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Brisbane’s Digital Vision

The global economy is moving into the digital realm at breathtaking speed. In less than a generation, the internet has radically transformed the way we communicate and share information. Today it is fundamentally altering the business and economic landscape with international digital sales transactions already valued at more than $20 trillion.

Digital technology and devices are transforming our shopping, banking, services and social habits as we demand real time, customised, high speed responses to our every need. In the years ahead this technology will evolve ever deeper into our day-to-day experiences, fundamentally rewriting the rule book on all areas of commerce, education and communication.

Brisbane needs to move boldly and rapidly into this digital age. As we traverse deeper into the so-called “Asian Century” Brisbane is well positioned to use digital technology to drive economic development and prosperity through improved productivity for local business and by capitalising on business expansion and export opportunities. Ultimately this will improve the quality of life of all of our citizens.

This Digital Brisbane strategy sets a realistic five-year agenda to speed up the pace of change and kick-start a business revolution that puts Brisbane into the slipstream of digital innovation. It outlines programs and initiatives designed to provide Brisbane businesses with state-of-the art digital information, encourage high-potential digital start-up companies and improve the experiences of residents and visitors though digital technology.

This will be done in partnership with organisations and businesses providing valuable leadership in this space. The Brisbane City Council is already a recognised leader in the use of digital media to communicate with residents and manage crises. The initiatives in this strategy represent a further strategic investment by the Council to ignite change to benefit the business community and people of Brisbane. However, the true success of the Digital Brisbane strategy will come through digital opportunities becoming part of our day-to-day business conversation and planning. As Australia’s New World City, Brisbane needs to have a digital state of mind and a burning ambition to lead, innovate and confidently embrace the future.

Graham Quirk
Lord Mayor of Brisbane
Digital Brisbane Program Overview

Digital business power-up program

**Digitally advanced businesses**
- Online tools to keep up with trends, events and innovation
- Help to identify appropriate web needs and mentors and suppliers who can help
- Access to international speakers and entrepreneurs at the cutting edge of digital change

**Digitally active businesses**
- Facilitated access to companies and organisations who can advance digital progress
- Online tools to detect digital needs and opportunities
- Self-assessment tools to identify digital gaps

**Digital novice businesses**
- At least 50 opportunities a year for face-to-face training, education and information events
- Basic web tools to start the digital journey
- Seminars, forums, conferences and training in advanced digital practice
Digital start-up kickstart program

Budding digital entrepreneurs
• Lord Mayor’s grant program for budding entrepreneurs with promising digital ideas
• Local access to conferences like TechConnect and international start-up entrepreneurs
• Mentoring and pitch coaching for 50 promising business start-ups

Cyber city program

Brisbane residents
• Continued improvements to connectivity, digital services and data access across the city
• Coderdojo program to teach young people about digital coding
• Improved future living standards and job security based on digital economic growth

Visitors to Brisbane
• New “way-finder” system that integrates mobile digital technology with signs, maps and city venues
• Ready access to wi-fi services across the city
• Cutting edge online and mobile applications for visitors (visitbrisbane.com.au)
Our Digital World

REINVENTING THE WAY WE LIVE

Digital technology is rapidly redefining the very nature of day-to-day living and driving us to a future where the physical, social and technological worlds converge. Already smart mobile devices have become the centre of the communication and interaction universe for the majority of Australians. Such devices are transforming our shopping, banking and social habits as we demand real time, customised, high speed responses to our every need.

Today we can instantly purchase goods from all over the world from computers or mobile devices. We can scan billboards and advertisements on our mobile devices to activate messages, video, special offer and loyalty schemes. Phones can replace paper tickets, respond to our voices and help link us with products and services tailored for our specific needs. Through social media we can instantly connect to millions of people across the globe and transmit news and pictures as soon as they happen. We can post our thoughts and opinions to friends and followers from wherever we happen to be in real time, 24/7.

THE NEXT PHASE

While the rapid onset of digital devices has ushered in profound change in less than a generation, the next wave of digital change promises further reinvention of the human experience. Digital strategies will become crucial to all business strategies and the need to gather insights through quality data will become increasingly important to business success. The next waves of smart devices are expected to adjust to our situations, changing moods and modes in sync with our behaviour.

By focussing on these opportunities, existing businesses have a great opportunity to improve productivity through efficient digital technologies. On a more ambitious level, with the right ecosystem Brisbane could create new businesses worth hundreds of millions of dollars that drive future economic value and jobs for the city.

“One-third of the Australian economy faces imminent and substantial disruption by digital technologies and business models.”
- Deloitte, Digital Disruption Short Fuse Big Bang Report
PREPARING BRISBANE FOR THIS NEW PARADIGM

The Digital Brisbane strategy is designed to ensure Brisbane businesses and organisations are better equipped to make the necessary digital transformations over the next five years. Not all businesses will need to be at the cutting edge of digital change, but none can afford to ignore the digital realities. This plan provides a roadmap to speed up the process and give businesses tangible information, reference points and face-to-face contact to help them on the journey. By providing real and useful business tools, the strategy can help businesses leverage digital solutions to become more efficient and effective.

“The strategy’s focus on economic development is appropriate considering the size of the global digital economy and the Lord Mayor’s vision for economic growth. It is pioneering in the context of city digital strategies and can help to make Brisbane one of the most progressive cities in the world.”

- Kieran O’Hea,
  Chief Digital Officer, Brisbane

Aims of The Digital Strategy

The Digital Brisbane strategy is designed to:

• Ensure the digital economy is a high priority for Brisbane businesses
• Initiate high-value digital support activities through a targeted investment by the City
• Position Brisbane as a significant digital city

Specific five-year target outcomes

• Support, promote or initiate digital training, information sessions and conferences that provide face-to-face support for 4000 businesses a year and online support for a further 30,000 users per year
• Double the number of Brisbane companies conducting business online
• Support 250 Brisbane digital start-ups, some with global potential through events, referrals to incubators, mentors and commercial advice
• Create at least one chair, course or program in Digital Economics or Digital entrepreneurialism
• Lift Brisbane’s digital readiness score (as measured by The Economist’s Economic Intelligence Unit methodology) by 1%. This would translate to a 35% improvement in annual productivity growth and a $560 million lift in Gross Regional Product (a measure of the size of a metropolitan area’s economy)
Core Programs

1. THE DIGITAL BUSINESS POWER-UP PROGRAM
Objective: Empower companies to engage in the digital economy
• Initiate, support or promote at least 50 tailored digital educational/training sessions and events per year aimed at reaching at least 4000 businesses face-to-face, with particular emphasis on small and medium enterprise. This will include the hosting of one to two major conferences per year, including the CLICK! Digital Expo
• Provide talent and support for partner organisation digital forums and training
• Establish a working party with Brisbane universities with a view to creating a global class Digital Economics chair or program by the end of 2014
• Creation of a Digital Brisbane website that provides basic information on conducting digital business, digital trends, events, news, and available digital suppliers. The site will ultimately provide a digital self-assessment tool for small business and customised web tools to match businesses with appropriate support, partners and services.

2. DIGITAL START-UP KICK-START PROGRAM
Objective: Provide stimulus for digital start-ups
• Launch of the Coderdojo program in city libraries to teach hundreds of young people how to master digital coding. This is an international program aimed at 7-17 year-olds
• Introduce a Lord Mayor’s grant program to encourage budding entrepreneurs to launch start-ups and facilitate access to business incubators
• Provide mentoring and pitch coaching to 50 promising business start-ups
• Support a series of start-up related events over 5 years starting with the TechConnect conference in Brisbane in April 2013
• Visiting Entrepreneur program to link start-ups with successful, international role models.

“The digital era is here – it’s continuing like a locomotive.”
– Lord Mayor Brisbane, Graham Quirk
3. CYBER CITY PROGRAM

Objective: Improve public services through digital technology

• Continue the Council's current ongoing digital improvement as part of the digital strategy
• Fully integrated way-finding system featuring signage, maps, attractions integrated with an interactive mobile digital experience
• Improve the online and mobile experience for visitors.

Background

The need for a Digital Brisbane strategy was recognised in the 2011 Unique Window of Opportunity report prepared by the Lord Mayor's Economic Development Steering Committee.

The report outlined the need for a strategy which:

• Encouraged and accelerated business uptake of digital technologies
• Recognised and promoted existing and emerging digital industry talent in Brisbane
• Provided direction and vision about digital infrastructure
• Enhanced Brisbane’s connectivity for business, students, tourists and residents
• Encouraged Council to provide leadership in technology uptake
• Attracted events to position Brisbane at the forefront of digital technology

As a result of that report, a Digital Brisbane business unit was established in Brisbane Marketing and a Chief Digital Officer was appointed for the city.

The digital strategy engagement process included over 1,000 points of consultation:

• 19 industries
• Local and State Government
• Industry associations
• Academia
Brisbane’s Unique Window of Opportunity

WHY DO WE NEED A DIGITAL STRATEGY?

The Brisbane Digital Audit, completed in November 2012 and involving 500 companies, showed that 80% of firms regarded themselves as being engaged in the digital economy. Despite this, of the companies surveyed, as few as 30% were actually selling goods and services online. The remainder were mostly limited to websites outlining company information and services. The Council encourages businesses to become truly engaged in the digital economy by embracing ecommerce and broadening their potential markets beyond traditional geography and the confines of bricks and mortar shopfronts.

The digital strategy will also be crucial in creating cutting edge projects and innovation that will help attract top talent to Brisbane. The initiatives will create deeper international linkages for Brisbane, helping to drive further investment and research interest in the city.

Results of the Brisbane Digital Audit

The Brisbane Digital Audit was commissioned by Brisbane Marketing in partnership with Regional Development Australia. It was conducted by the University of Queensland and Ernst & Young to gauge the level of digital maturity of businesses in Brisbane. It provided valuable insights for the development of the Digital Brisbane strategy and a framework to continually track Brisbane’s progress on the path to digital maturity.

Specific findings included:
- 80% of companies have digital technology and regard themselves as being engaged in the digital economy
- 30% are selling products and services online and many are using digital technology to communicate with customers and suppliers
- 55% do not have a documented digital strategy and do not see the need for one
- 24% have seamless integrated customer engagement across face-to-face, mobile and online channels

Businesses that have a documented digital strategy

<table>
<thead>
<tr>
<th>Current practice</th>
<th>Have not considered</th>
<th>Development in progress</th>
<th>Important but not planned</th>
<th>Considered but not important</th>
<th>Declined to answer</th>
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</thead>
<tbody>
<tr>
<td>22%</td>
<td>23%</td>
<td>16%</td>
<td>16%</td>
<td>20%</td>
<td>3%</td>
</tr>
</tbody>
</table>

Reference: Ernst & Young and University of Queensland

“Our Digital Strategy played a major role in the growth of the company for the last four to six years by better serving existing customers and attracting new ones.”
- Michael Gillespie, Online Marketing Director, Dominos.
LINKS BETWEEN DIGITAL STRATEGY AND BUSINESS SUCCESS

A recent study published by UQ Business School, showed a clear cause and effect relationship between digital business and economic performance. The research indicated that, compared to firms without a web presence, firms using the web to engage customers were, in the following year: (i) more profitable, (ii) 2.5x more likely to innovate, (iii) 4.8x more likely to export. This indicates that lifting the digital maturity of businesses will result in an increase in economic growth.


Additionally, all of the digital champions identified in the Audit had documented digital strategies. This was a key indicator of success in digital transformation.
Recognising the digital reality

By 2012, 60% of Australians had mobile smart devices and phones, 20% had tablets and 65% were using social media. By 2016 a staggering 19 million Australians are expected to be using mobile devices. (PWC—Outlook Australian Entertainment and Media 1012—2016)

In economic terms, by May 2012, online retail sales in Australia were estimated to be $11.3 billion a year and growing at an annual rate of 15%. Australia’s digital economy is forecast to grow at twice the rate of Gross Domestic Product between 2012 and 2016, from $50 billion to $70 billion. (Deloitte - Digital Disruption, Short Fuse, Big Bang, 2012)

“The development of the online experience and use of digital technologies has enabled the business to improve a multitude of supporting services as part of the business value proposition.”

– Jane Sheehy, Chief Information Officer, Terry White Chemists
THE OPPORTUNITY FOR BRISBANE

By fully capitalising on the digital opportunities, Brisbane can fundamentally transform its social, professional and economic potential. If successful:

• A digital culture will become an integral part of the city mindset and culture
• Businesses with customer-focused integrated digital strategies will grow and export twice as fast as those that don’t
• New jobs will be created
• Competitiveness will increase
• There will be increased opportunities for start-ups
• Brisbane will be able to compete more effectively in international markets
• Public services will improve and levels of engagement will increase
• Consumer choice will be greater
• There will be enhanced quality of life

• Exports will grow through improved productivity in high-potential sectors
• The city will attract and retain top talent
• Brisbane will capitalise on the “Asian Century”, leveraging its geographical location and connectivity of digital technology

Conversely, failure to act could severely undermine Brisbane’s future economic state through the loss of business overseas and restrained job creation prospects.

The digital strategy will help ensure that Brisbane is a leader rather than a follower in the digital era.
Brisbane’s digital vision – DIGITAL CHAMPIONS

TALENT ATTRACTION

VENTURE CAPITAL

BLOG POSTS AND ARTICLES – DIGITAL CHAMPIONS

GLOBAL DIGITAL START-UPS/TECH SECTOR COMPANIES

DIGITAL SELF-ASSESSMENT TOOL

HIGH-SPEED GLOBAL CONNECTIVITY

GLOBAL BUSINESS
BRISBANE –
GATEWAY TO THE GLOBAL
DIGITAL ECONOMY

DIGITAL CONFERENCES
EXPORT GROWTH
DIGITALBRISBANE.COM.AU
KEYNOTE SPEAKERS AND EXPERTS ON GLOBAL PANELS
OPEN DATA
GLOBAL DIGITAL INNOVATION HUB
START-UP MENTORSHIPS
Implementing the Digital Brisbane strategy

While much of the Digital Brisbane strategy will be driven by private companies and institutions, the City will support a secretariat to oversee the key strategic initiatives.

Digital Brisbane will remain as a business unit within Brisbane’s Economic Development Board - Brisbane Marketing. The Brisbane City Council’s ongoing program of improving the city’s digital experience will remain with the relevant areas of Council but the Digital Brisbane office will help to support and promote this program through all of its activities.

Results of the Digital Strategy Forum

A forum of 150 businesses was held in September 2012 to identify themes and topics of importance to the Brisbane business community.

The following themes emerged from that discussion:

Content is king - Content must be customised to engage the target users in a relevant and purposeful interaction. Content must be consistent across all digital and non-digital touch-points.

Engagement models - The digital economy requires a different approach to our current engagement models: more open, collaborative, in-the-moment.

Leading by example - Brisbane City Council has a role to play in leading by example and demonstrating how the digital economy can (i) drive more productive use of assets, (ii) position the City to maximise the impact from major events such as the G20 Leaders Summit and The Commonwealth Games, (iii) attract new industry players.

Digital maturity - To be successful in the Digital Economy, there is an urgency to increase the level of digital maturity across the business ecosystem. Customers are teaching themselves how to make the most of the digital environment. Businesses are yet to fully embrace the opportunities that the digital economy can offer. There is urgency in (i) raising awareness, (ii) demonstrating how to use the range of digitally enabled opportunities to create value.
THE IMPORTANCE OF PARTNERSHIPS AND MENTORS

The Digital Brisbane strategy is predicated on many of the initiatives being driven and implemented by partner organisations with the relevant resources and expertise. It also envisages that businesses requiring help with their digital transition will be mentored by firms and organisations who are more advanced in their development. Mentoring is expected to include support for business strategy, investor pitching and investor readiness. The Digital Brisbane business unit will support many of these programs through thought leadership, sponsorship, connecting organisations with potential partners and mentors, and promoting events and opportunities through Brisbane Marketing’s extensive communication network.

“The most digitally mature companies are 26% more profitable, generate 9% more revenue and achieve 12% higher market valuations.”
– Wall Street Journal

THE ROLE OF DIGITAL CHAMPIONS

The Brisbane Digital Audit and the subsequent consultation process identified examples of digital “champions” throughout Brisbane. These are businesses of varying sizes that are well advanced in the digital economy and in a strong position to influence and mentor other businesses. This type of business mentoring will be an important component of the Digital Brisbane strategy. The strategy will continue to identify new digital champions each year.

The following firms were identified as champions:

- Brisbane Airport Corporation
- CharmHealth
- CMD Design
- Crockford Carlisle
- CUA
- Dominos Pizza
- ePharmacy/Chemist Warehouse
- Ferra Engineering
- Fix-A-Frame
- Flight Centre
- GroundProbe
- Halfbrick Studios
- ImmersaView
- In Training
- Leading Edge Automation
- Moreton Island Adventures
- my FootDr Podiatry Centres
- Rental Express
- Stat Health Systems
- Story Bridge Adventure Climb
- Terry White Chemist Group
- The Cloakroom
- Virgin Australia
- Wotif Group
Key targets for the strategy

The strategy has been primarily designed to help meet the needs of three target groups:

**Businesses:** The target business community includes companies that are currently registered in Brisbane, as well as future investors, new entrepreneurs and relevant non-profit businesses. The Business section of the strategy focuses on education and capacity building for digital capabilities. The strategy is aimed at businesses of all sizes at all stages of their digital journey. As part of the implementation strategy, sector specific programs will be developed to ensure outcomes are delivered in the areas of highest potential impact. The digital audit concluded that most opportunity existed in manufacturing, construction, and healthcare and social assistance.

**Start-Ups:** Young companies (typically 0-3 years) aiming to achieve rapid growth and tackle global markets, often fuelled by external investment. High-growth, knowledge-based, start-up companies are having a profound economic impact on economies around the world.

**People:** Brisbane City Council and Brisbane Marketing will be focused on digital projects that will improve the lives of Brisbane’s residents, business travellers and tourists.
Empowering business

SMEs (Small-Medium Enterprises), defined as businesses employing up to 199 persons employ 70% of Australians, contribute 55% of local economic output and are the driver for much of the innovation and job creation in Australia.

In Brisbane there are just over 120,000 registered companies, 75,000 of whom are non-employing and 45,000 of whom employ 1-199 employees.

The Brisbane digital strategy will address the needs of traditional SME’s but will also include the growing number of companies in the digital sector, typified by digital natives that specialise in offering services such as web development, search engine marketing and digital advertising.

It will also seek to engage with the relatively small number of large organisations that are either contemplating or already undergoing enterprise-wide digital transformation.

Businesses that do not have their origins in the digital space now find themselves competing in a digital economy. They need a new type of support to help them gain a competitive edge.

By Brisbane City Council, through Brisbane Marketing, driving the Digital Brisbane strategy, there is an opportunity to provide this type of support and fast track changes that might otherwise take many years to occur through organic market growth.

The Brisbane Digital Audit revealed that, although many businesses were embracing the digital economy, the relatively low number involved in genuine digital transactions might be considered a market failure requiring a public sector intervention.
Brisbane’s start-up environment continues to grow and has a number of ongoing activities including:

- Three startup incubators / co-working spaces
- Two angel investment groups / forums
- One mobile games accelerator / investment fund
- Two university entrepreneurship clubs
- 625 members of the Silicon Beach Brisbane startup networking group

Creating a climate for digital start-ups

Many cities around the world have recognised that high-growth digital companies are increasingly important drivers of economic growth. Conversely, it is becoming evident that economies that are not driving innovation will be overtaken by more progressive, technology-enabled economies.

Already the rapid growth of China, India and Brazil as knowledge economies has demonstrated the speed with which “developing” economies are embracing the opportunity to create economic impact.

In response to this opportunity, many cities, regions and countries have launched start-up programs to boost entrepreneurship and improve the support available to high-growth digital companies as they seek to become globally significant businesses.

Brisbane has an opportunity to become a significant player in the knowledge economy. Its universities are producing world-class technical talent, and there is a growing interest in creating high-growth digital businesses. Our high quality lifestyle makes Brisbane an attractive location to attract and retain talent, and our proximity to Asia positions us well to tackle large neighbouring markets.

Brisbane, however, still does not have many of the basic components of an ecosystem that is supportive of high-growth digital start-ups. Brisbane start-up companies are constrained by the relative immaturity of the local start-up ecosystem, as evidenced by the relatively low number of technology-based companies successfully tackling global markets.
Creating a cyber city

The Brisbane City Council is already well advanced in the use of digital technology to improve its communications and interactions with the people of Brisbane.

The Council’s Digital Communications Strategy 2012-14 commits the Council to using digital communications to listen to, engage with and deliver messages to customers, residents and employees. The Council also has a well developed social media strategy, free wi-fi services in many public areas and a commitment to developing open data access as the resources, budget and technology opportunities arise.

The Digital Brisbane strategy seeks to integrate this program with a broader digital strategy for the city and continue the commitment to use digital technology to enhance human experiences.

More specifically, the strategy extends the focus to city visitors who will likely have high expectations of the city’s digital capacity.

The Commonwealth Government is expecting that four out of five Australian citizens will choose to engage with the government through the internet or other type of online services by 2020.

In this environment, poor experiences and a lack of services will frustrate residents or visitors who wish to engage online with public authorities to pay bills, or find local information. Brisbane needs to retain its commitment to constant improvements in this area.
Detailed actions and deliverables

**OBJECTIVE 1: EMPOWER COMPANIES TO ENGAGE IN THE DIGITAL ECONOMY**

**Goal 1.1. Create online resources and expert advisory services in support of SME digital development**

**Action 1.1.** Create digital expert advice panels, online support and forums for SME’s who are integrating their digital strategy with their business strategy.

**Action 1.2.** Develop a “matchmaking” tool for SME’s and digital service providers designed to help SME’s find suitable suppliers and enable them to rate their experiences.

**Action 1.3.** Access to tailored business solutions for digital novices - Tailored educational training sessions showing SME’s how they can grow their business and reduce costs.

**Action 1.4.** Make digital self-assessment tools widely available - so that SME’s can measure their own digital capability and the digital capability of their staff and find appropriate advice and services to fill gaps.

**Goal 1.2. Establish research and education initiatives in support of SME digital development**

**Action 1.5.** Develop metrics for measuring Brisbane’s digital economy so it can be defined and monitored.

**Action 1.6.** Create a leadership course, program or chair in digital economics to help position Brisbane as a thought leader in this area.

**Action 1.7.** Provide digital training programs at all levels of business - tailored courses aimed at everyone from CEO down.

**Action 1.8.** Make Brisbane a digital innovation hub - promote the benefits of digitally driven business growth through a global online showcase and focused digital events.
Empower companies to engage in the digital economy.

**Target 2013-18:** Create and provide online resources and expert advisory groups in support of SME digital development.

**DigitalBrisbane.com**

### Self-Assessment Tool

**Step 1:** SME completes online questionnaire

**Step 2:** Based on answers, tool rates SME digital maturity

**Step 3:** SME directed to appropriate online service

**Step 4:** SME accesses online information & advice appropriate to the nature of their interest and/or their digital maturity

**Step 5:** SME subsequently engages in face-to-face activity with a range of providers

<table>
<thead>
<tr>
<th>Capability ranking</th>
<th># Users year 1</th>
<th>Online deliverables/KPI</th>
<th>Offline deliverables/KPI</th>
<th>Potential Collaborators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Novice</td>
<td>10,000</td>
<td>Tailored content</td>
<td>60 blog posts 24 videos 6 tutorials 12 e-newsletters</td>
<td>Lord Mayor’s Office Brisbane Marketing Industry Associations Digital Sector Local Chamber Regional Development Australia, etc</td>
</tr>
<tr>
<td>Intermediate</td>
<td>1,000</td>
<td>Matching tool/online marketplace</td>
<td>2 trade fairs 10 workshops 500 participants 25 contracts from matchmaking tool 25 x 1:1 master classes New digital champions selected</td>
<td>Brisbane Marketing Industry Associations Digital Sector Local Chamber Regional Development Australia, etc</td>
</tr>
<tr>
<td>Advanced</td>
<td>100</td>
<td>Digital value forum</td>
<td>1 x 12-member expert panel 12 thought leader forums 6 white papers</td>
<td>Digital Champions Industry Associations Pro-bono experts Digital Sector</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Service provided</th>
<th># Users year 1</th>
<th>Online deliverables/KPI</th>
<th>Offline deliverables/KPI</th>
<th>Potential Collaborators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tailored content</td>
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<td>Lord Mayor’s Office Brisbane Marketing Industry Associations Digital Sector Local Chamber Regional Development Australia, etc</td>
</tr>
<tr>
<td>Matching tool/online marketplace</td>
<td>1,000</td>
<td>100 suppliers in database 1,000 supplier searches</td>
<td>100 suppliers in database 1,000 supplier searches</td>
<td>Brisbane Marketing Industry Associations Digital Sector Local Chamber Regional Development Australia, etc</td>
</tr>
<tr>
<td>Digital value forum</td>
<td>100</td>
<td>1 x 12-member expert panel 12 thought leader forums 6 white papers</td>
<td>1 x 12-member expert panel 12 thought leader forums 6 white papers</td>
<td>Digital Champions Industry Associations Pro-bono experts Digital Sector</td>
</tr>
</tbody>
</table>
OBJECTIVE 2: CREATE AN ECOSYSTEM THAT SUPPORTS DIGITAL STARTUPS WITH GLOBAL POTENTIAL

Goal 2.1. Stimulate a pro-entrepreneurship culture, particularly among young people

Action 2.1. Profile and celebrate entrepreneurship via media, public lectures by experienced entrepreneurs, and by supporting at least one major start-up focused event in Brisbane each year.

Action 2.2. Provide 25 Lord Mayor’s Entrepreneurship Scholarships to enable carefully selected university students and recent graduates to launch start-ups and access support programs such as incubators.

Action 2.3. Launch an online survey of activity in the Brisbane start-up community to measure and profile the ecosystem’s progress.

Goal 2.2. Improve the availability of expert guidance to first-time entrepreneurs

Action 2.4. Provide funding support to enable delivery of a greater range and depth of start-up and entrepreneurship-related training, events and support programs.

Action 2.5. Engage one or more internationally experienced entrepreneurs to work closely with local start-ups, investors and other supporters to accelerate the maturation of the local start-up ecosystem.

Action 2.6. Act as a conduit to help start-ups engage with appropriate providers of support and funding, and provide a base level of mentoring for start-ups that need advice on business strategy, investor pitching and investment readiness.

Goal 2.3. Address the lack of early stage capital available to high-growth start-ups

Action 2.7. Explore the establishment of a “seed” investment fund aimed at stimulating early stage private investment in Brisbane.

Action 2.8. Engage internationally experienced angel investors to work closely with local investment groups to help them professionalise their activities and raise the profile of angel investing.

Detailed actions and deliverables continued
Create an ecosystem that supports digital start-ups with global potential

**TARGET 2013-18:** Improve entrepreneurship culture, support programs and access to risk capital for high growth digital start-ups

<table>
<thead>
<tr>
<th>Pro-entrepreneurship culture</th>
<th>Enhanced support for startups</th>
<th>Facilitate access to risk capital</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coding training for kids (eg. CoderDojo)</td>
<td>Major startup events (eg. TechConnect)</td>
<td>Mentoring / referrals</td>
</tr>
<tr>
<td>Lord Mayor’s grant program for budding entrepreneurs</td>
<td>Start-up activity survey</td>
<td>Visiting Entrepreneurs program</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Seed Funding</td>
</tr>
</tbody>
</table>

- At least one major startup event held in Brisbane each year
- Double the level of media coverage of startups
- 25% annual increase in the number of high-growth startups formed in Brisbane each year
- Double the number of young people and women creating startups
- Additional 20 startups participating in mentoring / incubation programs

- Launch of two new startup support programs
- 250 Brisbane startups engaged via BCC-supported events
- Mentoring and coaching to 50 Brisbane startups
- Five internationally experienced entrepreneurs engaged via Visiting Entrepreneurs program
- Overseas investment facilitated in ten startups from Brisbane
- 25 startups connected with pro-bono mentors

- 50 new active angel investors in Brisbane
- 50% increase in equity capital raised by high-growth startups from Brisbane
- Two new early stage venture capital funds active / based in Brisbane
- Five investments made by overseas venture capital firms in Brisbane companies

**Potential Collaborators:** QLD Government, sponsors, incubators and accelerators, public libraries, universities, schools, investors, businesses, associations
OBJECTIVE 3:
IMPROVE THE PUBLIC’S EXPERIENCE OF BRISBANE THROUGH DIGITAL TECHNOLOGY

Goal 3.1. Provide world-class public digital services that support residents, visitors and newcomers to Brisbane

Action 3.1. Provide digital services that help visitors to enjoy Brisbane – The online and mobile experience prior to arrival at the destination is becoming an increasingly important factor in the visitor experience.

Action 3.2. Deliver digital support services that help newcomers integrate into Brisbane – online support for people who come to work, live and study in Brisbane.

Action 3.3. Increase the Council’s current level of online engagement with the community - using tools including social media, mobile apps, and crowdsourcing.

Action 3.4. Engage Brisbane’s Cultural sectors, encourage their digital capabilities and leverage their role as rigorous early adopters of new technology.

Action 3.5. Extend digital connectivity working with the State and Federal Government and the private sector to expedite increased broadband coverage and speeds across the city.

Goal 3.2. Launch public digital services that support self-employed people and small businesses

Action 3.6. Maintain a commitment to the current open data program, including providing brokerage between Government and the digital sector to identify and develop viable data sets.

Action 3.7. Further improve the ease of doing business with the Council - Pilot new digital programs and introduce initiatives that make responding to public procurement opportunities a more viable option for knowledge based SME’s and digital start-ups.

Action 3.8. Promote and develop the network of public digital workspaces available for mobile workers – develop knowledge hubs in strategic locations that can be used by business and other commuters to undertake work and meetings without having to commute to the CBD.

Detailed actions and deliverables continued
### Improve the public’s experience of Brisbane through digital technology

**TARGET 2013-18**: Provide world-class digital services that support residents, visitors and newcomers to Brisbane

<table>
<thead>
<tr>
<th>Digital Services</th>
<th>Council’s Digital Communications</th>
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<tbody>
<tr>
<td>• Provide services that help visitors to enjoy Brisbane.</td>
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<tr>
<td>• Deliver support services that help newcomers integrate into Brisbane.</td>
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<tr>
<td>Potential collaborators: Translink, Brisbane Airport Corporation, Brisbane Greeters, Tourism Groups, Businesses, Brisbane City Council</td>
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<tr>
<td>Deliverables: Way Finding System for City; Revamped VisitBrisbane website</td>
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<tr>
<td><strong>Open Data and Doing Business with Council</strong></td>
<td><strong>Potential collaborators: Brisbane City Council</strong></td>
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<tr>
<td>• Seek opportunities to release public data relevant to industry.</td>
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<tr>
<td>• Make it easier for SME’s and start-ups to tender for public contracts</td>
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<tr>
<td>Potential collaborators: Commercial partners, Brisbane City Council, State and Commonwealth Governments</td>
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<tr>
<td>Deliverables: Creation of a BCC/Brisbane Marketing working party to identify potential high-value Council data; improved e-government service.</td>
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<tr>
<td><strong>Core Audiences:</strong> Residents</td>
<td><strong>Deliverables:</strong> Annual BCC digital audit report outlining progress on digital services and active programs; Social media, crowdsourcing, and mobile applications; and online voting</td>
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<tr>
<td>Businesses</td>
<td><strong>Network Connectivity</strong></td>
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<tr>
<td>Tourists</td>
<td>• Promote businesses and public spaces in Brisbane providing free wi-fi.</td>
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<tr>
<td>Students</td>
<td>• Identify and increase the number of digital workspaces for mobile workers.</td>
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<tr>
<td><strong>Potential collaborators:</strong> Cafes, Hotels, Public spaces, e.g. Libraries, Businesses</td>
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<tr>
<td><strong>Deliverables:</strong> Online and mobile accessible maps identifying wi-fi and digital workspaces; working committee to assess value of digital workspaces</td>
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