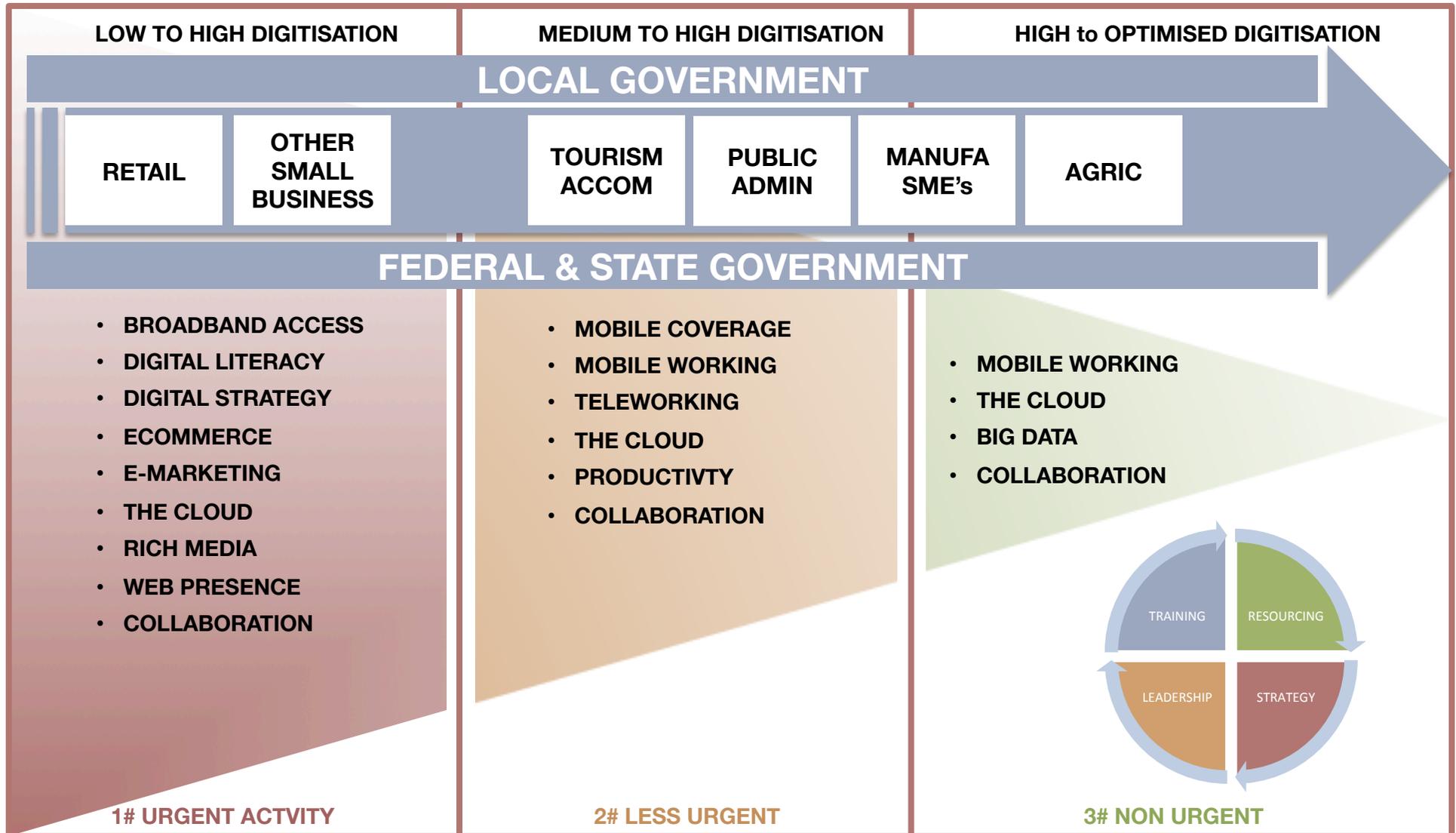
These can be seen overleaf in the urgency map.

This taxonomy helps define the prioritisation across the roadmap below for all recommendations.

N.b. Whilst these groups are not exhaustive (i.e. in some cases some recommendations may have been able to fit inside a number of these categories) they do provide a framework in which to understand the recommendations and consider their delivery and management appropriately.

Recommendations

PRIORITISATION MODEL



Recommendations

RECOMMENDATIONS

ID	RECOMMENDATION	CLASSIFICATION	OWNERS
1	KEY ACTION Create joint Digital Economy Delivery Board comprised of representatives from RDA/NSW Chamber/13 Local Government Areas including the Council officers responsible for Economic Development - the aim of this board is to assist in the prioritisation of cross regional projects, to source funding, and marshall resourced appropriately throughout the NI community.	Championing/Leadership	RDA
2	Implement Desktop Videoconferencing/Webinar solution for all cross regional Digital Economy Delivery Board and RDA committee meetings - recommend Citix/gotoMeeting/GotoWebinar (up to 100 people online)	Resourcing	RDA
3	Create, Fund, and Fill a new RDA position focused specifically on the management and roll out of the delivery of the digital economy strategy regionally. The role should be called Digital Economy Program Manager and should be funded jointly by RDA and Local Councils.	Resourcing	RDA/LGA's
4	Create a digital champions network of digital business aficionados across the region to assist in online networking and collaboration projects.	Championing/Leadership	RDA/LGA's
5	Create an online collaboration project using digital champions network. The aim of the project will be to create an collaboration content to share innovation ideas across the region, store rich media case studies, and swap success stories.	Championing/Leadership	RDA/LGA's
6	Deliver and fund a project to create an Online Digital Business Portal. The solution should be capable of a number of core features including: online collaboration; digital repository; learning management; digital forums; online chat; online videoconferencing.	Training	RDA/LGA's
7	Conduct a Training Needs Analysis for the RETAIL sector to identify the prioritisation for training the most urgent courses.	Training	RDA
8	Create Retail Digital Training 1 course to include foundation content on the following elements: E-Commerce; Cloud; Social Networking Marketing; Websites and Content Management System	Training	RDA/LGA's

Recommendations

RECOMMENDATIONS

ID	RECOMMENDATION	CLASSIFICATION	OWNERS
9	Create Retail Digital Training 2 course to create Digital Business Strategies for Retail.	Training	RDA/LGA's
10	Create a digital retail champions network of digital retail business aficionados across the region to assist in online networking and retail focused collaboration projects.	Championing/Leadership	RDA/LGA's
11	Create project to source funding to expand the Digital Enterprise Program into the full NI region. This would include the expansion of the NSW Chamber, and the Armidale Dumaresq Council Digital Enterprise Program into the whole region in partnership providing overlapping training.	Resourcing	RDA
12	Deliver expanded version of the Digital Enterprise Program. The purpose of the revised training program would be three fold to train on Digital Innovation; Digital Business Strategy creation; and application of Digital Strategies for SME's.	Training	RDA/LGA's
13	Create Regional Digital Marketing Campaign to link the region together around the resources and effort on the Digital Economy Strategy.	Strategy	RDA
14	Councils to create pathway projects aimed at raising capital to deliver on Digital Local Government Programs for online engagement through video-call booking systems and other videoconferencing technologies with options to be funded by the DBCDE.	Strategy	LGA's
15	Create business case submission to deliver on Digital Local Government Programs for online engagement funded by the DBCDE.	Strategy	Tamworth Council
16	Create project to link up with ADC Datacentre to distribute data and resources East to West, and North in the region.	Strategy	Narrabri/Glen Innes Councils

Recommendations

RECOMMENDATIONS

ID	RECOMMENDATION	CLASSIFICATION	OWNERS
17	Create Council engagement projects to implement sophistication in their websites to include callback and chatback functionality and video call booking systems.	Championing/Leadership	LGA's
18	Create Bring Your Own Device policy and security to lower cost of entry to digital economy.	Strategy	LGA's
19	Create common council social networking policy template to share resource and outcome to mobilise the use of social media and protect council officers and council bodies.	Strategy	LGA's
20	Create Wireless Precinct Projects for main shopping malls to attract extra business and branding capabilities.	Championing/Leadership	Narrabri/Tamworth/Inverell/ Armidale/Gunnedah/Glen Innes
21	Modify brands to include emphasis on digital cities in rural/regional Australia - exploit forthcoming NBN functionality and infrastructure now.	Strategy	Narrabri/Tamworth/Inverell/ Armidale/Gunnedah/Glen Innes
22	Create project to identify and address barriers to digital business across region by debunking common myths held by businesses through education via Chambers of Commerce?	Training	RDA
23	Create a Local Marketing Campaign to Support the Regional/Local Digital Brand – Nationwide marketing is required in order to publicize the region as a digital capital from a lifestyle and business perspective, and to attract inward investments.	Strategy	LGA's and Destination NSW
24	Attract Private Sector Investment – Create a project aimed at seeking external funding for the creation of new digital economies through the introduction of new businesses like ICT service providers.	Resourcing	LGA's

Recommendations

RECOMMENDATIONS

ID	RECOMMENDATION	CLASSIFICATION	OWNERS
25	Create Inter-Region - Online Training Network - potentially through the Digital Business Portal to allow for remote online training simultaneously across the region - supporting up to 100 online users at one time.	Training	RDA/LGA's
26	Create Teleworking Touchdown Centres in community workspace and Libraries all linked to the Digital Business Portal.	Championing/Leadership	LGA's
27	Provide support to Moree and Glen Inness to formalise business Chamber.	Resourcing	RDA
28	Digital Champion Network - to drive a project to analyse the ICT Technical resource across the whole region and how this might be adequately coordinated to deliver services for the whole region and attract new digital talent into the region as a whole.	Resourcing	Digital Champions
29	Create a Regional Marketing website linked to all LGA's to advertise the Digital nature of the region for lifestyle and business.	Championing/Leadership	RDA/LGA's
30	Create training course material and perform training for small to medium enterprises to provide customer services online.	Training	RDA/LGA's
31	Design and Deliver Training for farmers in regards to using Cloud based solutions. Training will allow farmers who use traditional methods to optimise Cloud based solutions to assist with farm management practices.	Training	RDA/LGA's
32	Lobby for Digital Enterprise Tax Relief – Create a consolidated approach to lobbying Federal and State Government for tax relief on NBN enabled 'digital cities' to drive more inward investment and compete against an offshore model, particularly South East Asia.	Strategy	ALL
33	Create a project to capture 50 regional digital champion stories using Rich-Media video which can be placed on YouTube and linked to regional, and local branding, and also linked to the collaboration projects listed above.	Championing/Leadership	RDA/LGA's



6

Delivery Model

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What the people said...

"Access to IT professional services in a place like Moree is a challenge."

- Mark Connolly, Economic Development Manager, Moree Shire Council

"A big barrier for small businesses is having the time to do these things online when small businesses are time poor."

- Ann McCosker, House to Home

I think the main issues for small business in our locality are firstly, getting our hands on the actual NBN! If you live in Armidale its great, but if you are out West in Narrabri or Moree then even typical broadband is very poor, secondly we need significant training around how we can move our businesses forward online, we generally have no idea what to do in this area, its very frustrating.

- Anonymous response to Online Survey

"Moree businesses are generally more traditionalist and less forward thinking so they do not realise the benefits of the NBN."

- Ben Kamholtz, Harvey Norman

"There is a distinct lack of marketing and understanding of what the NBN can provide in terms of benefits."

- Rod Ramage, Ramage Engineering Guyra

Delivery Model

DELIVERY APPROACH

Adopting an appropriate delivery model will provide an excellent start towards achieving the desired Digital Economy benefits.

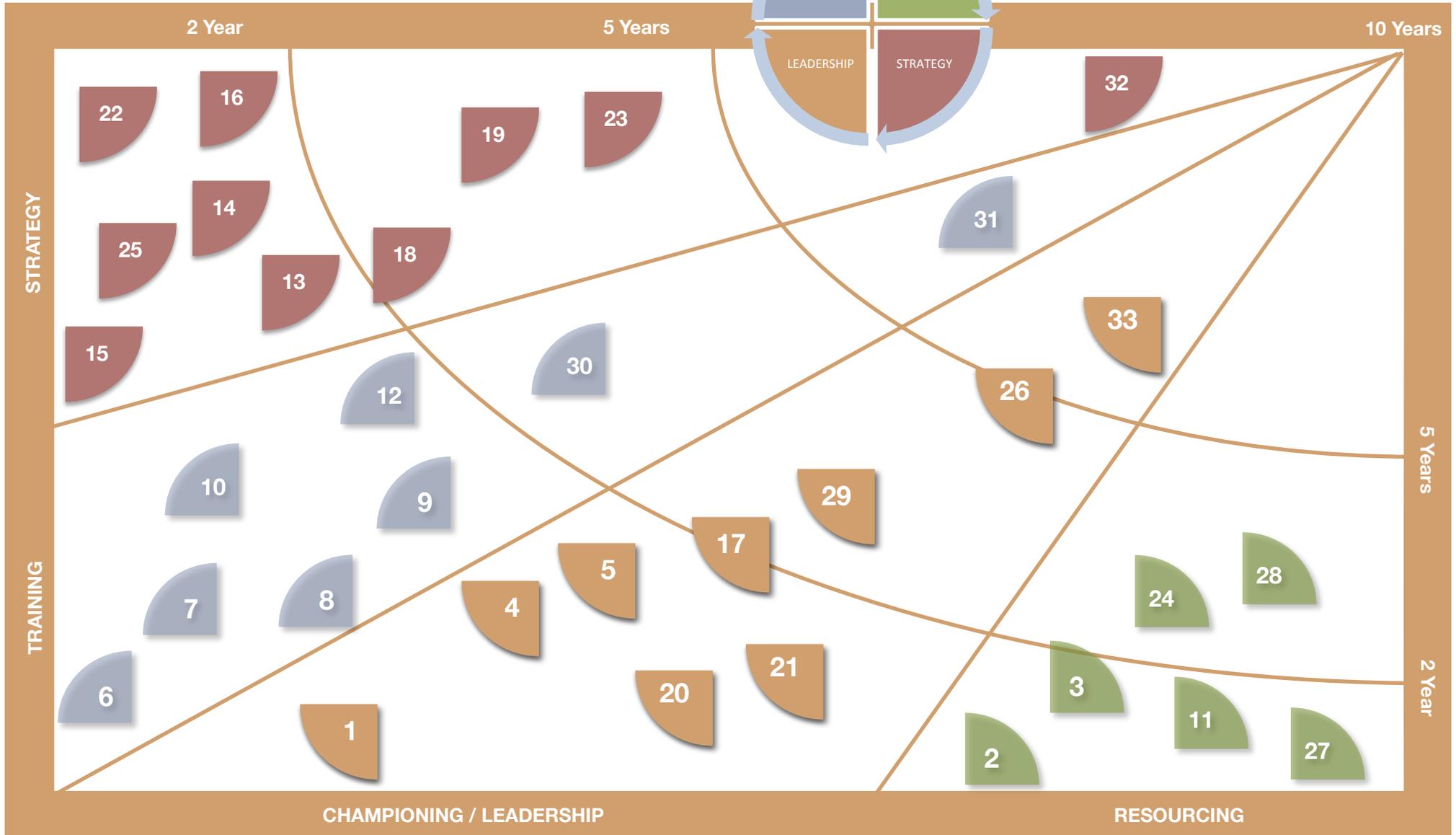
This section of the Digital Economy Strategy outlines the governance structures, roadmap, implementation plan and change and communications strategy required to take important steps towards successful delivery of Digital Economy projects.

The role and importance of each of these components is described further below:

- **Governance** – this outlines the governance structures that must be created in order to support the delivery of the Digital Economy program of work. Proposed (high-level) terms of reference for this group are included in the recommendations. RDANI and Councils must take the lead role in establishing the governance to assist in the delivery, which must be formed to provide representation for all sectors of the regional economy. Some recommendations regarding core membership are included overleaf.
- **Roadmap** – the Delivery Model includes a 10 year roadmap, showing the delivery of the recommendations in this document spread over that time period. It should be noted that the recommendations in this report are not an exhaustive list of everything that needs to take place in the next 10 years. As external factors influence the Northern Inland regional economy, as new innovation and invention occurs, and as the impact of certain digital technologies becomes clearer, many new (currently unforeseen) initiatives will need to be commenced.
- **Implementation Plan** – the Implementation Plan provides greater detail regarding the activities required to implement recommendations over the next 2 years. Included in this document is a screenshot of the plan, which has been provided separately as a project plan in Omni Plan / Microsoft Project format. This plan is by no means exhaustive, but will need to be owned and updated by the governance group and Digital Economy Implementation Team. However, it should act as an important template to accelerate the work of the Digital Economy Program.

Delivery Model

TEN-YEAR ROADMAP



Delivery Model

TWO-YEAR OUTLINE PROJECT PLAN

Title	Start	End	2013	2014	2015
▼ 1) #1 – Create joint Digital Economy Delivery Board comprised of representatives fom RDA/NSW Chamber/13 Local Government Areas including the Council officers responsible for Economic Development	2/09/13	18/12/15			
• 1.1) Invite organisations to Board	2/09/13	2/09/13			
• 1.2) Decide Board Members	16/09/13	20/09/13			
• 1.3) Draft Terms of Reference	2/09/13	27/09/13			
• 1.4) Schedule first meeting	23/09/13	27/09/13			
• 1.5) Invite board members to initial meeting	30/09/13	30/09/13			
• 1.6) Hold first board meeting and agree Terms of Reference	1/10/13	4/10/13			
◆ 1.7) Digital Economy Delivery Board Established	4/10/13	4/10/13			
• 1.8) Ongoing prioritisation of projects, seeking funding and resourcing and governing delivery	2/09/13	18/12/15			
▼ 2) #2 – Implement Desktop Videoconferencing/Webinar solution for all cross regional Digital Economy Delivery Board and RDA committee meetings	1/10/13	2/12/13			
• 2.1) Trial Cloud video conferencing solutions internally	1/10/13	11/10/13			
• 2.2) Decide cloud video conferencing solutions	11/10/13	11/10/13			
• 2.3) Arrange inclusion in budget	14/10/13	18/10/13			
• 2.4) Purchase video conferencing account	14/10/13	18/10/13			
• 2.5) Create process for meeting attendance by video conference	21/10/13	25/10/13			
• 2.6) Provide members detail of option to attend meetings via video conference	28/10/13	31/10/13			
• 2.7) Amend RDA Committee Terms of Reference to include attendance by video conference and seek approval through Committee	1/11/13	29/11/13			
• 2.8) Conduct first Committee/Board meetings by video conference	1/11/13	29/11/13			
◆ 2.9) Desktop Videoconferencing/Webinar solution implemented	2/12/13	2/12/13			
▼ 3) #7 – Conduct a Training Needs Analysis for the RETAIL sector to identify the prioritisation for training the most urgent courses	1/10/13	3/03/14			
• 3.1) Project Scoping	1/10/13	11/10/13			
• 3.2) Resourcing and Procurement Requirements	14/10/13	25/10/13			
• 3.3) Project Mobilisation	28/10/13	31/10/13			
• 3.4) Develop Training Needs Analysis Model	1/11/13	8/11/13			
• 3.5) Conduct Training Needs Analysis across Northern Inland Retail sector	11/11/13	20/12/13			
• 3.6) Write Up results	6/01/14	31/01/14			
• 3.7) Results presented to and approved by Digital Economy Delivery Board	3/02/14	28/02/14			
◆ 3.8) Retail training needs identified and prioritised	3/03/14	3/03/14			

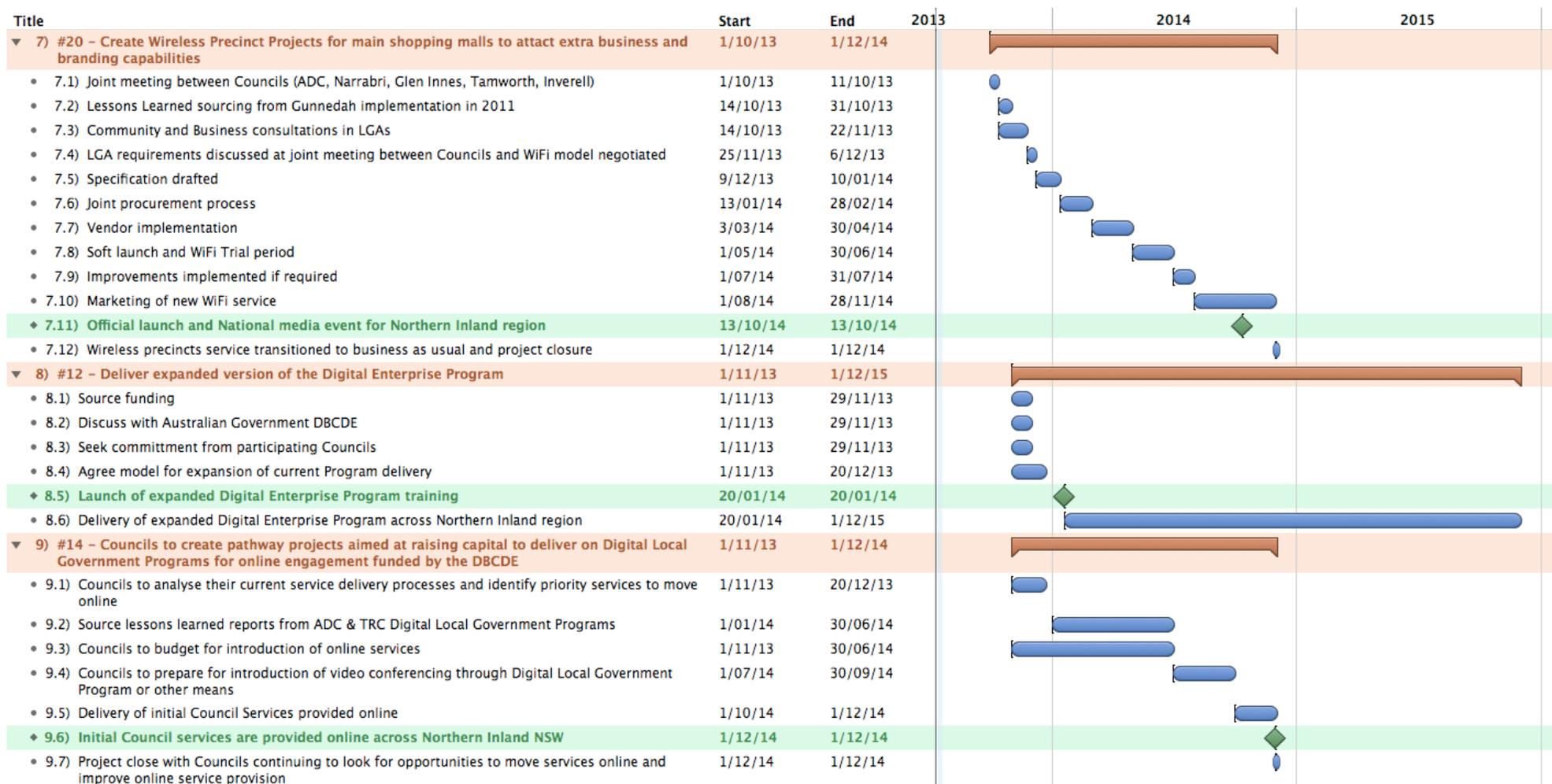
Delivery Model

TWO-YEAR OUTLINE PROJECT PLAN

Title	Start	End	2013	2014	2015
▼ 4) #22 – Create project to identify and address barriers to digital business across region by debunking common myths held by businesses through education via Chambers of Commerce?	1/10/13	2/06/14			
• 4.1) Project scoping, resourcing and procurement requirements	1/10/13	11/10/13			
• 4.2) Review Digital Economy Strategies in the Northern Inland Region to identify barriers to digital business	14/10/13	31/10/13			
• 4.3) Consult with Program Managers and Trainers of Digital Enterprise Programs in the Northern Inland Region to identify barriers to digital business	14/10/13	31/10/13			
• 4.4) Finalise list of barriers to digital business in the Northern Inland region	1/11/13	8/11/13			
• 4.5) Conduct research and create presentation to debunk myths and address perceived barriers	11/11/13	29/11/13			
• 4.6) Widespread electronic communications to Chamber of Commerce members across the region with eFlyer / infographics addressing perceived barriers and common myths	2/12/13	30/05/14			
• 4.7) Presentations at Chamber of Commerce Events across the region	6/01/14	30/05/14			
◆ 4.8) Barriers to Digital Business addressed via education through Chambers of Commerce	2/06/14	2/06/14			
▼ 5) #11 – Create project to source funding to expand the Digital Enterprise Program into the full NI region	1/11/13	31/12/14			
• 5.1) Seek commitment from Digital Enterprise Program delivery organisations	1/11/13	1/11/13			
• 5.2) Seek approval from DBCDE to extend Geographical Boundaries of DEPs	4/11/13	15/11/13			
• 5.3) Seek and obtain funding (Federal Gov, Local Gov, Chambers, RDA, Private Enterprise, etc)	4/11/13	20/12/13			
• 5.4) Delivery 2014 year of extended DEP training across region	6/01/14	19/12/14			
◆ 5.5) Digital Enterprise Program delivery across Northern Inland complete	31/12/14	31/12/14			
▼ 6) #16 – Create project to link up with ADC Datacentre to distribute data and resources East to West, and North in the region	1/10/13	1/12/14			
• 6.1) Joint meeting between Councils (ADC, Narrabri & Glen Innes)	1/10/13	11/10/13			
• 6.2) Requirements discussed and negotiated	1/10/13	29/11/13			
• 6.3) Commitment agreed	4/11/13	20/12/13			
• 6.4) Project funding and resourcing arranged	6/01/14	28/02/14			
• 6.5) Project delivery	3/03/14	1/12/14			
◆ 6.6) Datacentre sharing becomes business as usual	1/12/14	1/12/14			

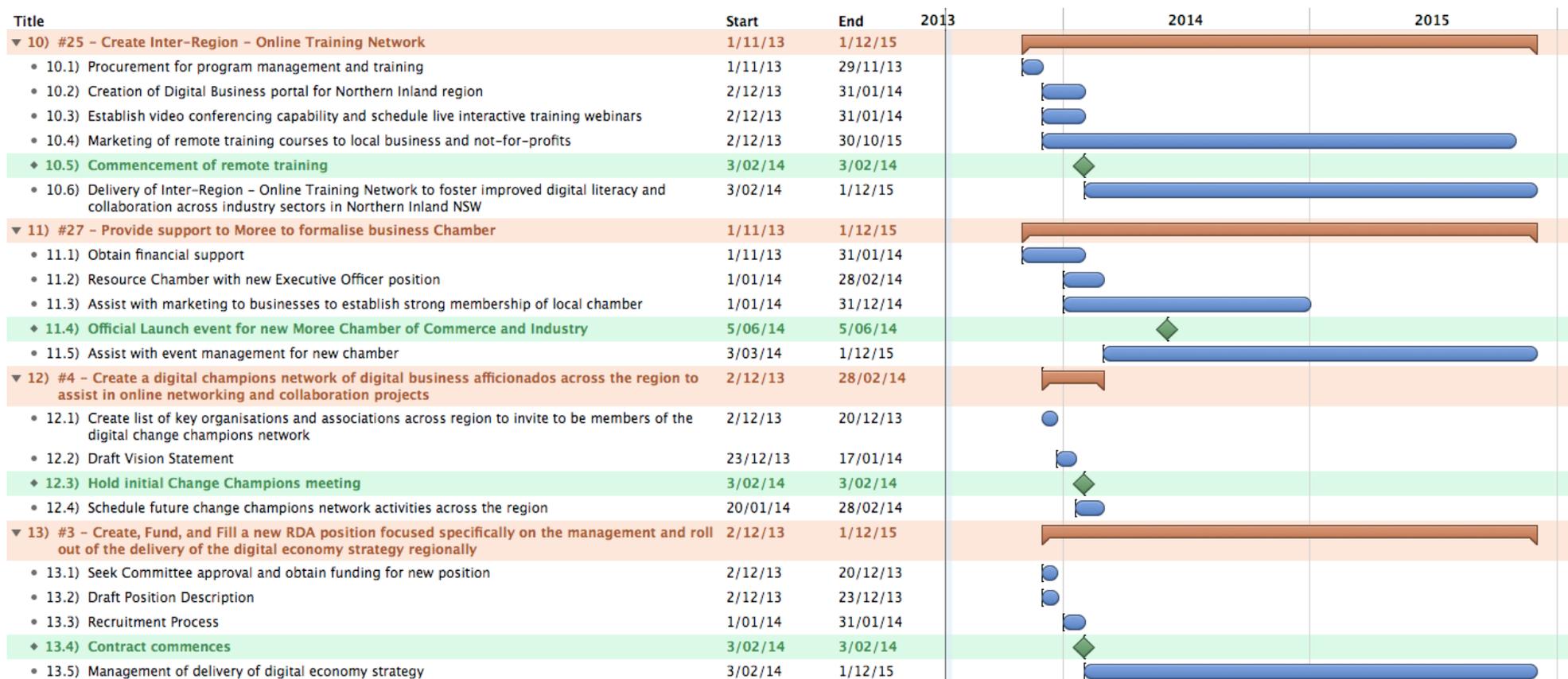
Delivery Model

TWO-YEAR OUTLINE PROJECT PLAN



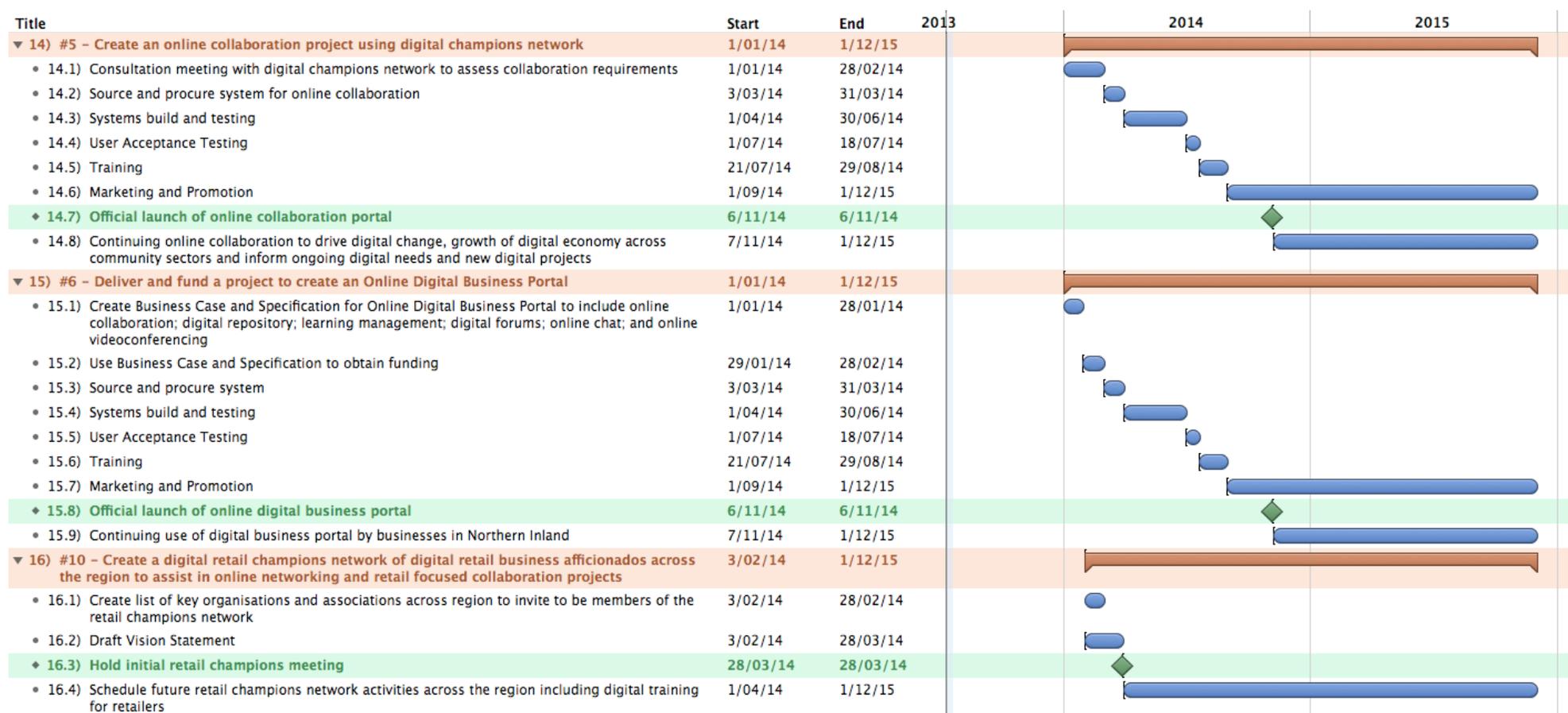
Delivery Model

TWO-YEAR OUTLINE PROJECT PLAN



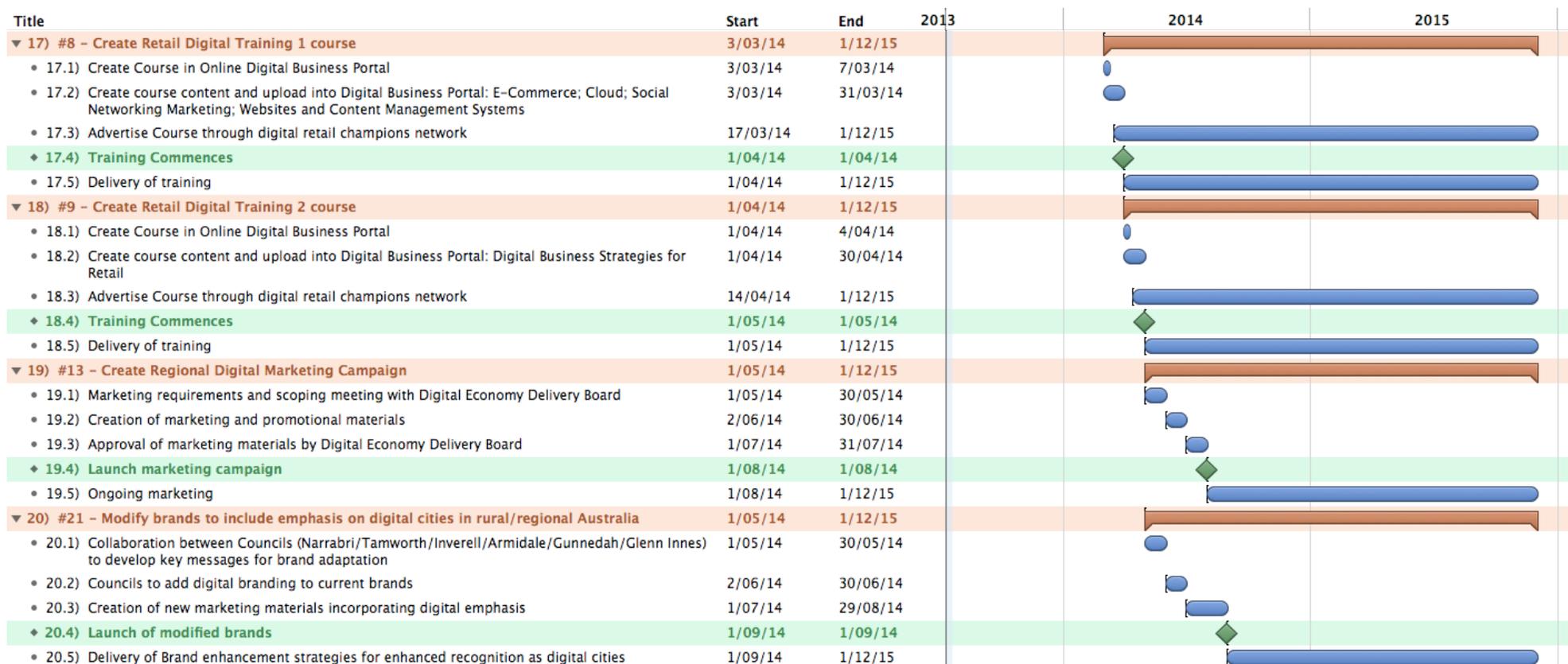
Delivery Model

TWO-YEAR OUTLINE PROJECT PLAN



Delivery Model

TWO-YEAR OUTLINE PROJECT PLAN



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