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LEADERS IN TECH

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INSIDE

FEATURES

LEADERS IN TECHNOLOGY

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Insider

Once again, the year has disappeared in the blink of an eye. Things have largely returned to normal for many of us (as far as work is concerned, anyway), with workers across the country slowly returning to the office — for a few days a week at least. It seems that many organisations have embraced a hybrid working model but it will be interesting to see how far into 2023 the trend continues. Is this the true future of work, or will management look to bring teams back together? As we enter a time of universal belt-tightening, it's hard to believe that underutilisation of offices and other facilities will be accepted without question in the longer term... only time will tell.

In the spirit of looking forward, we are once again presenting our annual Leaders in Technology feature in this, the final print issue of the magazine for 2022. Each December, we ask the industry's best and brightest to give us their thoughts on the year ahead — what technologies will gain ground, where are the pain points and what's on the wish list from government, innovators and the industry at large?

Rationalisation of systems and resources looks to be a high priority in 2023, as businesses look to realise further organisational efficiencies in a hybrid work world, especially in the face of the ongoing tech skills shortage. With the threat of a global recession looming and talent in short supply, businesses and government agencies are forced to do more with less.

The steady momentum of automation continues, with advances in AI and machine learning delivering more opportunity for improvements in customer interaction and service delivery every day. We are sure to see more reliance on solutions that promise to solve many of the issues that the projected economic circumstances and the current job market have combined to create.

After a series of major security events throughout corporate Australia, all signs point towards an increased threat of cyber attack throughout the year ahead. It will come as no surprise that cybersecurity concerns are expected to heavily influence strategic direction and investment in 2023.

Whatever the new year holds, as this year draws to a close I'd like to wish you the very best for the holiday season. I look forward to returning next year to bring you all the latest in technology news.

Dannielle Furness, Editor
editor@govtechreview.com.au

WHY I.T. LEADERS MAKE
BRILLIANT PROJECT MANAGERS

Annie Sheehan, ANZ Head, Project Management Institute

The COVID-19 pandemic has jackknifed our expectations of digital service delivery. Whether humans are online shopping, virtual schooling or remote working, people now want their services delivered at the same standard as they expected in person.

While many private businesses have transformed to meet these expectations, many government bodies need help to provide the same service standards. As outlined in the Digital Economy Strategy, this includes the digital transformation of the government itself.

It is an unfortunate fact that government projects suffer from well-publicised, lengthy delays. It was recently revealed that 28 major government projects are running a cumulative 97 years behind schedule and $6.5 billion over budget. Similarly, the 2022 Productivity Commission's interim report into the country's 'data and digital dividend' found that Australian project delivery capability teams are poorly positioned when enacting technological change due to the lack of highly skilled tech workforces within Australia.

This shortage amplifies how skills in project management are sorely needed to turn project success around. PMI forecasts that we'll need a staggering 25 million new project professionals globally by 2030 to tackle talent gaps, presenting a further challenge to businesses looking for these critical skills.

Developing the skills to respond to these changes requires organisations to re-examine their approach to skills development and ensure they are supporting their employees to thrive in the digital economy.

FOLLOWING THE FOOTSTEPS OF I.T. WORKERS

While a shift in the workplace ecosystem has caused a transition in the world of project management, the core skills remain the same: big-picture thinking, collaboration and agility. IT managers often fit the bill in these areas with their experience executing on-the-go projects from top to bottom.

The largest and fastest growing project-oriented sector will be in software development in mobile applications, IT security and a rise in healthcare technology, with a projected increase of 14% by 2030.

Because they are at the forefront of digital innovation and usually have short

industry; however, government agencies have the additional burden of carefully managing every taxpayer dollar. A reskilling/upskilling initiative needs support from the top down to achieve a favourable return on investment.

Department leads must push the focus on skills development to the forefront of their organisation, as opposed to keeping it on the sidelines as done in the past, starting with:

- Identifying where the gaps or pain points exist within your organisation and achieving project success.
- Demonstrating a business-wide commitment to the development of skills.
- Ensuring the investment aligns with organisational strategies and objectives.
- Looking beyond the cost of investment to recognise the value project management skills contribute in the long run.

Occasionally, consider hiring a skills director to champion the cause, establish personalised employee training and highlight a connection with organisation-wide goals.

Leaders must also acknowledge the benefit of transferable, project-oriented skills for teams to succeed, even in the most technical roles. Consider increased training in areas such as collaboration, communication, time and resource management, critical and agile thinking, planning and risk awareness — these not only help to increase efficiencies, deliver consistent results and improve customer and stakeholder satisfaction but also improve essential team-building and people management capabilities.

TIPS FOR ONGOING PROJECT SUCCESS

Once department leads innovate in their approach to work and investment in upskilling, how can they instil this project-oriented mindset within their teams and encourage staff to think like an IT worker?

A few simple action points could include:

- **Introducing project-based learning** through micro-credentials or project management certifications can increase job attraction, retention and the value workers deliver to their roles. According to research from PMI, those with a professional project management certification enjoyed increased earning potential, citing a 16% higher median salary on average.
- **Adopting agile practices** that help employees improve their problem-solving, resiliency and ability to respond to change. Adaptability is critical, particularly within a turbulent working environment.
- **Boosting internal culture** by strengthening ongoing learning and development (L&D), empowering employees to take control of enhancing their personal and work skills. Research by PMI revealed that 37% of employees feel L&D isn't enough of a strategic priority within their business.
- **Leveraging new technologies** that allow employees to work efficiently in a hybrid working environment and broaden capabilities to deliver innovative solutions to customers, which produces positive change.

Combining these action points and learning project management skills will make employees more agile, productive and adaptable, and improve project delivery outcomes. Government department leads now have a golden opportunity to rethink future skills and reshape our society by successfully executing key technological projects and services. These skills will be critical in facing ongoing challenges and uncertainties to meet citizen expectations and transform Australia's journey into a world-leading, digitally driven nation.

timeframes to deliver impactful results, the IT sector naturally embeds project management methodologies into their approach to work from the onset. Public sector organisations must look to tech workers who embed a project-oriented mindset into work structures. This mindset can help government departments execute project objectives on time and within budget, making employees more agile and adaptable.

You may be thinking, easy to say from an outsider's perspective. So the question is, where do we start?

IT ALL STARTS FROM THE TOP

The World Economic Forum projects that 54% of employees will require significant reskilling and upskilling to adapt to the changing workplace. This need to reskill affects nearly every

How Government Agencies Use LTE and 5G for Digital Transformation

Every government agency's employees need consistent and reliable access to the digital tools they use on a daily basis. Citizens are also demanding enhanced communication and services from government agencies – which rely on great connectivity. In a wide variety of situations, departments need the right network assets deployed today that can scale to meet the requirements of the future. Cradlepoint's NetCloud Service and cellular-enabled routers and adapters unlock the power of 4G LTE and 5G to securely connect federal workers no matter where their mission takes them.

SOLUTIONS — Wireless Edge Routers and Adapters for Locations, Vehicles, and IoT

Pop-Up Networks

LTE and 5G allow government employees to quickly deploy wireless connectivity for operations including emergency services, food and safety inspections, and aircraft maintenance. Staff can easily set up connectivity in the field without reliance on another organisation's network.

Remote Work from Anywhere

Having a secure, dedicated network for high-bandwidth technologies is a necessity for government workers who work from home and abroad. Issuing Wireless WAN routers to remote staff allows IT personnel to centrally monitor and control network performance and information security.

Disaster Response Kits

Disaster response kits serve as a highly portable tool for setting up a dependable and secure network to ensure critical work can begin immediately. Hardened kits featuring ruggedised LTE routers can be used in a range of harsh environments as an integral part of emergency response.

Smart Bases

Today's military bases use IoT technologies including surveillance cameras, security equipment, and drones. Using a cellular router to connect each IoT device and/or application enables IT teams to deploy these technologies anywhere quickly, and on wireless connections that are separate from other parts of the on-site network architecture.

Mobile Command Centres

When responding to an incident, agencies need flexibility to take their operations into the field. Mounting a ruggedised, cellular- and Wi-Fi-enabled router in a mobile command centre provides the 24x7 connectivity that field agents need to work and communicate efficiently "on the move."

Smart Cities

There are many ways wireless technology can make cities run smarter, faster, and cheaper. Benefits of wireless cellular connectivity include day one connectivity and remote management, while use cases can include sensors and surveillance, and in vehicle connectivity.

Learn more at **cradlepoint.com**

Phone: (02) 8916 6334

NATHAN MCGREGOR

SENIOR VICE PRESIDENT ASIA PACIFIC, CRADLEPOINT

LEADERS IN TECHNOLOGY 2023

WHAT IS THE MAJOR POTENTIAL TECH PAIN POINT THAT WILL FACE ALL ORGANISATIONS LARGE AND SMALL IN 2023?

The last two years have demonstrated that at least as a hybrid approach, working from the office and/or working from home is effective. But organisations now need to work out how to make it sustainable for workers long term. How can technology help businesses enable better, faster, more secure connectivity to workplaces from remote locations? In most cases, the availability of a secure, reliable wireless connection enables seamless working between home, the office and anywhere in between.

From the perspective of citizen services in the public sector, we expect to see a continued growth in the use of IoT and as a result, the sheer volume of IoT devices will be challenging for governments to manage. From smart water meters and climate-controlled buildings to security cameras and body temperature checking sensors — set-up, troubleshooting and upgrading of devices using people power alone will be a challenge. One way to overcome this is to centrally manage these devices via a cloud management platform. Being able to manage connected IoT devices from a single pane of glass allows IT teams to enforce consistent security policies, gain insights into data usage and carrier billing trends, and provide a consistent user experience.

WHAT'S ON YOUR TECH WISH LIST FROM GOVERNMENTS, INNOVATORS AND THE WIDER INDUSTRY IN 2023?

IoT and connected devices will drive improvement in citizens' quality of life. From connected medical devices in healthcare and smart parking meters and traffic lights, to connected digital signage broadcasting UV levels at the beach and cattle monitoring on farms — the demand for connectivity in places we haven't considered before will continue to grow. What Australia needs from government to enable this next wave of connectivity is support for 5G innovation.

A recent report from the Australian Mobile Telecommunications Association (AMTA) titled, 5G Unleashed: Realising the Potential of the next Generation of Mobile Technology, Deloitte 2022 says that "Australia is a global leader in 5G mobile, but needs to accelerate uptake and investment to maintain its lead on other countries. If Australia can maintain its current position amongst global leaders, this creates an extra $27 billion in economic benefits to GDP by 2030 by lifting business productivity." One of the key priorities for government

as outlined in this report is improving 5G infrastructure in regional areas. The Government's mini Budget allocated part of the $2 billion earmarked for its Better Connectivity for Regional and Rural Australia Plan towards supporting mobile coverage through new investments in regional and remote Australia, and finding innovative approaches to keeping communications running during natural disasters. The details of this allocation are unclear currently, but we hope that the new government will support developing 5G infrastructure in both urban and regional areas of Australia.

WHICH NEW TECHNOLOGIES WILL REACH CRITICAL MASS AND BECOME DOMINANT IN 2023?

The growth of large-scale IoT applications will be enabled by wide availability of 5G. As the shutdown of 3G progresses, 4G and 5G connectivity will become increasingly ubiquitous. As smart cities grow and rely on live surveillance and AI, 5G connectivity will become more widespread.

HOW CAN THE TECHNOLOGY SECTOR BUILD RESILIENCE INTO SUPPLY CHAIN MANAGEMENT DURING TIMES OF GLOBAL UNCERTAINTY?

Controlling our supply chain throughout the pandemic allowed us to continue meeting SLAs — and this became a clear competitive difference. We sell software-based solutions and are not tied to a single piece of hardware, which allows for agile deployments when needed. Our subscription-based model prohibits inventory consumption without activation, enabling teams to stick with rollout / installation schedules, while further increasing inventory efficiency.

Nathan McGregor is the Senior Vice President for the Asia Pacific region at Cradlepoint. He has over 20 years of leadership experience in the telecommunications and IT industry working for prominent companies, including Cisco Meraki, Hitachi, Juniper Networks, Ericsson and Alcatel Lucent.

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GENERAL MANAGER, SAP CANBERRA

LEADERS
IN TECHNOLOGY
2023

WHAT IS THE MAJOR POTENTIAL PAIN POINT THAT WILL FACE ALL ORGANISATIONS, LARGE AND SMALL, IN 2023?

It's no surprise that the pain points of the last few years will persist. Cybersecurity, skilled labour shortages and supply chain issues are all top of mind for SAP, as we help our customers thrive in times of global disruption and environmental challenges.

Personally, a significant pain point for 2023 is sustainability. I hope to see greater adoption of technologies such as SAP Sustainability Control Tower, which enables customers to establish robust and auditable ESG reporting. Having dependable sustainability data could allow government agencies to monitor progress against sustainability targets, to forecast outcomes and analyse various scenarios.

WHICH NEW TECHNOLOGIES WILL REACH CRITICAL MASS AND BECOME DOMINANT IN 2023?

Whilst not a new technology, in 2023 there is likely to be increased adoption of artificial intelligence and machine learning. SAP's AI strategy is built on 3 pillars:

Transformative Intelligence: Leverage AI-powered insights, recommendations and automation built into SAP applications, like SAP S/4HANA and SAP SuccessFactors.

Adaptable Innovation: Scale and extend the capabilities of applications by deploying custom or pre-trained AI models available on SAP Business Technology Platform. There is also the functionality to leverage built-in AI capabilities in other SAP BTP solutions like SAP Process Automation.

Trusted AI: Run AI built on leading ethics and data privacy standards while maintaining full governance and lifecycle management across an entire organisation.

No one pillar is more important than another and each is necessary. AI will speed up and automate processes, freeing up time for skilled workers to focus on higher order tasks.

WILL I.T. CONTINUE TO DRIVE ORGANISATIONAL EFFICIENCY IN A HYBRID WORK WORLD AND WHO SHOULD LEAD THE CHARGE (CEOs, CIOs, CTOs, ETC)?

Efficiency in a hybrid work world is incredibly important — and a delicate balance. In my opinion, no one individual will lead the charge, collaboration will be key. However, technology will put the power of business transformation into the hands of all.

At our recent TechEd Conference, we shared our belief that the next wave of 'business transformation' will be driven by users whose expertise has so far been untapped, especially in identifying opportunity for business process automation.

To support this, we launched SAP Build, a low-code offering that puts our technology in the hands of business users of all skill levels. It allows them to create and augment enterprise applications, automate processes and design business sites with drag-and-drop simplicity. Regardless of technology skill level, users are empowered to drive innovation, and quickly.

HOW CAN THE TECHNOLOGY SECTOR BUILD RESILIENCE INTO SUPPLY CHAIN MANAGEMENT DURING TIMES OF GLOBAL UNCERTAINTY?

Reacting and rebounding in a crisis requires resilience. Tapping into diverse partner and alliance networks in a rich ecosystem provides agility and the opportunity to experiment with new collaboration models, source new suppliers, discover new resources and ultimately build more resilient supply chains.

Good supply chain management means responding quickly to operational disruption and having a flexible contingency plan in place. But to be truly resilient, a supply chain must forecast and anticipate disruptions, or potentially avoid them altogether. Technology is leading the charge on this by giving teams access to reliable insights in real time to empower better decision-making for immediate and future situations.

Sian Senior joined SAP as Senior Legal Counsel in 2012. She has held multiple customer-focused roles in her tenure, including being part of the SAP Global Initiatives team for over four years. She is passionate about driving and fostering trusted customer relationships and dedicated to creating a strong team culture.

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SIMON RACTLIFFE

REGIONAL VICE PRESIDENT, AUSTRALIA AND NEW ZEALAND, QUALYS

LEADERS
IN TECHNOLOGY
2023

WHAT IS THE MAJOR POTENTIAL TECH PAIN POINT THAT WILL FACE ALL ORGANISATIONS LARGE AND SMALL IN 2023?

It is estimated that enterprises have as many as 47 different cybersecurity solutions deployed, collectively spending $150 billion annually. Quantifying the risk and cost of too many tools is a pain point that colleagues often raise. Complexity introduces operational blind spots, inefficiency and additional risk that can threaten the business.

Customers want to get more for their money and use a platform with integrated solutions that work well together, save time and increase overall efficiency. This can be done by consolidating cybersecurity stacks onto a single agent, reducing remediation times and cyber risk, while maximising security spending.

WHICH NEW TECHNOLOGIES WILL REACH CRITICAL MASS AND BECOME DOMINANT IN 2023?

The proliferation of connected devices will continue to surge in 2023, and with this comes the need for operational transparency and cyber hygiene. We need to detect these devices, understand what they are doing and ensure they are resilient to disruption, ie, patched and properly configured.

With lower system maturity and 'standards' in their infancy, the amazing potential of connected devices needs to be treated with care. Applying the usual governance, risk and compliance fundamentals will help to avoid loss of confidence. And automated detection and response to emerging threats at scale will make it easier for us to deliver the desired outcomes.

HOW IS THE CURRENT TALENT SHORTAGE IMPACTING YOUR INDUSTRY AND HOW WILL THIS BE OVERCOME IN 2023?

It takes a long time to find, recruit, onboard and train new cybersecurity talent. We can't hire more people to address escalating security challenges, so the only way out is through automation. While there has been some reluctance to automate because of the fear of breaking things, there are areas where automation can improve security and workforce engagement. We can automate in areas where patches don't typically break things. For example, we know there are monthly patches from Microsoft. Organisations can set an automated task to update Chrome on every corporate laptop each month, eliminating the need for manual patch deployment.

This is just one of many ways that automation can reduce costs and improve reaction times. Additionally, automation frees your security teams from repetitive, lower-level tasks and empowers them to focus on more strategic areas and broaden their skills. Thus, teams are more likely to stay, develop and grow with the business.

HOW CAN THE TECHNOLOGY SECTOR BUILD RESILIENCE INTO SUPPLY CHAIN MANAGEMENT DURING TIMES OF GLOBAL UNCERTAINTY?

Talk to any number of CISOs and they will tell you how hard it is to sustain, orchestrate or standardise supply chains — that they need a repeatable, consistent process to ensure a prescribed level of security awareness by suppliers.

While technology solutions can help, current offerings are cumbersome, prone to errors, slow and not standardised. As an industry, we need to shift to near or real-time assessment and improve how we quantify the supply chain risk. This includes risk-scoring value chain participants and having the ability to take action should participants move outside of predetermined tolerances.

The combination of regulatory drivers, the flow-on effect from end-user obligations and security hygiene will help increase the adoption of more effective solutions and compel organisations to seek alternatives where persistent risk is considered too high for single supplier engagement.

As Regional Vice President for Australia and New Zealand at Qualys, Simon Ractliffe is responsible for helping customers with their digital transformation journey and assisting organisations in complying with the cybersecurity regulatory mandates, in particular for the critical infrastructure industry. He has over 30 years of experience in IT infrastructure and cybersecurity.

PLUGGING THE SKILLS GAP

IS KEY TO PUBLIC SECTOR MASS DIGITAL POTENTIAL

Katrina Lawrence, Vice President, Public Sector,
Dell Technologies Australia and New Zealand

In 2022, digital transformation is no longer just a choice; it's a necessity. From the outset, the pandemic demonstrated that technology is paramount to the resilience of the public sector and the wider economy. However, the reality is that the public sector is trailing behind the private sector for tech adoption and skills globally.

In Australia, businesses and organisations of all types are feeling the impact of the IT skills shortage, and it's a race to secure employees from the limited pool of talent. IT professionals can afford to shop around and name their price, but with less flexibility in terms of pay policies, onboarding, rewards and benefits — the public sector is struggling to compete.

While the Australian Government has promising digital plans for agencies and organisations, plugging the skills gap must come first to realise the public sector's mass digital potential. To bridge the gap, we need to master public-private collaboration and encourage shared expertise and continuous learning.

IDEAS AND INITIATIVES FACE SKILLS ROADBLOCK

Australia doesn't suffer from a lack of digital transformation ideas and initiatives; the government understands the digital economy is key to securing our economic future and recovery from COVID-19.

The Digital Economy Strategy aims to deliver a modern, digital economy to drive Australia's future prosperity and resilience. It seeks to lift Australia into a top 10 digital economy and society by 2030. In terms of e-government, the Australian Digital Government

Strategy (DGS) plans to deliver a digital government that meets and exceeds the expectations of Australians, with a vision to be one of the top three digital governments in the world by 2025.

Despite being ranked fifth out of 193 countries for e-governance, according to the United Nations, Australia slipped to 20 in the IMD World Digital Competitiveness Ranking (WDCR) in 2021, with key weaknesses being business agility along with digital skills and training. If Australia were to lift its digital competitiveness, the government could leverage digitisation and new technologies to provide new job opportunities, improve services and find solutions to challenges like decarbonisation and climate change.

As identified in Australia's digital competitiveness slip, in today's world, whether it's finding solutions to climate change, refreshing the healthcare system or an infrastructure upgrade for government departments, technology investment is only the first step. Without the requisite skills (notably cybersecurity, cloud computing and software development) to implement, sustain and innovate, these initiatives lose much of their value.

Currently, it's difficult to find this level of expertise. According to Australia's Digital Pulse Report 2022, between 2019 and 2022, job advertisements for technology sector occupations rose by 66%. The report estimates that by 2027, Australia will need over 1.2 million IT workers to keep pace with the rapid transformation of businesses. Critically, it also notes that along with this increase in technology, workers will be the growth in Australia's broader digital workforce who regularly use technology as part of their job, forecasting that demand for this broader categor y of digital workers will increase by 489,856 workers between 2021 and 2027.

"Keeping up with the pace of change requires continuous learning and upskilling programs."

Prior to the election earlier this year, Australian technology investors, company founders and industry groups urged greater investment in solutions and incentives to address the country's skills shortage and foster industry growth. In response, the Australian Government announced a $1.1 billion technology investment boost to its Digital Economy Strategy launched last year in the federal Budget. Additionally, it recently announced support for a Digital and Tech Skills compact between the government, unions and technology employers.

The investment in digital skills is promising, as our societal rebuild is heavily predicated on technology and our ability to master it. However, while private sector companies across the globe continue to prioritise the adoption of digital solutions, there are concerns that, for all its efforts and ambitious objectives, the public sector is in danger of falling behind.

BRIDGING THE GAP THROUGH COLLABORATION
To address this widening adoption gap and truly realise the full potential of digital transformations, it's imperative that a whole-hearted, collaborative and cross-sectoral approach is assumed. Private sector companies and governments must work together to ensure that technology and skills are maximised within the public sector, allowing organisations to adopt at speed.

While the government attempts to plug the gap, in the absence of new workers, it's imperative that current public sector employees are trained to use the technology. Private sector companies that have had more time and experience with the technology can share their expertise to expedite this process.

While this skill transference must be the short-term solution, long-term, it's vital that the public sector nurtures a culture of learning. Keeping up with the pace of change requires continuous learning and upskilling programs that focus on levelling up the workforce and sharing the capabilities already available.

The pressing question is, where do we find the time for this continuous learning? The key is empowering employees to learn in the flow of work. Once they have received official training on how to use the technology, intuitive learning platforms must be made available. Employees, once they have a base knowledge of how to use the technology, must feel able to ask questions as they take on tasks and get quick responses.

The platforms which enable this already exist — the onus is on public sector organisations to embed them into their working culture and make it second nature for their employees to use them through continuous learning.

SHARING EXPERTISE TO ENABLE PROGRESS
The public sector has the potential to innovate and lead in both the data and digital sphere; by sharing expertise and cultivating a culture of learning, we can catalyse more resilient economies, societies and digital futures. We've invested in the technology — now, let's invest in our people.

DAVID CRONK

PRESIDENT OF INTERNATIONAL SALES AND WORLDWIDE CHANNELS, SOLARWINDS

LEADERS IN TECHNOLOGY 2023

WHICH NEW IT TECHNOLOGIES WILL REACH CRITICAL MASS AND BECOME DOMINANT IN 2023?

While Observability may not be the latest invention, alongside a strong monitoring strategy, it will prove decisive for IT teams looking to manage their complex and distributed hybrid IT environments proactively. Tools sprawl and ever-increasing IT complexities put performance, stability and security at risk as more things can go wrong, and no business can afford to have any one of them disintegrate in today's economic climate.

Budget and talent-constrained IT teams will rely on the total visibility provided by single-pane observability solutions, drawing and analysing data from disparate locations in hybrid environments for early detection and continuous monitoring. We expect further enhancement by AI and ML — paving the way to semi-autonomous IT operations that are cost-effective, compliant and scalable. This frees up IT teams to prioritise resources for proactive planning and continuous optimisation of the digital experiences that differentiate their businesses.

HOW IS THE CURRENT TALENT SHORTAGE IMPACTING YOUR INDUSTRY, AND HOW WILL THIS BE OVERCOME IN 2023?

The talent shortage is expected to last for a while, given the recent removal of tech jobs from the priority skills migration list. We advise our clients in ANZ to step up on skills upgrades for existing employees to cope with the shortage of advanced skillsets. Besides tech skills development, IT professionals should brush up on soft business skills like management, problem-solving and communication, extending the value they bring.

We suggest businesses consolidate tools and applications deployed as part of digitisation efforts over the last few years. During the pandemic, when survival hinged on stable digital infrastructure, having 10 monitoring solutions was prudent. Now just one comprehensive observability solution is enough. A simple, powerful and scalable solution can help businesses achieve similar business goals, but is less costly and burdensome for IT to maintain or onboard.

WILL I.T. CONTINUE TO DRIVE ORGANISATIONAL EFFICIENCY IN A HYBRID WORK WORLD, AND WHO SHOULD LEAD THE CHARGE (CEOs, CIOs, CTOs, ETC)?

With the looming threat of a global recession, I expect conversations within the C-suite to focus on the cost-efficiencies and returns of digital investments to date.

The quest for organisational efficiency would see IT teams dropping non-performing solutions while optimising those critical to hybrid work or service delivery for the business and its customers.

With IT riding at the forefront of this wave of digital change, we expect closer collaborations with leaders of all functions in a company. Business leaders must ensure operational costs are reasonable without compromising accessibility, delivery and security.

HOW CAN THE TECHNOLOGY SECTOR BUILD RESILIENCE INTO SUPPLY CHAIN MANAGEMENT DURING TIMES OF GLOBAL UNCERTAINTY?

Business agility and visibility are critical components to a resilient supply chain, and IT teams will be well-positioned to deliver on both with the right observability and monitoring strategy.

Disruption at one touchpoint can often rapidly snowball and impact the performance of others. IT teams need a full-stack observability solution — that integrates AI and ML functionalities — to not only alert them and provide information issues, but also to have the capability to 'auto-resolve' common faults and issues, only requiring human intervention for more sophisticated events. These semi-autonomous IT operations will help companies fast forward true digitisation with a lean IT team without sacrificing organisation efficiency.

In the face of economic uncertainty, the scalability and versatility of IT solutions employed will also be of vital importance.

David is the President of International Sales and Worldwide Channels at SolarWinds, where he is responsible for accelerating the international growth of the company. Before joining SolarWinds in October of 2016, David held Senior Vice President and General Manager positions at companies including Pearson and Hewlett-Packard (HP).

ROBERT YUE

VICE PRESIDENT
FOR ANZ, TRICENTIS

WHAT IS THE MAJOR POTENTIAL TECH PAIN POINT THAT WILL FACE ALL ORGANISATIONS LARGE AND SMALL IN 2023?

One of the major pain points for all organisations is their reliance on manual testing of software rather than automation. This is resource-heavy, time-consuming and lacks quality, which introduces unsustainable delays. Organisations including government are forced to cut corners, not test at all or delay the release. Many organisations are in the midst of a digital transformation and not meeting deadlines leads to both delays and budget overspend.

The challenge for organisations is to decide how and when to automate their systems and what is the best use of automation.

WHAT'S ON YOUR TECH WISH LIST FROM GOVERNMENTS, INNOVATORS AND THE WIDER INDUSTRY IN 2023?

For government and innovators, the tech wish list would be the implementation of Agile+DevOps and codeless test automation. As the software development and delivery landscape continues to evolve, it has become increasingly critical for enterprises to prioritise both speed and quality to keep pace with Agile and DevOps environments to meet customer needs and avoid loss of revenue. Codeless test automation gives everyone the ability to create test scripts without writing code. This enables all users to simply interact via a user interface with the application and be able to define and refine steps and execute these tests. Hard-coded, test automation requires dedicated expertise in programming, whereas codeless test automation means the whole team, regardless of their coding skills, can contribute to the test automation effort. Reducing test case maintenance and utilising resources more efficiently can drastically cut costs and propel business efficiency forward.

WHICH NEW TECHNOLOGIES WILL REACH CRITICAL MASS AND BECOME DOMINANT IN 2023?

I anticipate that codeless, AI-driven test automation will become dominant. DevOps teams are taking the bottlenecks out of testing and the risks out of software releases through computer vision and convolutional neural networks, creating test automation at the UI layer to process contextual information. Additionally, self-healing capabilities address frequent application changes that would require flakiness and maintenance, reducing the overall time and effort spent by developers. Lastly, automated testing is allowing DevOps teams to minimise risk when determining the impact of code and data changes, lowering the regression testing effort and increasing test coverage.

Just last year, one of the reasons Sydney Trains decided to deploy codeless software testing was because of the ability for the team to learn the tool quickly. The team was able to download a free version of the tool and leverage online Tricentis Academy programs to learn how to create an automated test.

HOW IS THE CURRENT TALENT SHORTAGE IMPACTING YOUR INDUSTRY AND HOW WILL THIS BE OVERCOME IN 2023?

Australian organisations and government teams are currently finding it difficult to find people to hire with the right skills to be a software tester. By automating testing, testers and developers can do more with less — spending less time on each project, putting in more focus on other strategic initiatives to advance larger business goals. Additionally, low- and no-code infrastructure in automated testing enables developers to push the burden of maintenance on the platform instead of managing it themselves. In this role, these employees worry less about the systems in place, and can instead look ahead at more advanced deliverables of each project while ultimately driving business value for the organisation.

Robert Yue is Tricentis's Vice President for ANZ and is responsible for driving the company's expansion and go-to-market strategy across the region. He has over 20 years of senior management experience and has held various business and technology positions, including in government organisations.

See where unified security can take you.

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GEORGE MOAWAD

COUNTRY MANAGER OCEANIA, GENETEC

WHAT IS THE MAJOR POTENTIAL TECH PAIN POINT THAT WILL FACE ALL ORGANISATIONS LARGE AND SMALL IN 2023?

The exponential increase in available data will make data management an increasing pain point for organisations. Collecting, storing, normalising and filtering data to find actionable insights will become a more pressing challenge as technology continues to integrate and the expectations placed upon technological solutions increase.

WHAT'S ON YOUR TECH WISH LIST FROM GOVERNMENTS, INNOVATORS AND THE WIDER INDUSTRY IN 2023?

Achieving a higher level of situational awareness thanks to the interconnection of sensors and systems. There is a tremendous opportunity for organisations to understand their day-to-day operations through technology integrations, but this requires a shift in thinking to focus on open-platform solutions.

WHICH NEW TECHNOLOGIES WILL REACH CRITICAL MASS AND BECOME DOMINANT IN 2023?

IoT devices will continue their growth and impact on various markets as more sensors become available and interconnectivity increases. These devices provide critical data for organisations to understand the cadence and effectiveness of their operations.

Forward-thinking organisations will also increasingly embrace video analytics solutions to strengthen site security, gain new insights and solve unique problems. This will be propelled by technologies such as machine learning and deep learning, which offer the potential to automate a lot of data processing and workflows while delivering actionable information to operators. Video analytics applications will continue to mature in ways that make them easier and more economical to deploy at scale. This is made possible by vendors who focus on hardware resource efficiency and offer more granular controls for running analytics at certain intervals or schedules, instead of continuously.

HOW IS THE CURRENT TALENT SHORTAGE IMPACTING YOUR INDUSTRY AND HOW WILL THIS BE OVERCOME IN 2023?

Talent acquisition was a major problem in 2022 and will continue to be in 2023. Finding the right talent for the job has been the most difficult issue outside logistics and component shortages. While hiring and retention programs will play a key role in attracting the right talent, organisations should also look to technology to automate routine tasks and provide actionable insights to support the work of security professionals.

WILL I.T. CONTINUE TO DRIVE ORGANISATIONAL EFFICIENCY IN A HYBRID WORK WORLD AND WHO SHOULD LEAD THE CHARGE (CEOs, CIOs, CTOs, ETC)?

IT will remain a driving group in organisational efficiency, but this trend is widening and being led by groups outside IT as well. What we're more likely to see is organisational efficiency being driven by multidisciplinary committees. For instance, IT and physical security teams should start working even more closely as a combined group that is focused on a comprehensive security program based on a common understanding of risk, responsibilities, strategies and practices.

HOW CAN THE TECHNOLOGY SECTOR BUILD RESILIENCE INTO SUPPLY CHAIN MANAGEMENT DURING TIMES OF GLOBAL UNCERTAINTY?

The supply chain issues that the world has been experiencing have encouraged businesses to be less dependent on single-source, proprietary solutions. Forward-thinking organisations should be seeking open-architecture solutions that offer them increased choice and flexibility based on requirements and current availability.

But there's more to supply chain issues than the current shortage of goods and materials. As cyber attacks become more sophisticated, organisations need to put a lot more focus on scrutinising the cybersecurity measures, standards and certifications of their entire supply chain ecosystem.

George joined Genetec in 2015 as Regional Sales Manager and has been Country Manager for the region since 2018. He is responsible for leading business growth and nurturing expanding market opportunities in Oceania. He brings over 26 years of experience in the security industry and holds an MBA from the Australian Institute of Business.

Digital delivers world-class service

While Sydney Water's digitalisation has been an ongoing journey, the past five years have been critical in transforming its back-office functions to work seamlessly and intelligently. This business transformation program has only been possible through the continued leveraging of SAP's product suite, which has helped the organisation introduce industry-leading practices supported by business-data insights.

In adopting a host of SAP solutions including SAP S/4HANA, SAP Ariba, SAP Concur, SAP Fieldglass, and SAP Analytics Cloud — Sydney Water has shifted towards a customer-centric data model while maintaining the highest standards for property based financial management. The organisation's previous mainframe billing system was cumbersome, asset focused, and lacked the capabilities to consolidate its various operational and customer-facing touchpoints. Sydney Water needed something more accessible, intuitive, and robust.

A partnership built on innovation

Sydney Water chose SAP because it thought it would lay a really successful platform that will allow the organisation to grow and improve in the future. The flexibility of SAP's solutions provides Sydney Water with scalability, ensuring it has the technologies and resources to evolve as a business, integrating seamlessly into Sydney Water's back-end system, business structure, and everyday processes.

The implementation of the SAP suite to transform finance, supply chain,

procurement, and cost-management processes at Sydney Water provides the foundations to drive enterprise-wide process excellence and intelligent decision making. Coupled with the previous implementation of SAP's CRM & Billing platform, Sydney Water has now deployed generational transformation across the organisation, setting Sydney Water up for the future. SAP's platform consolidates all property, billing, and customer-service data onto a single screen — providing a reliable and comprehensive source of truth, control, and

oversight. In simplifying the way it handles back-office processes, SAP has helped Sydney Water become more customer-centric, letting the organisation remain focused on infrastructure renewal, water security, and providing premium service to its customer network.

Becoming a data-driven enterprise

Sydney Water staff appreciate the seamless user experience SAP's platform provides, helping them work efficiently and intelligently with device agnostic support across mobile, laptops, and tablets. This ability to keep its people connected and informed has been crucial during the pandemic and only furthers the organisation's commitment to operate with greater transparency.

Through Sydney Water's digital transformation, it has developed a cost model that provides greater granularity and visibility to drive data-informed decision making. Improved visibility also extends to its suppliers and partners who can sign onto the SAP Ariba network and work more collaboratively with the Sydney Water team. Having a single source of truth has been vital for the organisation as it has been able to reduce 300 manually maintained buyer routes to a single workflow for authorisation. By digitalising the way Sydney Water works — whether internally,

with suppliers, or directly with customers — the organisation is becoming a next-generation utility supplier.

Data will continue playing an important role in decision making as SAP's solutions are saving Sydney Water $7million/year through real-time data insights and operational efficiency gains. To remain competitive in an increasingly complex technology space, businesses need the right people and solutions supporting its growth.

Sydney Water is proud to partner with a pioneer brand in this competitive market, as SAP remains at the forefront of helping businesses run better with technology solutions that optimise processes while delivering convenience to users. With SAP's support, Sydney Water has brought digital intelligence to the organisation, which means the business can continue innovating and streamlining service delivery.

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VENKAT RAO

COUNTRY MANAGER ANZ, INDIA & ASEAN, PITNEY BOWES

LEADERS
IN TECHNOLOGY
2023

WHAT IS THE MAJOR TECH PAIN POINT ORGANISATIONS SMALL AND LARGE WILL FACE IN 2023?

During the pandemic, and in the emerging post-pandemic era, businesses have witnessed the acceleration of digital transformation like never before. The new model of hybrid and remote working has driven organisations to look for a combination of digital technologies that meet new workforce trends and expectations. However, the key for organisations is to use a variety of solutions and technologies, such as 5G, artificial intelligence, machine learning and cloud technologies to ensure transformation remains sustainable, efficient and adaptable.

In 2023, organisations of all sizes that haven't embraced digital transformation, and that fail to embed the right combination of technology to address the new business environment, will risk compromising efficiency and customer experience. However, the right technology stack will provide businesses with the tools, resources and time needed to deliver improved customer experiences, better service, operational efficiencies and more streamlined supply chain processes.

HOW IS THE CURRENT TALENT SHORTAGE IMPACTING YOUR INDUSTRY AND HOW WILL THIS BE OVERCOME IN 2023?

There's not just a staff shortage affecting the industry, but also a skills shortage, including digital, soft and technical. Organisations have embraced a plethora of measures to combat these shortages and, as such, they are ever evolving. Some of these measures have included creating a talent repository, being open to creating remote/hybrid positions and engaging international talent.

There's a particular emphasis around embracing remote and hybrid working models to attract and retain employees. In fact, the term "work from home" was the most searched term on SEEK across all industries from May to November 2022.[1] This highlights that people want more flexibility.

To meet the demands of current employees and fill shortages, organisations will need to implement measures that accommodate employees in the work-from-anywhere, agile environment.

WILL I.T. CONTINUE TO DRIVE OPERATIONAL EFFICIENCY IN A HYBRID WORK WORLD AND WHO SHOULD LEAD THE CHARGE (CEOs, CIOs, CTOs, ETC)?

Simply put, yes, IT will continue to drive the operational efficiency in a hybrid environment; however, embracing the right technology and implementation process remains key. The post-pandemic era points at the requirement of a comprehensive hybrid working policy with clearly stipulated goals, expectations, security and eligibility.

Chief experience officers (CXOs) need to be the biggest advocates for this after having seen the efficiency and productivity benefits of embracing digital acceleration and the crucial role technology plays in navigating the enhanced efficiency. CXOs must lead the way by providing employees with the right tools to match the new-age work environment, as well as taking into consideration the requirement for enhanced, proactive security.

HOW CAN THE TECH SECTOR BUILD RESILIENCE INTO SUPPLY CHAIN MANAGEMENT DURING TIMES OF GLOBAL UNCERTAINTY?

Integrating supply chain risk management should form part of business continuity planning. The past few years of turbulence demonstrated the importance of continuous identification and assessment of risk. It also brought to the fore the financial and reputational impact a broken supply chain can have on organisations. The technology sector should bring supply chain risk management into broader continuity planning to help better understand potential risks and highlight any gaps where investments might be required to build resilience. Key suppliers, partners and stakeholders should be briefed, and their own risk management processes highlighted.

1 https://www.seek.com.au/career-advice/article/what-are-people-looking-for-on-seek

Venkat Rao is Country Manager ANZ, India & ASEAN for Pitney Bowes, responsible for driving growth opportunities and profitability. He has 20+ years' experience in general management and sales leadership across telecom, technology and consumer markets. A Stanford alumnus, Venkat is an active speaker and participant in industry conversations.

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ALYSSA BLACKBURN

DIRECTOR OF INFORMATION AND RECORDS STRATEGY, AVEPOINT

LEADERS IN TECHNOLOGY 2023

WHAT IS THE MAJOR POTENTIAL TECH PAIN POINT THAT WILL FACE ALL ORGANISATIONS LARGE AND SMALL IN 2023?

Today, many organisations' lack of information governance causes technical problems, and this will persist through 2023 as well. This might include over-retention of data and information, lack of system oversight and management, or lack of information governance structures and programs in place. Data growth continues to explode, and organisations need to actively invest in management and protection tools to protect their most valuable assets and ensure business continuity.

WHAT'S ON YOUR TECH WISH LIST FROM GOVERNMENT, INNOVATORS AND THE WIDER INDUSTRY IN 2023?

Our workplace environments have transformed at a rapid pace, particularly in the last few years, and hybrid working is now a part of every business. Consequently, the Privacy Act has become outdated to a point where simply revising it will not be enough to ensure it is effective in helping combat cybercrime. We need a complete overhaul of the Privacy Act and a new regulatory framework that addresses the nature of the modern workplace and modern cyber threats.

These changes should include, but not be limited to, penalties that act as genuine deterrents for businesses that are not prioritising effective data protection. Extensive work is already underway across the industry, which explores what regulations could make our businesses and consumers better protected, so our government would not necessarily need to start from scratch.

Both the government and our industry leaders have a real opportunity, while the topics of cybersecurity, privacy and data protection are top of mind for every Australian, to show leadership and enable a preventative approach to personal information protection in an increasingly complex environment.

WHICH NEW TECHNOLOGY WILL REACH CRITICAL MASS AND BECOME DOMINANT IN 2023?

The pandemic saw the rise of collaboration platforms as everyone rushed to allow people to continue working together, while located remotely. I think what we'll see is more investment in these areas, but particularly around advanced automation (like machine learning, for example) to reduce manual and complex processes to achieve more efficiency. Organisations have invested heavily in these collaboration tools, and I believe we'll see this investment continue. This will be to support 'the new normal' of hybrid workplaces where organisations need to meet their employee desire for more flexibility while also securing their information assets.

WILL I.T. CONTINUE TO DRIVE ORGANISATIONAL EFFICIENCY IN A HYBRID WORK WORLD AND WHO SHOULD LEAD THE CHARGE? (CEOs, CIOs, CTOs, ETC)?

We need to see leadership at every level for organisational efficiency initiatives to be successful. That said, it's always going to have a better outcome when it's led from the top. CEOs, in particular, are more responsible for information and data management challenges than ever before. While this used to sit in the lap of a CIO/CTO, no one wants to be in the CEO seat when a significant data breach occurs. Organisational efficiency should be a top priority, but more importantly, so should the better delivery of goods, services or experiences to consumers or constituents. Organisations should be focused on value both for products or services provided, but also value in terms of how personal information and data is protected and secured in an increasingly complex environment where threats are coming from all angles.

With nearly 20 years of experience in the information management industry, Alyssa has worked with both public and private sector organisations globally to deliver guidance for information management success in the digital age. She is also responsible for AvePoint's information management product set.

DEAN CAPOBIANCO
CEO, GEOSCAPE AUSTRALIA

LEADERS
IN TECHNOLOGY
2023

WHAT IS THE MAJOR POTENTIAL TECH PAIN POINT THAT WILL FACE ALL ORGANISATIONS LARGE AND SMALL IN 2023?

Data management. Effective and efficient data management will be critical to free up resources and support better decision-making.

We've all heard the mind-blowing statistics about the amount of data that's being produced and the hype about the value that data-driven decision-making can bring. But both government and business need to improve how they manage their data assets if we want to realise that value. For example, this could involve streamlining the ingestion and standardisation of data so that it's ready for use by an app, or organising and enriching assets using additional data sources.

Build, buy or partner decisions are always complex. In 2023, organisations are likely to factor in general economic conditions, and labour market pressures in particular, when choosing how to approach their data management. In this environment, they may lean towards the buy and partner options, so that staff can focus their expertise where it will make the most difference. The flexibility of scalable subscription services is also likely to be appealing.

WHAT'S ON YOUR TECH WISH LIST FROM GOVERNMENTS, INNOVATORS AND THE WIDER INDUSTRY IN 2023?

With both government and industry working hard to run efficient cloud-based operations and offer online services, there's a real need to optimise the data technology that underpins those systems. We need to strengthen their reliability and integrity to build digital trust.

There's also evidence of duplication of effort (and therefore costs) across many parts of government and industry. Governments are well placed to lead cooperation, drive the use of standards and engage specialists to deliver efficiencies. For a more sustainable future, we need to find smart, interoperable solutions that allow us to plan better and avoid governments and businesses "reinventing the wheel" tens, hundreds and potentially thousands of times across the country.

I would therefore like to see renewed government investment in emerging technologies, like machine learning-driven modelling and spatial digital twins, to help support businesses through these challenging economic times.

WHICH NEW TECHNOLOGIES WILL REACH CRITICAL MASS AND BECOME DOMINANT IN 2023?

As the CEO of a geospatial data company, I'm particularly interested in data technology trends. "Datafication" is a term being used to describe the phenomenon of many aspects of life being turned into data on a huge scale and then realised as some new form of value, for example, through predictive analytics. Datafication isn't likely to slow down in 2023, so we'll see more technologies that relate to the management of big data reaching a critical mass. For example, these include technologies that support data security, data visualisation, machine learning and larger computing power.

HOW IS THE CURRENT TALENT SHORTAGE IMPACTING YOUR INDUSTRY AND HOW WILL THIS BE OVERCOME IN 2023?

There's a global gap in data science skills, and it's not a recent, post-COVID problem. Back in 2015, the Commonwealth recognised in its Public Sector Data Management Report that ready-for-work graduates with data capabilities were in short supply.

Whilst government initiatives and market forces drive more data science training, we're nurturing the capabilities of our own highly valued staff. And we offer their geolocation expertise to our customers through our data products and customised data services, and to the public at large through initiatives like open G-NAF and G-NAF Core for the benefit of all Australians.

Dean Capobianco, CEO of Geoscape Australia, is an accomplished business and commercial leader with Board and Advisory experience. Dean is a graduate of UTS Business School and a former Olympic and World Championship athlete. He is skilled in digital strategy, business transformation and growth, SaaS technology, online media and advertising, and sales management in B2B and B2C markets.

The Business Value of SAP Advanced Data Migration and Management

The value of data has been widely discussed over the past decade or more, but it's only now that organisations have the means to access that value. Recently the complexities around mining data for business insights have been overwhelming for many.

Organisations face challenges in data integration and data management and the diverse, distributed and dynamic application data environments of the digital economy. So, in 2022 and into 2023, what is the business value of an SAP advanced data migration and the subsequent continued management with Syniti? Recent research by premier global intelligence firm, IDC, and commissioned by SAP and Syniti, explores this topic.

The companies that were part of this research identified usage patterns of the Syniti solution for their SAP S/4HANA and SAP Application Migrations, as well as the rationale behind their choice of Syniti. All of these organisations were transitioning to a SAP application, but most of them were migrating to S/4HANA.

Interviewed customers cited multiple factors for their choice of the solution, such as the ability to handle and transform unstructured data, the ability to effectively handle large-scale migrations and the solution's consolidation capabilities for dealing with merger and acquisition requirements. Another recurring theme was that the Syniti and SAP approach was in line with the data-forward agendas of these organisations, which boosted comfortability.

Understanding Business Data Migrations

Let's start at the beginning. Business application migrations are not trivial projects; they often require extensive planning, significant investment in people and technology and multiple iterations of testing, which typically uncover problems that could lead to application and/or process failures. Drivers of application migration range from application version upgrades; the retiring of legacy or bespoke applications; the consolidation of multiple application instances, hybrid cloud migration, business process reengineering, or mergers and acquisitions. The persistence of the global pandemic, challenging geopolitical circumstances, rising inflation and ensuing increases in interest rates are additional challenges that organisations are constantly dealing with. In order to reduce downtime and improve business resiliency and outcomes, migrations have evolved into long-running processes that must respond quickly to changes in operational environments and macro impacts.

Many business application migration projects will include a business transformation component, but the effort associated with it will vary depending on what is driving the need for migration.

The common denominator across all migration projects is data, and that is where a significant amount of project time (and money) is allocated.

Data intelligence includes business, technical, relational and operational metadata that provides transparency of data profiles, classification, quality, location, context and lineage. This trustworthy, reliable data enables people, processes and technology. As with the varying degree of business transformation being dependent on drivers of the migration, so too will be the amount of intelligence required about the data being migrated.

If not an explicit mandate of a migration project, data integration and quality clean-up are always part of the project, regardless

of the scope. Knowing where data originated from, what it signifies, how much of it is replicated and how much of it is actually unique — as well as how clean or dirty the data is — will help you integrate and get your data ready for migration.

Business value and quantifiable benefits

The research conducted by IDC on August 2022 indicated that although there is short-term pain in undertaking any data migration and management project within an organisation, the business value and quantifiable benefits of such a change is huge. Research respondents described the most significant benefits from an SAP and Syniti-powered migration as:

- Access to cleaner data while reducing manual approaches — Organisations have a much more sophisticated toolset and management process for keeping their data clean. Significant manual work is also cut out and it provides organisations with advanced alerts and warnings when something is going wrong, before a downstream problem is created.
- Enabling data evolution — It allows data to evolve and grow with the organisation through flexibility and agility (as opposed to static data that does not continue to add value).
- Improved data migration and governance — Governance is all about keeping a high standard once a company has gone through the process. Maintaining high quality is critical for success.
- Improved business agility — Organisations can move forward with enhanced business agility optimised for cost and have a centralised database with real-time accessibility that provides enhanced alignments. Organisation can be more streamlined with automated processes and reporting analytics.
- Risk reduction — A reduction in risk helps the business downstream. It reduces both the risk when organisations have 'go-lives' and the issues that may arise.
- The capacity to take on more projects — Some of the organisations that took

Figure 1: The Business Value of SAP Advanced Data Migration and Management by Syniti for SAP S/4HANA and SAP Application Migration.

part in the research said that the largest benefit for them was the capacity to accelerate all parallel data migration executions to support their business transformation projects.

- IT staff productivity gains — IT teams such as systems integration teams and migration-related IT teams were able to increase their levels of efficiency. IDC puts the value of these IT staff time savings and efficiencies at an annual average of $2.04 million per organisation ($13,500 per $100 million in supported revenue).
- Business productivity benefits — Employees who rely on high-performing applications to perform their jobs, including application developers and end users, benefited from process efficiencies by getting applications more quickly and at higher levels of data quality. As a result of these benefits, IDC attributes an annual average value worth of $1.93 million per organisation ($12,800 per $100 million in supported revenue).
- IT infrastructure cost reductions — Advanced data migration and management provided a more cost-effective approach by reducing manual effort and avoiding project cost overruns. IDC estimates this will result in average savings of $183,000 per organisation per year ($1,200 per $100 million in supported revenue).

Numbers speak for themselves

The benefits of an SAP Advanced Data Migration and Management by Syniti (SAP Advanced Data Migration and Management)

have proven results as indicated by the benefits highlighted in Figure 1.

The ancient Greek philosopher Heraclitus said, "The only constant is change." This theory rings true in recent history, and the research illustrates that data migration is not a 'one and done' project but an ongoing program that continues to meet the challenges of change head-on, leveraging fit-for-purpose solutions. Business agility — the ability to respond dynamically to change — has been a goal of many organisations. In 2022 and 2023 that goal is no longer a strategy but a tactical necessity, as the world has changed dramatically in a very short time period and disruption continues.

Data migration projects can be difficult and onerous, but research respondents were able to use the SAP Advanced Data Migration and Management by Syniti to reduce the number of data sources they needed to migrate, which in turn led to on average a 46% faster data migration project. The benefits of having higher-quality data in critical SAP applications have widespread effects, such as reducing their operating expenses and more productive analytics teams and other employees. These wide-ranging benefits are the reasons these organisations are expected to realise an average of $4 of benefits for every $1 invested in the SAP Advanced Data Migration and Management by Syniti solution.

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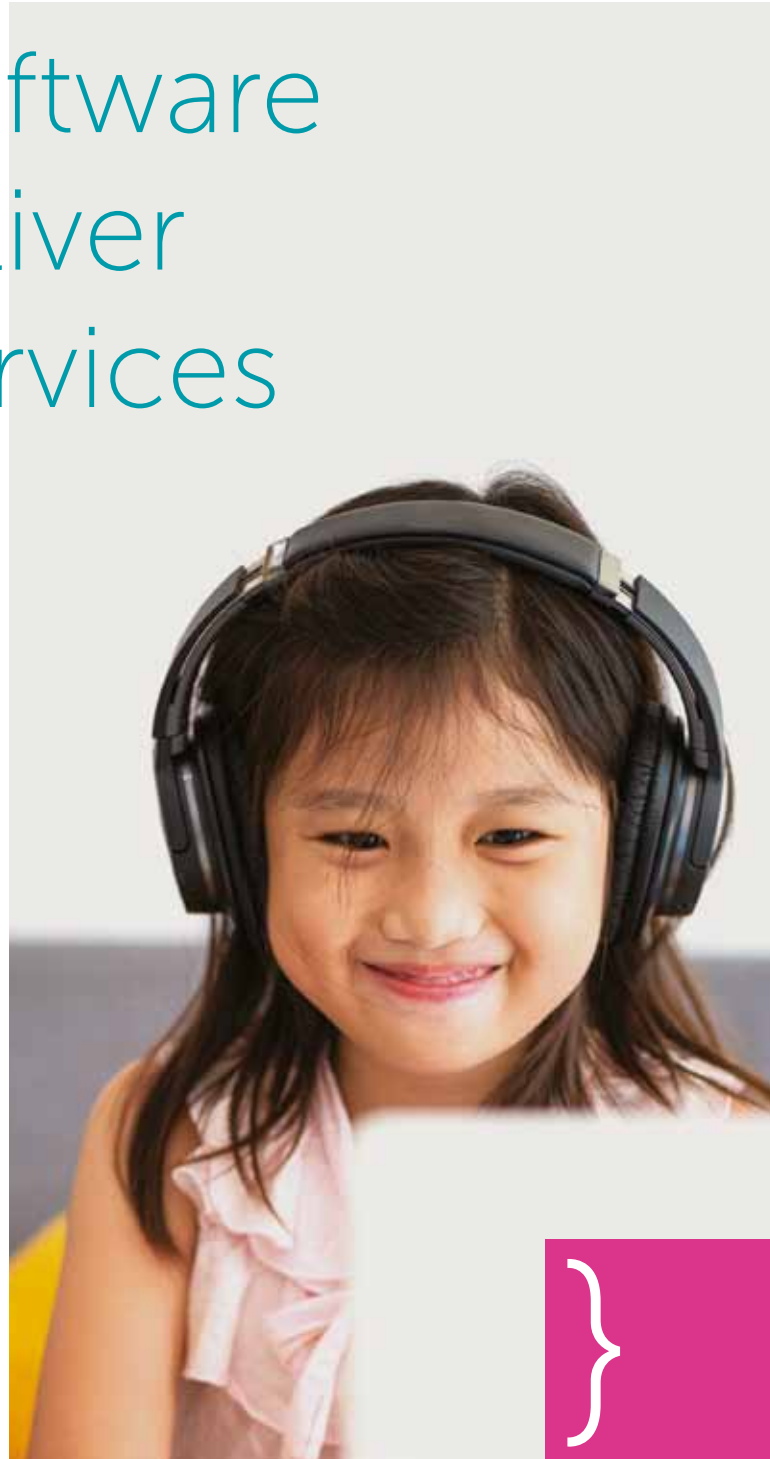
BRETT BARNINGHAM

MANAGING DIRECTOR LOCAL AND STATE GOVERNMENT, CIVICA

LEADERS
IN TECHNOLOGY
2023

WHAT IS THE MAJOR POTENTIAL TECH PAIN POINT THAT WILL FACE ALL ORGANISATIONS LARGE AND SMALL IN 2023?

The pandemic, supply chain, inflation and increasing security threats will all have profound implications for the IT industry and are likely to persist beyond 2023. It's likely technology investment will be somewhat constrained in the short term, as the labour market remains tight, resulting in growing project backlogs.

My view is 2023 will be dominated by priority calls. Security, with its mix of tech, process and people, will be at the top of the list.

WHAT'S ON YOUR TECH WISH LIST FROM GOVERNMENTS, INNOVATORS AND THE WIDER INDUSTRY IN 2023?

I would love to see the greater use of data to drive decisions. Our communities would greatly benefit from technology that brings transparency and contextual reference, partially in large capital programs where historically there is limited community participation.

WHICH NEW TECHNOLOGIES WILL REACH CRITICAL MASS AND BECOME DOMINANT IN 2023?

Technology can help meet rising expectations across social housing. In a recent Civica survey, as part of our latest Greener homes, Connected communities Changing Landscape report, leaders across housing agreed — with more than 90% stating that AI-assisted technologies, connected devices and machine learning would be more and more relevant in the future.

HOW IS THE CURRENT TALENT SHORTAGE IMPACTING YOUR INDUSTRY AND HOW WILL THIS BE OVERCOME IN 2023?

The old expression "the grass is greener" has really played out in 2022, but my sense is there have been many experiences when the grass was not as good, which has slowed down staff movement. 2023 needs to be the year of the graduate program so we can all start growing our own talent!

WILL I.T. CONTINUE TO DRIVE ORGANISATIONAL EFFICIENCY IN A HYBRID WORK WORLD AND WHO SHOULD LEAD THE CHARGE (CEOs, CIOs, CTOs, ETC)?

Great question. Efficient systems and processes without engaged employees doesn't necessarily result in great outcomes. I think IT needs to work closely with business and people functions to find the right mix of technology. Leading the charge, the end customer could light the path.

HOW CAN THE TECHNOLOGY SECTOR BUILD RESILIENCE INTO SUPPLY CHAIN MANAGEMENT DURING TIMES OF GLOBAL UNCERTAINTY?

Supply chains designed for resilience and agility can do more than just resist and recover. By using processes and modern supply chain technologies, they can forecast and anticipate future risks and opportunities, and respond quickly to them. The pandemic, natural disasters and now inflation have all forced organisations to adapt to growing demands and global uncertainty. Integrating digital transformation and Industry 4.0 technologies into supply chain operations is becoming a growing priority for global business leaders. Besides optimising supply chain planning, organisations need to understand and leverage data, diversify suppliers, as well as implement buffers. With a plan and agility, the technology sector is one of the best suited to being resilient.

Brett Barningham has over 15 years' experience in the technology industry providing enterprise software, cloud solutions and managed services helping organisations improve their businesses. He brings a passion for achieving through people, with a strong focus on innovation, organisational values and the customer. He believes that innovative and intelligent technology can transform the way we do things.

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LEADERS
IN TECHNOLOGY
2023

WHAT IS THE MAJOR POTENTIAL TECH PAIN POINT THAT WILL FACE ALL ORGANISATIONS LARGE AND SMALL IN 2023?

There will never come a time when the threat landscape stops evolving and the attack surface starts shrinking. So, cybersecurity will continue to be a major pain point for organisations of all sizes in 2023, but what we're going to see is a greater willingness to take steps to build a secure organisation.

A lot of the pain will come from the use of legacy technology and processes, as well as the lack of organisation-wide cybersecurity training. There's a real chasm for organisations to cross when it comes to increasing the awareness, understanding and adoption of cybersecurity principles across the workforce.

Another challenge is getting a clear direction from the government on where cybersecurity regulations are expected to go, because the industry will need three to five years to adapt.

WHAT'S ON YOUR TECH WISH LIST FROM GOVERNMENTS, INNOVATORS AND THE WIDER INDUSTRY IN 2023?

Technology roles are some of the hardest to fill. A few years ago, when the labour market was more vibrant, IT professionals made up a meagre 2% of the Australian workforce. Now, with even fewer people in the technology talent pool, combined with the rising demand for technology-enabled services, the situation is becoming dire.

The impact of the talent shortage is being felt across every industry, from hospitality to health care, that employs or partners with technology experts.

I'd like to see the Australian Government provide more programs, tax breaks and funding to make it easier for organisations to bring the best talent into the country.

Meanwhile, it would be great to see the tech sector collaborate more on making sure their architectures are open and integrated.

Many companies are too focused on competition. They lock clients into proprietary end-to-end solutions that claim to do everything they need, but do each thing poorly.

The industry needs to understand that working together will not necessarily result in the loss of market share — it will accelerate the adoption of new technologies, creating an environment where everyone wins.

WHICH NEW TECHNOLOGIES WILL REACH CRITICAL MASS AND BECOME DOMINANT IN 2023?

Recognising the rising volume, frequency and sophistication of cyber threats, organisations now want security to be built into every technology solution they use. So, technologies that converge networking, cloud and security at the edge will gain a lot more traction in 2023.

For example, we can expect to see greater adoption of SD-WAN solutions that come standard with data plane encryption and control plane security. Full network visibility, plus centralised management, further elevates security by allowing organisations to detect and respond to threats faster.

The technology talent shortage will also accelerate and expand the adoption of automation. Organisations will be looking at which workflows or tasks can be automated to elevate productivity, prevent burnout and increase cost savings.

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Rodd Cunico is one of the country's most experienced technology services leaders and the Chief Executive Officer of Orro. He is responsible for the business strategy, group performance and leading more than 400 professionals in the company's cybersecurity, networking, managed hosting and professional services business.

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TONY HUDSON
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WHAT IS THE MAJOR POTENTIAL TECH PAIN POINT THAT WILL FACE ALL ORGANISATIONS LARGE AND SMALL IN 2023?

Accelerated digital and cloud initiatives deployed by organisations to improve customer and user experience, deliver new services and advance different operating models (especially arising from the global COVID-19 experiences) continue to demand high-performing, reliable corporate wide area networks (WANs), home networks and public networks. This makes it even more essential to manage network security and mitigate the risk of breaches.

As organisations continue to prioritise cloud investment, build for the future and focus on business resilience, software-defined WAN (SD-WAN) is emerging as a critical enabling technology that dramatically improves the WAN's responsiveness, dynamism and performance. Organisations can also look to secure access service edge (SASE), an architecture that combines comprehensive WAN capabilities, including SD-WAN, routing and WAN optimisation, with cloud-delivered security services, such as zero trust network access (ZTNA) to bolster their secure technology investments. This will further address the need for improved application performance and increased network security, especially as remote user numbers increase and as enterprises continue to migrate applications to the cloud.

WHAT'S ON YOUR TECH WISH LIST FROM GOVERNMENTS, INNOVATORS AND THE WIDER INDUSTRY IN 2023?

Government agencies in general should be more broadly polling the market for innovation, technology procurement and partnerships, rather than defaulting to perceived traditional low-risk providers for new technology investments. This is a wasted opportunity that sees government potentially missing new innovations and fresh perspectives from other market providers with different approaches. Technology evolves so quickly that it's critical for government agencies to look for agile, flexible partners that can move at pace with the speed of technology, while still providing low-risk approaches and options.

WHICH NEW TECHNOLOGIES WILL REACH CRITICAL MASS AND BECOME DOMINANT IN 2023?

Cybersecurity will be the biggest concern for government and enterprises alike with the threat landscape expanding and the threat actors increasing in volume, ferocity and severity, making many cybersecurity-related technologies reach critical mass in 2023 and beyond. This may also drive the increased adoption of automation across other technology platforms and infrastructure to alleviate pressure on already stretched internal IT resources — for example, cloud and SD-WAN — giving them time back to focus on this critical issue.

HOW IS THE CURRENT TALENT SHORTAGE IMPACTING YOUR INDUSTRY AND HOW WILL THIS BE OVERCOME IN 2023?

In 2023, we will see a continued and increased reliance on managed service providers (MSPs), with government and enterprises alike using MSPs to help plug existing and ongoing skills gaps. Many government organisations have experienced a loss of talent, and thereby capability, over the past few years as a result of the pandemic-induced global shortage of experienced staff across both private and public sector organisations. While the sector will be looking to upskill in-house employees, government will need to continue to utilise (and potentially expand the use of) external service providers to be able to bridge the shortage of skilled staff and capabilities throughout 2023. These service providers will provide an opportunity for government agencies to broaden their capability and client service delivery through partnerships with third-party suppliers that can deliver new and innovative capabilities. For all organisations, culture will play a critical role in retaining and attracting new staff, with employees looking for more than just a place to work; rather, looking for a great place to work with flexible arrangements, competitive salaries, career trajectory and strong initiatives such as diversity, equity and inclusion (DE&I).

Tony Hudson is the commercial director at Vertel where he leads the sales and marketing teams. He has more than 30 years' experience in the information technology and telecommunication sectors. He was previously head of government for Vertel and has held management roles with Optus, IBM and WordFlow Information Liquidity.

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CHARLIE DEWITT

MANAGING DIRECTOR, ANZ/SEA, UKG

LEADERS
IN TECHNOLOGY
2023

HOW IS THE CURRENT TALENT SHORTAGE IMPACTING YOUR INDUSTRY AND HOW WILL THIS BE OVERCOME IN 2023?

The technology sector continues to grapple with talent shortages. Key to overcoming this is becoming an employer of choice to attract and retain great talent. This means creating a truly inclusive culture that nurtures employees and provides valuable initiatives.

Deploying an innovative workforce management (WFM) solution can also help address talent shortages. This includes having the right employees rostered at the right time, and for the right tasks, and using analytics to identify any gaps.

Business leaders should aim to improve the employee experience by facilitating self-service and flexibility. Accurate rostering also helps foster a positive culture and minimise unplanned absences. Labour pooling ensures that resources can be shared across multiple sites and/or locations.

WHAT IS THE MAJOR POTENTIAL TECH PAIN POINT THAT WILL FACE ALL ORGANISATIONS LARGE AND SMALL IN 2023?

Security is top of mind for all organisations and will continue to be in 2023 as they grapple with an escalating cyber threat landscape in terms of velocity and volume. Partnering with the right vendors will be key in securing that first line of defence.

A lesser acknowledged, yet just as critical, pain point is technology failing to adequately address compliance. In an uncertain environment, it is crucial for organisations to look within and focus on how they can leverage modern technology. For example, with Fair Work Australia cracking down on employers for payroll compliance, leveraging modern WFM, human capital management and payroll solutions can help businesses manage and automate incredibly complex compliance requirements.

WILL IT CONTINUE TO DRIVE ORGANISATIONAL EFFICIENCY IN A HYBRID WORK WORLD AND WHO SHOULD LEAD THE CHARGE (CEOS, CIOS, CTOS, ETC)?

With a focus on the talent shortage, which requires making people the centre of the hybrid work world, chief human resources officers (CHRO) will be leading the charge. The CHRO, together with the CEO and other C-level executives, will be looking at ways to drive efficiency while making the hybrid approach easy, flexible, collaborative and, ultimately, employer- and employee-friendly. With the CHRO taking the initiative, there will be a spotlight on retention, engagement and making people their purpose.

WHICH NEW TECHNOLOGIES WILL REACH CRITICAL MASS AND BECOME DOMINANT IN 2023?

The rapid uptake of artificial intelligence (AI) and machine learning (ML) has opened new ways for organisations to use workforce data and put people at the centre of their business. This will continue to accelerate in 2023.

AI and ML in WFM will help organisations solve key challenges by offering enhanced functionality, such as advanced rostering and approvals for roster and leave requests. Using data analytics, organisations will also be able to get the most out their WFM, including gaining a deeper understanding of how employees contribute to the business beyond labour costs and absenteeism to realise how they can drive sales or improve patient care, for example.

Organisations will also use AI to identify trends within data that can be used to offer personalised guidance to staff. This might include providing individualised alerts based on behavioural trends, for example, to optimise employee experience.

Charlie DeWitt is the Managing Director for the ANZ/SEA region at UKG. Charlie has over 15 years' experience in technology, strategy and leadership across North America and APAC, and is passionate about the role that technology plays in helping organisations drive productivity, increase employee engagement and manage compliance.

The Need for IoT Visibility

Background

Securing your Internet of Things (IoT) assets has never been more important. The proliferation of IoT devices and connectivity has significantly increased the attack surface for organisations across a variety of industry verticals. To drive down the cost of production of these devices manufacturers often cut a lot of corners, one of them being the inherent security of these devices and the available resources to secure them. This manifests in a variety of ways including the usage of insecure/clear text protocols (e.g., HTTP), insecure passwords and default administrative access, and unnecessary services exposed and often to the public Internet. As a consequence, governments and organisations are defining minimum security standards and policies in an attempt to mitigate some of the risks[1].

Why should organisations care?

IoT devices broadly pose two types of risks to organisations:

- IoT devices are often used[2] as a vector for initial access into as well as persistence within an organisation. Especially when these devices are exposed to the Internet, they can present attackers with a backdoor that bypasses perimeter security controls.
- Insecure IoT devices are included in attacker botnets[3] that can then target other organisations and even critical infrastructure. This presents both reputational risk as well as opening the organisation to financial liabilities and fines as the "perpetrator or facilitator" of the crime.

These devices also exist in such volumes that they can no longer all be certified and chipset manufacturers' application use cases vary in depth and breadth, making visibility and network security a fundamental challenge.

How should organisations address IoT challenges?

- The first step is identifying all of the IoT devices on the network, including manufacturer information, services exposed, communication patterns etc. This is unfortunately not a once-off effort, as these devices are constantly popping up and evolving.
- Harden the devices at initial deployment, including ensuring the use of only secure protocols, changing installation defaults such as passwords and/or administrative access. Secure access to the "control plane" for these devices, including internal controllers and cloud consoles.

It is also vital to understand if these devices have remote access that might be bypassing organisational security controls and policies e.g., the use of remote access tools. Lock down all access as necessary.

- Monitor these unmanaged devices for unexpected behaviours e.g., connecting to Internet services such as Google Drive or Twitter, enumerating file shares within the organisation, attempting to connect to internal resources or guess passwords.
- Ensure these devices and the services they use are part of the patch management process. Many of these devices e.g., use open-source software components and thus a vulnerability disclosed in one of those components is also a vulnerability in the IoT device.

Physical security of these devices is also a major concern since access to the device itself can open up a number of attack vectors. However, this topic is beyond the scope of this paper.

How can Arista help?

Network visibility is a bigger challenge today, especially as we are seeing an explosion of devices, applications and connectivity on the network. Across the typical Arista customer base, we often find more than 50% of devices that initially show up on a network are unmanaged. Arista is uniquely situated to address IoT security challenges given its position at the foundation of the network. By combining decades of experience in network infrastructure with cutting-edge threat research, incident response, and threat hunting expertise, Arista can deliver an AI-driven approach to identify IoT and other unmanaged devices on the network. Arista can then continuously monitor the behaviour to identify threats to and from those devices. Just as importantly, these capabilities can be delivered through the existing campus switching infrastructure and without the need for bolt-on IoT security

technologies, thereby reducing operational costs and complexity.

Imagine a platform that can baseline your inventory and provide visibility against your device behaviour to protect your network. Arista NDR is the ideal network detection and response (NDR) platform for the ever-evolving IoT landscape. Using techniques like supervised and unsupervised machine learning this solution identifies IoT devices, clusters similar devices, spots outliers and detects the usage of these devices as botnets, for command and control and persistence. AVA, Arista's automated virtual assist, automates much of the detection-investigation-response cycle for IoT and other threats, eliminating tedious manual efforts and allowing the organisation's analysts to make effective risk management decisions. Why shift through mountains of data when you can reduce your operational expenditure, improve efficiency, accuracy and finally close the visibility gap that has plagued the IoT domain since its inception? Arista and Newgen Systems have collectively solved it. If you would like to know more, please visit: http://www.newgensystems.com/arista-networks/.

For some examples of how Arista has helped other customers with their IoT security

challenges please read the following case studies:

- Nationstate attack against a municipal water system through an IoT controller https://www.arista.com/assets/data/pdf/CaseStudies/Case-Study-Russian-Made-Remote-Desktop-Software.pdf
- Contractor using IP cameras to spy on an organization https://www.arista.com/assets/data/pdf/CaseStudies/Case-Study-Contractor-Using-Security-Cameras-to-Spy.pdf
- IoT IP phones used to record sensitive conversations https://www.arista.com/assets/data/pdf/CaseStudies/Case-Study-IoT-Devices-Exfiltrating-Data.pdf

1. https://www.nabto.com/us-and-california-iot-security-laws-guide/
2. https://www.zdnet.com/article/microsoft-russian-state-hackers-are-using-iot-devices-to-breach-enterprise-networks/
3. https://www.justice.gov/usao-sdca/pr/russian-botnet-disrupted-international-cyber-operation

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ROD LESTER

MANAGING DIRECTOR
AUSTRALIA & NEW ZEALAND, NICE

WHAT IS THE MAJOR POTENTIAL TECH PAIN POINT THAT WILL FACE ALL ORGANISATIONS LARGE AND SMALL IN 2023?

Having the technology and infrastructure to deliver services the way citizens and customers expect will be a major pain point. Organisations must alleviate pressure on human contact centre agents and managers by optimising processes to deliver services in a frictionless and agile manner. Users across all demographics now demand engagement with businesses and government via the interaction channel of their choice, at a time that best suits them.

Organisations and all levels of government must meet these expectations by delivering effortless, consistent and personalised digital-first experiences. By failing to do this, or simply choosing to ignore it, organisations risk falling behind competitors, as a lack of customer service delivery leads to lost revenue and poor overall performance.

WHICH NEW TECHNOLOGIES WILL REACH CRITICAL MASS AND BECOME DOMINANT IN 2023?

Meeting customers where they truly begin their journey through the continued adoption and development of digital, self-help and messaging channels, plus furthering the growth of cloud contact centres, will reach a tipping point for organisations in 2023. NICE anticipates that virtual messaging channels will account for 40–50% of all interactions; however, the ability for customers to speak to operators whenever they wish, including when experiencing stress, will remain a vitally important part of providing a seamless experience for every customer journey.

Businesses and governments will also transition to a suiteform — the combination of a suite and a platform — where a number of interconnected customer experience and enterprise software applications exist on a common framework. By developing a holistic solution that enables the end-to-end capture of the customer journey, organisations will be able to make better data-based decisions.

HOW IS THE CURRENT TALENT SHORTAGE IMPACTING YOUR INDUSTRY AND HOW WILL THIS BE OVERCOME IN 2023?

The current skills shortage is having a substantial impact on almost every sector with the salaries of those working in the contact centre industry increasing dramatically over the last couple of years as organisations struggle to attract and retain talent.

The cost of labour and onshoring due to pandemic-related disruptions made automation a much greater priority for organisations and all levels of government. In 2023, this will only increase so that interactive experiences can be delivered more effectively and efficiently without impacting the customer experience.

WILL I.T. CONTINUE TO DRIVE ORGANISATIONAL EFFICIENCY IN A HYBRID WORK WORLD AND WHO SHOULD LEAD THE CHARGE (CEOs, CIOs, CTOs, ETC)?

Necessity drove organisations to find new ways of working that would help individuals to be effective in the hybrid world. While IT didn't necessarily drive organisational efficiency or lead the charge in the new way of working, it did respond to and support lines of business and employees demanding change.

Due to the pandemic, businesses have experienced 10 years of change inside three years, with all organisations and levels of government now used to an accelerated speed of change. Every sector has learnt to move more quickly with this pace not anticipated to return to the levels seen prior to the pandemic. In 2023 and beyond, IT will need to be cloud-orientated, stitching these modern applications together to form a cohesive solution that will work well in the new hybrid work environment rather than focusing on acquiring kit and controlling tools.

Rod Lester is the Managing Director for Australia and New Zealand for NICE. He's responsible for overseeing operations in the region, including driving strategy and growth. With more than 25 years of sales and management experience, primarily in the ICT industry, Rod brings a wealth of knowledge to NICE.

Transforming digital experiences so no citizen is left behind.

As government services move further online, some Australians are at risk of being excluded. Providing an equal opportunity to access, find, and engage with public services can help bridge the digital divide for disproportionately impacted citizens.

Learn how

KATRINA TROUGHTON

MANAGING DIRECTOR, ADOBE ANZ

LEADERS IN TECHNOLOGY 2023

WHAT IS THE MAJOR POTENTIAL TECH PAIN POINT THAT WILL FACE ORGANISATIONS LARGE AND SMALL IN 2023?

Consumer expectations are at an all-time high. Australians want to connect with brands and government in a way that feels personalised, relevant, secure and seamless across channels. Businesses that are putting a laser focus on customer experience management (CXM) and delivering personalised digital experiences in real time are coming out in front and building trust with customers.

A recent Trust Report by Adobe revealed nine in 10 executives said trust has become harder to earn and maintain since before the pandemic. It also revealed that today's digitally savvy consumers expect Australian companies to step up as trust leaders in their communities, workplaces and marketplaces. From living their brand purpose and respecting customer data to delivering valuable experiences, trust is earned — and broken — with every experience.

WHAT'S ON YOUR TECH WISH LIST FROM GOVERNMENTS, INNOVATORS AND WIDER INDUSTRY IN 2023?

Adobe recently launched its world-first Global Digital Performance and Inclusion (GDPI) Index to evaluate governments' digital performance, globally, nationally and at a state and department level. The research revealed the challenges that many Australians face finding, accessing and engaging with digital government services, and the disproportionate impact on many Australians with regard to accessibility, readability and language.

Developing the Index as a first-of-its-kind framework for measuring performance and digital equity is the first step. Universal standards are next, and then solutions that can help close the equity gap, including improving mobile experiences, findability and consistency of government information.

WHICH NEW TECHNOLOGIES WILL REACH CRITICAL MASS AND BECOME DOMINANT IN 2023?

Content fuels the digital economy. In a world of massive content acceleration, companies and government must implement effective content management strategies and use industry-leading tools to create impactful, personalised customer and citizen experiences.

Equally, without strong data management, enterprises lack an effective approach to engage customers and citizens in real time. By 2025 Gartner predicts that 80% of organisations will abandon personalisation efforts due to a failed data management strategy.

To be successful enterprises and government agencies need a data-driven operating model to re-architect their technology, processes and people. Organisational technology siloes must be bridged to deliver exceptional customer and citizen experiences. Enterprises must have one place for connecting and managing work across the entire customer lifecycle and be more agile than ever to rapidly iterate between making sense of the market and executing decisions.

Lastly, whether serving citizens, consumers or business buyers, organisations must deploy advanced artificial intelligence (AI) and machine learning (ML) to tap content and behavioural insights to deliver the most impactful customer experience in real time.

WILL I.T. CONTINUE TO DRIVE ORGANISATIONAL EFFICIENCY IN A HYBRID WORK WORLD AND WHO SHOULD LEAD THE CHARGE (CEOs, CIOs, CTOs, ETC)?

The way we work has undeniably changed over the last few years as the workforce has become predominately digital. It's especially important that organisations work cross-functionally together to identify and adopt new technology so teams can work productively and collaboratively wherever they are.

AI has a huge role to play in the future of work, whether that's being used to deepen employee insights, accelerate tasks or improve decision-making abilities. By leveraging AI technology, we can drive more rewarding experiences for employees, who can devote more time to ideation, creation and execution.

Katrina Troughton is Vice President and Managing Director for Adobe ANZ, responsible for supporting customers to drive their digital engagement to new levels. With over 30 years in the global technology industry, Katrina is a creative and outcome-focused leader with a proven track record of transforming businesses for sustainable growth.

CITY OF HOBART SETS SIGHTS ON A SAFER CBD

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Hobart City Council — or City of Hobart — governs the central metropolitan area of Tasmania's capital city. The area comprises 77.9 square kilometres and is home to more than 50,000 people and nearly 6000 businesses. The greater Hobart area has a population of around 220,000, a large portion of which visits the CBD each day.

Tasked with overseeing the safe and efficient operation of a major metropolitan centre, City of Hobart needed a city-wide network of smart safety cameras that could facilitate the management of foot and vehicle traffic throughout the city. The network also needed to provide additional public safety by enabling law enforcement officials to investigate crime faster and more easily.

THE LIMITATIONS OF SILOS

City of Hobart's legacy security infrastructure had been implemented over the years in an ad hoc fashion. The result was many individual closed circuit security television (CCTV) cameras and associated systems operating in their own information silos. The lack of an integrated network made it difficult for City of Hobart to quickly find and retrieve detailed information related to traffic flow management or to assist the city's police with investigations in a timely manner.

NETWORK IMPLEMENTATION

After obtaining joint infrastructure funding through the Commonwealth Government's Safer Communities Fund grants program, City of Hobart sought the implementation of a public safety camera system network that would be able to cover a large, high-traffic stretch of Hobart's central business district.

After consulting with its integration partner, Jettech Networks, City of Hobart selected Axis Communications

"The lack of an integrated network made it difficult for City of Hobart to quickly find and retrieve detailed information."

to provide it with a range of fixed dome network cameras, many of them with multidirectional capability, providing a 360-degree view to dramatically extend visual coverage of four-way intersections without the need for additional cameras.

The deployment of over 200 network cameras to some of Hobart's busiest areas has delivered City of Hobart with more than 300 video feeds with which to easily identify traffic flow or public safety issues in many areas it could not prior to the installation of the Axis Communications cameras.

In conjunction with the implementation of video management software from Milestone, City of Hobart now has the ability to quickly find and share footage of incidents in public areas with police to help with criminal investigations within minutes of a request from law enforcement.

Moreover, the capabilities offered by the combination of Axis Communications' network cameras and Milestone's video management software gives City of Hobart the ability to implement analysis technology that will be able to identify traffic and public safety issues in real time.

INCIDENCE RESPONSE IMPROVEMENT

Since City of Hobart first began implementing the Axis Communications network camera system across the Hobart CBD, the organisation has vastly improved the range and capability of its safety surveillance coverage.

The installation of the smart camera system has been underpinned by the building of a fibre-optic network, which

provides City of Hobart with a fully centralised network model that can enable full access and control of all connected cameras in the network from a central hub dedicated to public safety within the organisation.

The connectivity and control of all Axis Communications cameras in the network has slashed the time it takes City of Hobart to respond to requests for footage of incidents from police, with the process now taking closer to 15 minutes from request to delivery, instead of days. This has dramatically improved law enforcement's ability to quickly investigate and solve crimes throughout the city.

The information and visual data delivered by the Axis Communications camera network has also given City of Hobart the ability to analyse movement throughout the city, providing invaluable data that can be used by the organisation to make better public infrastructure decisions now and into the future.

For example, data from the Axis Communications network cameras can now be used in City of Hobart's digital twin project, informing 3D models of the city in conjunction with drone footage to enable people counting and crowd management in real time.

Over time, it is anticipated that the full capability of the system will be utilised, providing real-time analysis and data for artificial intelligence (AI) systems that can be used to help better understand and manage movement throughout the city as it occurs.

Axis Communications Pty Ltd
www.axis.com

GAVIN JONES

VICE PRESIDENT OF SALES AT ANZ, CONFLUENT

WHAT IS THE MAJOR POTENTIAL TECH PAIN POINT THAT WILL FACE ALL ORGANISATIONS LARGE AND SMALL IN 2023?

The relationship between recession and fraud is fairly well known but less discussed. However, our customers *are* currently talking to us about protecting against fraud, identity theft and other scams. Cybersecurity will be increasingly critical in 2023 as the macroeconomic climate continues to be on a downturn and hackers target western democracies and their citizens. As we cultivate more progressive advances in security technology, cybercrimes also become more complex. The traditional forensic style of data analysis after collection, indexing and storage alone is insufficient. It means that we are discovering attacks or breaches minutes, hours or days too late. Providing real-time analysis, identifying data theft patterns and being able to shut access down in fractions of a second will prove invaluable.

WHAT'S ON YOUR TECH WISH LIST FROM GOVERNMENTS, INNOVATORS AND THE WIDER INDUSTRY IN 2023?

It is unsurprising that people are doubting who they can trust with their data. We need to strike a balance between convenience (sharing data) and privacy (trust) while realising our vision of a digital-first country. Governments should be able to cut through data silos for a better citizen 360 experience. Correspondingly, access to personal data should only be shared when approved and necessary.

WHICH NEW TECHNOLOGIES WILL REACH CRITICAL MASS AND BECOME DOMINANT IN 2023?

Just as lives are led in the now, so should the technology infrastructure supporting it. With more data being produced in real time with more systems than ever before, the value half-life of data is reducing exponentially. Organisations need to be able to harness data in the moment as old data becomes less valuable.

Data streaming — data residing in event-based architectures to respond to a combination of events proactively, reactively and in real time — will become a dominant technology. Data processing systems will move from batch processing, which looks at accumulated data at rest, to stream processing, which allows data to be processed as it arrives, leading to real-time recommendations that improve user experiences while the customer is still engaged.

This is only the beginning, as organisations start their data in motion journey by prioritising a single use case that harnesses streams of data for a particular goal they want to achieve. Over time, this platform will become the key integration layer that ties together the vast majority of data into a coherent whole, much like the role of a real central nervous system. It will enable the organisation to react, respond and process these real-time streams, coordinating diverse applications and software services to respond continuously and intelligently as the business evolves.

HOW IS THE CURRENT TALENT SHORTAGE IMPACTING YOUR INDUSTRY AND HOW WILL THIS BE OVERCOME IN 2023?

With remote working becoming a norm due to the pandemic, it has provided a great advantage for hiring talent. The Kafka community has grown rapidly with close to 90% adoption in the top FSI and telcos in ANZ. Skills development for OSS Kafka is equally in demand as the prevalence of Kafka grows and we are committed to training and certifying people on the technology. Should companies decide to focus their resources on other, more important business tasks, we also provide fully managed services that they can rely on.

Gavin Jones is the VP of Sales for Confluent ANZ. Gavin has 25 years of experience in leadership and sales roles at fast-growth, global technology companies. He now spearheads Confluent's growth in the region, with a focus on engaging customers and empowering his regional team to inspire businesses on the potential of data in motion.

TOWNSVILLE UNIVERSITY HOSPITAL
UNDERGOES FULL DIGITAL TRANSFORMATION

TOWNSVILLE UNIVERSITY HOSPITAL (TUH) IS THE TERTIARY REFERRAL HOSPITAL FOR TOWNSVILLE HOSPITAL AND HEALTH SERVICE (HHS), SUPPORTING A POPULATION OF ALMOST 250,000 PEOPLE ACROSS NORTHERN QUEENSLAND — INCLUDING ISOLATED INDIGENOUS COMMUNITIES.

The hospital and health service treats about 355 patients in its emergency departments, 1188 patients through its outpatient clinics and about 38 people in the operating theatres, as well as discharging about 298 inpatients per day. Due to the region's geographical diversity, the TUH IT team had a goal to be aligned with the hospital's strategy — to enable the Townsville region access to world-class health care regardless of their geographic location.

Previously, TUH relied on older technologies that did not harness the latest in storage innovation. As a result, the dashboards used in the wards had low reload times and obtaining accurate medical histories was a slow process because patient records had to be found and manually updated.

Now, with Dell Technologies' low-latency and high-input/output operations per second (IOPS) storage running TUH's data lake, the foundation of its ward management and patient flow reporting systems, staff can perform near real-time reporting instead of batch processing, improving efficiency and access to current information.

THE DELL TECHNOLOGIES STORAGE SOLUTIONS EMPOWERING TUH

TUH chose Dell Technologies storage solutions, including Dell PowerStore 5000T and Dell PowerScale. Dell PowerStore is leveraged as the single storage platform for the provision of block-based storage and data lake to support the mixed workloads run in the hospital, significantly reducing the time it takes to manage the system.

The hospital has also seen significant growth in clinical media from pathology, microbiology, cardiology and sleep studies, as well as increased requirements such as the storage of CCTV over a long retention period. Implementing Dell PowerScale provides a single repository for unstructured data, leveraging a highly available and cost-effective architecture. The two solutions provide additional performance, improved redundancy, scalability and flexibility. These improvements are critical for TUH to deliver world-class health care in a regional location while keeping pace with the constantly changing digital environment. This also represents the first step toward digital transformation for TUH and Townsville HHS.

IMPROVING THE HEALTHCARE JOURNEY WITH DIGITAL SOLUTIONS

Barry Koch, Director of Information Technology Services Digital Health and Knowledge at Townsville HHS, says Dell Technologies' solutions have been integral to the hospital's digital transformation.

"Dell Technologies has provided a collaborative and health-centric solution in a complex environment to support our patients', clinicians' and staff's digital journey, and are integral to the hospital's digital transformation by understanding and partnering with the health service."

Koch is excited about what Dell Technologies' solutions can offer, both for TUH and other providers looking to model their services on TUH's success.
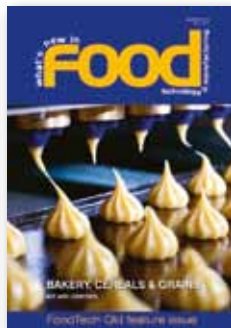
"We want to be the leader of health care in the northern region of Queensland. It's a blank canvas at the moment; we can implement change in an agile fashion using scalable solutions that Dell Technologies is continually innovating," he said.