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CLOUD AND THE CIO
ANGELS & DRAGONS

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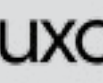
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From the editor

Several things have happened as I prepare to go to print with this issue which have reconfirmed my belief that technology is an agent of change. Deloitte has just forecast that 10 million wearable computers will be sold this year. The report also says that this will be the year when wearable technology starts to percolate through to the enterprise. As if to prove the clever people at Deloitte right, Westpac New Zealand almost simultaneously announced that it will trial its award winning Cash Tank app on Google Glass this month.

While Google Glass has yet to be released in Australia or New Zealand, Westpac's chief digital officer, Simon Pomeroy says customers will be able to use the Cash Tank app on Google Glass by the end of this year. "That's pretty cool," he adds. "Hear, hear," I say. The leaps and bounds of technological innovation never cease to amaze me and today many one-time innovations are now intrinsic to every business.

With this in mind let's consider technology as an agent of change. Does change in business begin with technology? Should it? How much can technology change company culture? These are big questions, the answers to which, I believe, could fundamentally shift our thinking, as it has in several industries that have already been tipped on their head. We set Chris Bell on the case to find out more (p12).

With such transformational potential, it's easy to see the allure of technology stocks, particularly as gilded stories of mega-billion tech successes get highlighted in global media. But we have been caught in this trap before, surely this time fundamentals will prevail? Beverley Head takes a critical look at the business of capitalising technology companies down under (p48).

Manufacturing is one industry that embraced the use of technology early as a matter of survival in the face of globalisation and dwindling margins. We asked Anthony Doesburg to find out what the retail industry can learn from manufacturing (p26). We also have a number of case studies that demonstrate technology delivering positive outcomes by transforming business processes and even creating new business models.

Amongst the maelstrom of innovation and change is the CIO. It's easy to think they should be at the centre of it, but the statistics show that CIOs are increasingly being pushed to the side and divested of power. I investigated whether the CIO is long for this earth and will admit to being surprised by some of what I discovered (p54).

In the words of Ben Kepes (p17) it's "goodbye status quo" - there's a lot of potential out there, but it's up to you to throw off the shackles of the old and implement the new.

It feels a little like we're about to land on the moon. Again.

Enjoy the read,

Clare Coulson

Editor



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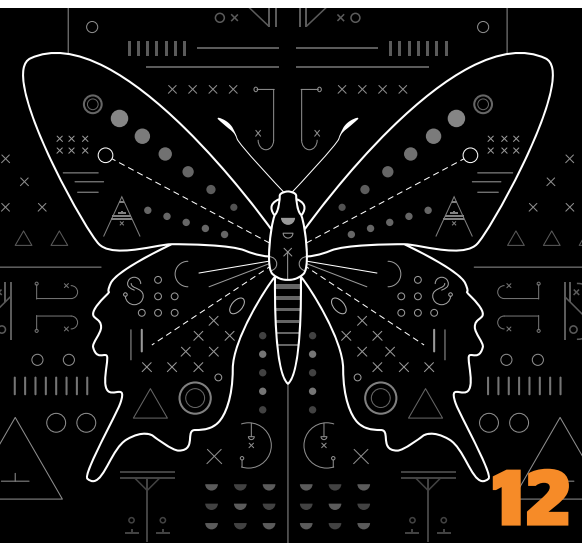
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iStart AUSTRALIA EVENTS – Q1 2014

Gartner Business Intelligence & Information Management Summit

24-25 February 2014 | Sydney

For more information visit www.gartner.com/events

Connect 2014

13 & 14 March 2014 | Melbourne

For more information visit www.con-nect.com.au

IDC's Asia Pacific Enterprise Mobility Conference 2014

19 March 2014 | Sydney

For more information visit www.anz.idc.asia

Field Service Management Summit

19-20 March 2014 | Sydney

For more information visit www.fsmaustralia.com.au

Data Quality Asia Pacific Congress

25-27 March 2014 | Melbourne

For more information visit www.dqasiapacific.com

JuiceIT – A Data#3 Event 2014

13 March | Perth

25th March | Adelaide

2nd April | Brisbane

For more information visit www.data3juiceit.com.au

Data Day 2014

7 & 10 April 2014 Melbourne | Sydney

For more information visit www.adma.com.au

iStart NEW ZEALAND EVENTS – Q1 2014

Mobile Payments Forum 2014

17-18 February 2014 | Auckland

For more information visit www.conferenz.co.nz

Xerocon 2014

20-21 February 2014 | Auckland

For more information visit www.xero.com/nz/xerocon/auckland/

7th Annual Business Intelligence Summit

24-25 February 2014 | Auckland

For more information visit www.conferenz.co.nz

IDC's Asia Pacific Enterprise Mobility Conference 2014

25th February 2014 | Auckland

For more information visit www.anz.idc.asia

3rd Multicore World Conference

25-26 February 2014 | Auckland

For more information visit www.multicoreworld.com

Dynamics AX for Pharmaceuticals and Life Sciences

12 March 2014 | Auckland

For more information visit www.adaptable.co.nz

2014 CFO Conference

18 March 2014 | Auckland

For more information visit www.conferenz.co.nz

UPCOMING iStart WEBINARS 2014

B2B Content marketing

19th February

Business process re-engineering

26th March

Cloud ERP

7th May



GOOGLE COMPUTE ENGINE ANNOUNCEMENT BEGINS NEW CLOUD MARKET ERA

GOOGLE IS PUSHING FURTHER into the cloud with the announcement that its infrastructure-as-a-service (IaaS) product, Compute Engine, is now generally available on the Google Cloud Platform. This means the technology giant is officially joining other large enterprise public cloud services like Amazon Web Services (AWS), Microsoft Azure and Rackspace.

Asked if this is a move to intentionally go up against the likes of AWS a Google spokesperson told *iStart*: "What we've been focused on is improving the developer experience across our services to meet the standards our own engineers would expect here at Google. The move to make Google Cloud Platform generally available is a sign of our commitment to the space. We're in this for the long haul."

Google currently has no plans to establish any data centres in Australasia,

saying "it's early days for Cloud Platform in Australia and New Zealand and we do have some local Google App Engine customers [such as News Limited]," suggesting that it does not have any Cloud Engine customers yet.

Lydia Leong, a research vice president at Gartner, said that while Amazon Web Services (AWS) remains the king of this space and Google Cloud Engine still lags AWS tremendously in terms of breadth and depth of feature set, "it's now at the point where it's a viable alternative to AWS".

She also noted that Microsoft Windows Azure is an up-and-coming competitor to Amazon due to its deep established relationships with business customers, while Google will likely push the market forward in terms of innovation and goad Amazon into one-upmanship, creating a cycle of innovation.

KATHMANDU PUTS EGGS IN THE AX BASKET

THE OUTDOOR CLOTHING AND equipment retailer is improving its omni-channel retailing by replacing its best-of-breed systems with a single environment from Microsoft. It's the brainchild of Kathmandu CIO Grant Taylor who explains, "We wanted to deliver some more sophisticated outcomes and our legacy systems weren't able to provide them."

These outcomes include a single touch point for customers and a better omni-channel customer/loyalty experience. Taylor settled on Microsoft Dynamics AX because he says it could deliver every core component of what Kathmandu does and is an easily scalable, international offering at an appealing price point, which fits the global expansion plans for Kathmandu.

After initially working with Interger to integrate the solution, Taylor realised Kathmandu needed an integrator with a deeper understanding of the retail environment and took up with Australasian Microsoft Dynamics AX partner of the year, Sable Systems to complete the NZ\$2 million-plus project.

Sable's director Martin Wildsmith says that achieving the omni-channel customer experience is not simple. "You've got to have an IT system that joins all that [brick and mortar, and online retail] together in a single way. When you think about your supply chain, you're now getting online orders for single items, so your fulfilment of those is quite different to your daily shipment to stores."

Kathmandu is replacing a number of legacy best-of-breed solutions implemented between six and eight years ago with Microsoft Dynamics AX and CRM and is "plugging the gaps" with other features in the AX and Sable portfolio. The entire AX project is intended to be completed by the end of next year.

EAVESDROPPING ANALYTICS WALKS FINE LINE

AUSTRALIAN CLOUD COMMUNICATIONS

SPECIALIST Call Journey has launched a voice analytics platform that analyses recorded phone conversations, picking up on the emotions in customers' voices that can then be used to steer future interactions.

Andrew Lamrock, director of enterprise intelligence, said that the underlying technology, developed originally in the military sector, had a broad range of applications ranging from financial institutions using the tool to better manage risk, to retailers

harnessing customer insights to steer call centre conversations. He acknowledged that the underlying technology used in recording calls was the same as that used to tap phone calls – but said that they had quite different intent.

Asked whether recording and analysing conversations was not in any case an assault on customer privacy, Lamrock said that Call Journey's default setting was to alert consumers, although he admitted it can be overridden.

A range of Australian organisations already use the Call Journey cloud to record

conversations, and the company is currently in negotiations to sign its first New Zealand customer. A handful of Australian companies, including three of the nation's largest banks and a retailer are trialling the new analysis appliance said Lamrock.

The trick for any organisation looking to eavesdrop on customers and analyse their behaviour will be to telegraph clearly the value proposition, or risk them feeling as violated and angry as Indonesia was last year at the hands of the Australian Government

INFOR STEPS UP SEARCH FOR "BEAUTIFUL" SOFTWARE

WHEN THE MANAGEMENT AT global enterprise software company Infor decided they wanted to lift the quality of their software they didn't hire better programmers, they set up a New York-based creative think tank called Hook&Loop - a reference to design innovation Velcro. The first Infor product to receive the Hook&Loop treatment is Mingle, Infor's new enterprise collaboration platform.

Emily Williams, Mingle's product manager said the intent of the new software was to provide an intuitive collaboration venue that allowed organisations to keep track of the conversations and context that surrounded business decision making processes.

She said that Hook&Loop is a team of 80 "left brainers" who "know nothing about enterprise software. Instead they ask us 'what is the goal of the experience for the end users?'"

It's meant a whole new approach to software construction. Mingle has been designed to allow a single logon to all the Infor applications that an end user uses, and provide a summary view of everything that's being run, with a collaborative layer over the top. It's a consumer-style front end that Williams doubts her team could have conceived on its own.

This year Infor also plans to sell Hook&Loop services to other organisations to help them to conceive "beautiful" software.

CRYSTAL BALLS POLISHED FOR NEW YEAR

"CLOUDY WITH A CHANCE of intelligence" just about sums up the forecast for 2014 as computer vendors predict what the year will hold. Enterprise customers are widely predicted to make greater use of utility-style information services to deliver more flexible, nimble and mobile solutions to their workforce.

According to VMware managing director Duncan Bennet, 2014 will be the year when "we start thinking about cloud as IT-as-a -service," which will cast the CIO as a broker of IT services – some provided internally, others brought in from elsewhere. Bennet said that the trend was driven by an understanding that without faster IT services provision companies could find themselves marginalised by nimbler rivals.

He's in good company as technology analyst Gartner recently forecast that by 2018, 20 percent of spending on new technologies will be on fully integrated as-a-service platform solutions as enterprise seeks out faster responses to end-user needs.

But security company Websense has warned that having more enterprise information in clouds, also makes them valuable targets for attack, recommending that companies perform rigorous due diligence to ensure that their data is properly secured.

The company has also predicted that the

volume of malware attacks will decline, but the value will increase as high net worth individuals are targeted. According to regional director Gerry Tucker, future attacks will not be about causing disruption: "It's about acquiring assets."

Releasing its forecast for 2014, Citrix has predicted that employees will increasingly set the IT agenda in 2014 and beyond as BYOD becomes entrenched in the enterprise, placing greater demands on companies to support employee-owned technology and provide mobile access to corporate information.

Big data is also expected to continue to intrigue corporations. Although relatively few enterprises have yet deployed big data strategies, next year is expected to see a further trickle of activity from market leaders.

Telecommunications consultant Paul Budde predicts that the teleco industry will have another challenging year as many telcos continue to attempt to transform themselves to truly digital businesses. In terms of enterprise use of technology Budde forecasts organisations will investigate how to benefit from the 'internet of things'.

As for Australia's National Broadband Network and New Zealand's Ultra Fast Broadband Network, Budde forecast a sharp uptick in consumer and enterprise demand as the networks are rolled out to more areas.

ARE YOU READY FOR THE 3RD PLATFORM?

SPEAKERS AT IDC'S 3RD Platform conference, late last year, discussed how tomorrow's ICT environment is being reshaped by the confluence of cloud computing, big data analysis, mobility and social platforms – what IDC calls The 3rd Platform.

Vernon Turner, IDC analyst and SVP, told delegates that this new era will see the destruction of traditional ICT, as we move from an IT model to a business model. "It is the combination of cloud, social, mobile and big data where innovation is unlocked."

Graeme Osborne, director of New Zealand's National Health IT Board and director of the information group for the Ministry of Health spoke about the 3rd Platform from the perspective of a new software platform implemented by the Ministry to support patient health records. Known as the Health Identity Programme, the platform aims to improve the quality and availability of access to health information for providers, improve patient safety and reduce back-office costs. It also turns healthcare on its head, putting the home/person at the centre rather than the hospital. Osborne told delegates that, "innovation in the 3rd Platform is not about size, it's about mind-set," and the project is just the foundation for future smarter healthcare initiatives.



MYOB PLUGS UP BANKING

LAST YEAR MYOB FINANCE NZ

purchased BankLink and this quarter it plans to launch an online cashbook that bridges the gap between the two brands.

Adam Ferguson, general manager for MYOB's accountants division explains that the "online cashbook really allows us to join the dots between what BankLink delivers to accountants today [in terms of live bank feeds] and what MYOB has been delivering with the LiveAccounts and AccountRight solutions".

He says the online cashbook is aimed at businesses that have largely simple needs but still want the benefit of bank feeds coming it to the system. He describes it as the next step up from BankLink in terms of adding collaboration between the SME and their accountant.



BankLink's high service levels and strong brand recognition (according to MYOB's numbers BankLink is the number one preferred micro-solution in New Zealand) were two other reasons MYOB chose to acquire the business last May. Since then Ferguson says they have worked hard to preserve them and to improve service levels company-wide. It is combining the MYOB and BankLink sales teams that support accountants into what he believes in the largest sales team dedicated to servicing accountants.

"There is no doubt that the transformation between desktop to cloud is underway and is gathering momentum. Accountants are a major influence in terms of SME decision making [...and] our partner managers are there to assist them."

SALESFORCE HITS BILLION DOLLAR QUARTER: ANALYSTS LOOK FOR PROFIT

TAKING UP FOUR BLOCKS of the central business district plus a further five city hotels, CRM software company Salesforce's Dreamforce conference serves up an almost evangelical mix of company news, technology innovation and international celebrities sprinkled liberally with philanthropy. This year however investors weren't drinking the kool-aid, sending the company share price down 3.4 percent immediately after the re-engineered software platform Salesforce1 was released, and a further 4.99 percent the day after CEO Marc Benioff released news of its first ever \$US1 billion quarter.

The question for investors remains why a 14 year old company which makes \$US1 billion a quarter largely from recurring revenues can't make a profit?

Company executives justify the balance sheet by saying it's important to invest heavily in marketing and R&D to keep customers who pay by the month happy – but this isn't a start-up company, it's the world's largest CRM maker.

It's also a company that can command \$US1 million in fees from large companies that want to hang a shingle in its Dreamforce exhibition space; afford to fly in 300 international media and analysts for the event; and attract 135,000 official registrations to Dreamforce.

It must then be galling to Benioff – the chief ringmaster of the event – that the share market would give his personal wealth such a pounding. It hasn't been enough to dint his philanthropic fervour however with his eponymous children's hospital scheduled to open in 2015 and the company's continued generosity to thousands of not-for-profits and global relief efforts.

Salesforce's international focus is presently on the Haitian relief programme and it pioneered the 1/1/1 approach to corporate philanthropy where a company provides charities with one percent of its profits, one percent of its equity on IPO, and one percent of employee time given over to volunteering.

**The author attended Dreamforce as a guest of Salesforce*



SPENDING FLURRY WOOS A/NZ CLOUD SEEKERS

IBM IS THE LATEST cloud vendor to open its wallet, announcing a \$US1.2 billion investment in its data centres which will this year see it offer cloud computing services from 40 data centres in 15 countries.

IBM isn't providing any detail about how the investment will impact its local network of data centres, offering only the bland comment that; "The investment will build on and leverage IBM Australia's existing strong network of data centres across Queensland, NSW, ACT, Victoria and South Australia." While the company also operates data centres in New Zealand, it again won't comment on the potential impact of the investment.

IBM isn't the only company playing coy. Microsoft also is yet to provide any firm detail about the opening of a local instance of its Azure cloud, despite announcing last May that it would offer both NSW- and Victoria-based cloud options to Australian and New Zealand

customers. In the meantime Amazon Web Services and Rackspace have both ramped up local cloud operations as has long-time provider of local cloud services, Fujitsu, while Equinix this week announced plans to invest \$A60 million establishing a new data centre in Port Melbourne.

IBM's financial results released in January showed cloud revenues surged 69 percent during the year to \$US4.4 billion. The company clearly sees the cloud as its best route to a rosier future, which explains why it has invested more than \$US7 billion to accelerate its cloud push since 2007.

It's 2013 \$US2 billion purchase of SoftLayer which is being deployed by IBM as a form of cloud middleware could prove the lynchpin of success as it is intended to provide customers with greater control of where and how applications and workloads are deployed across cloud infrastructure.

SENIOR EXECUTIVES WARNED: YOU ARE NEXT CYBER-TARGET

COMPUTER SECURITY IS NO longer a topic confined to technology departments, but is increasingly being recognised as a broader business issue. As a result senior executives and boards, along with enterprise risk managers, are paying more serious attention to the issue according to Gerry Tucker, regional director for Websense A/NZ.

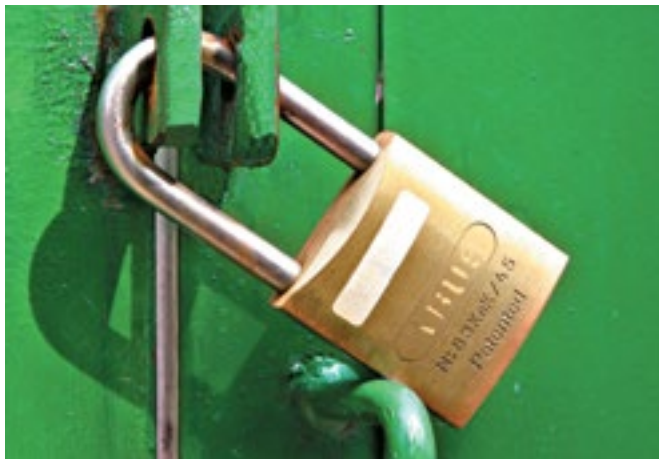
However Alastair MacGibbon, director of Australia's Centre for Internet Safety, said that he was surprised when speaking to Australian company boards and CEOs that "there is not a consistent board level discussion," with security issues too often still delegated to "a couple of pointy headed people in a corner".

But Tucker warned that senior executives were about to face a wake-up call about computer security in the form of highly targeted attacks. He said Websense analysis suggested that overall the level of malware attacks would decline in 2014 – but the attacks which took place would be far more targeted, and directed "at

individuals of potentially high value".

"The bad guys are going to be more focused and go after targets that will deliver a better ROI for them." He said that while the volume of attacks might drop in 2014, the risk associated with each attack would increase. Senior executives who had both high net worth and access to sensitive and valuable company information would be a bigger target than ever.

Tucker also forecast that cloud computing vendors would become more of a target in 2014, warning of the very real risk of cloud data being held hostage by cyber criminals.



PRINTER VENDOR COMBATS DECLINE IN TRADITIONAL PRINT VOLUMES

BEST KNOWN FOR SPECIALISING in office imaging equipment and production print solutions, today Ricoh's IT services and consulting divisions make up about 25 percent of its business and the company plans to double that by 2015. The change in emphasis is the result of a deliberate shift in its business model to take advantage of the effects of digitisation which has been steadily driving down traditional print volumes.

Ricoh New Zealand managing director Mike Pollok says there has been a step-change in what is being printed in businesses and greater demand for digital solutions.

"We are ahead of this curve and have

actively moved into 'business process improvement' – enabling organisations to automate workflows. We believe we are operating in a completely different area than any of our traditional competitors," he says, referring to Canon and Konica Minolta.

"These days, our customers want to talk to us about their back-office functions and how much they can automate and digitise. Ironically, more often than not, they're looking for us to assist them to reduce the number of paper documents in their organisation and through digitisation, provide access to critical information to all parties involved in their business on a day-to-day basis. That's where Ricoh's IT services division can step in."



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UXC ACQUIRES NORTH AMERICAN BUSINESS OF TECTURA CORPORATION

UXC ECLIPSE (USA), THE American arm of UXC Eclipse has announced the acquisition of three wholly-owned subsidiaries of Tectura Corporation – Tectura (USA), Tectura (AES) and Tectura (Canada East).

The financial details of the deal were not disclosed but, according to UXC Eclipse the acquisition will see it become one of the largest Microsoft Dynamics resellers in the Americas. Tectura North America has existing deep consulting skills and Microsoft Dynamics experience, which will help UXC Eclipse to further extend its expertise across the US market. The UXC Eclipse Microsoft Dynamics customer base in the US was built on delivering solutions to the retail, mining, mining services, asset intensive and print industries. UXC Eclipse will now be able to extend this industry focus to include other verticals for manufacturing and life science, where Tectura North America has strong market share.

"This acquisition is strategic to UXC Eclipse's goal to be the leading Gold

Microsoft Dynamics Partner world-wide and to leverage on its existing success in the Australian, Pacific and North American markets," said Cris Nicolli, managing director of UXC Limited.

UXC Eclipse is already well established in the Microsoft Dynamics community and has been a member of the Microsoft Inner Circle (the top one percent of Microsoft Dynamics resellers world-wide) since 2001. UXC Eclipse is also a recognised winner of over 22 Microsoft awards in the past seven years. Microsoft welcomed the acquisition.

"We are excited about the possibilities this acquisition brings to our business and our customers," said Neil Holloway, corporate VP of the Microsoft business solutions sales and operations.

"As a leading partner in the Asia Pacific region with proven success in driving and growing its Microsoft Dynamics practice in the Americas, UXC Eclipse has a well-earned reputation for providing the highest level of support and innovation."

WYNYARD GROUP SHOOTS FOR STOCK MARKET SUCCESS

WYNYARD GROUP, WHICH PROVIDES threat assessment and advanced crime analytics software, has seen its highest share prices ever following a number of high-profile announcements in January.

The company, a discrete business unit of Jade Software, first announced it had won a contract for its Anti-Money Laundering (AML) software-as-a-service with GCC Exchange, a fast growing UAE money exchange. Two weeks later it announced it had signed a global partnership agreement with United Kingdom-based Arquebus Solutions to deliver an advanced gun crime intelligence solution for the law enforcement market.

In response the share price leapt to an all-time high of \$NZ2.950 compared to a consistent \$NZ1.150 to \$1.200 since listing mid-last year. The

market seems to be optimistic about the company's future international growth prospects in the UK, Europe and the Middle East as well as in its own backyard.

Amongst the excitement of these deals Wynyard Group also announced that it has delivered on its 2013 revenue target. "Our IPO prospective financial information forecast \$21.5 million revenue in the year to 31 December 2013. Our unaudited results indicate we will meet that target and will report more than 62 percent revenue growth in the 2013 year," said Wynyard Group managing director Craig Richardson.

"We are starting the new year in good shape. The number of new opportunities materially increased in the fourth quarter of 2013 and we took steps in November to build capacity to qualify and service this increased demand."



BI VENDOR CRITICAL OF COMPETITION

SOFTWARE HOUSE QLIKVIEW WANTS to harness data and serve it up in a form that can make organisations' employees – all of them – five percent smarter and CEO, Lars Björk has been critical about how other vendors approach business intelligence.

"We are about taking data and turning it into insightful information. We compete with legacy vendors such as SAS, Oracle, Cognos (IBM). Their due date is passed but that is not recognised in this market as it is in the west. There is a new breed of tools such as Tableau, Spotfire and QlikView. We have an enormous focus on business needs and usability."

Björk, who spoke to *iStart* during a visit to Australia to meet customers and prospects, also claims that the tool is much easier to deploy and use than many other business intelligence or analytics packages. "SAS offers a high-end very statistical tool that you need a PhD and a white lab coat to be able to manage. You don't have to be super-skilled to use QlikView."

The company claims several hundred organisations use the tool across Australia and New Zealand, including Telstra and NSW Health. Although the company reported that sales in Asia Pacific had been below expectations in the last financial quarter (when it also reported a \$US3.4 million loss on revenues of \$US104 million) Björk described the issue as a "hiccough".

He claimed the region was currently underserved in terms of business intelligence offerings, and predicted it would be QlikView's fastest growing market in 2014.

QlikView is now finalising a new version of the tool, tipped to be introduced in a beta this quarter. Björk says it has been designed not just to deliver answers to a particular query, but to also answer the questions users didn't know they had. By providing a visual representation of data QlikView expects users of the system to be able to spot much broader trends or issues.

MICROSOFT CRM 2013 RELEASE NOTES

THE NEW MICROSOFT DYNAMICS CRM 2013 has "reimagined" the user experience for the new release making it simple and intuitive. Users now have "actionable intelligence at their fingertips, and a pervasive connection to the people and resources they need". The A/NZ Microsoft Partners that *iStart* interviewed agree that the improved user experience is one of the standout features for clients.

Dalia Raphael, CRM Manager for Microsoft partner Koorb Consulting summed it up, saying: "Microsoft invested hugely in the 2013 version. The focus has been on improvement of the user experience. The new version is much easier, faster and more modern."

In part this is due to the new screen and navigation layout that makes more efficient use of screen real estate so everything the user needs is in one place and they can access or enter information quickly while maintaining their focus on the customer.

The revamped user experience has generated

keen interest amongst customers. Ian Twine, practice and delivery manager CRM for UXC Eclipse said: "Since the launch, we've already started a number of implementation projects across our customer base. [...] So far the feedback has been extremely positive about the integration connectors, as well as the 'flat UI'. It's been all about the greatly improved user experience."

Other new features of note also focus on the user experience, including the enhancement of business process, real-time workflows and configurable business rules so that users can better align their business rules and CRM system. Mobile CRM and social media components have also been incorporated.

Alan Parker, CRM sales consultant for Adaptable Solutions, commented that the CRM 2013 now allows people to work with the CRM system as a natural function of their day.

"Customised business process flows that

reflect the way in which sales and service staff work, along with the capacity to take this on the road, through their tablet or smartphone, means that CRM is an enabler of their job, rather than just a database of what has occurred historically," he explained.

Like UXC Eclipse, Parker said Adaptable has seen keen interest in the new release from clients and has already done its first site go live with more customers lining up.

"The business process flow functionality has got them excited with the vision they can build a consistent structure across their sales teams, while the Mobile Client has them thinking about the enrichment they can add to their customer visits. [...] Looking forward, mobility is going to play an increasingly important role."

Raphael and Parker also highlighted the importance of the social media additions to the new release and Twine said the sum total of the changes now adds up to a "world class CRM solution".

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APPOINTMENTS

Vodafone Australia appoints new CEO

Inaki Berroeta has been appointed as CEO Vodafone Hutchison Australia. Berroeta, CEO of Vodafone Romania since 2010, will begin on 1st March. Outgoing CEO of Vodafone Australia, **Bill Morrow**, said Berroeta's international experience would ensure a smooth transition and a continued transformation of the company.

Microsoft Board names Satya Nadella as CEO

Satya Nadella has been appointed the new CEO of Microsoft and a member of its Board of Directors effective immediately. Since joining the company in 1992, Microsoft says Nadella has spearheaded major strategy and technical shifts across the company's portfolio of products and services. His most recent position was executive vice president of Microsoft's cloud and enterprise group. In addition **Bill Gates** has stepped up to his new role as technology advisor and **John Thompson** has assumed the role of chairman of the board of directors.



Mega CEO jumps on Dotcom's soap box

The outgoing CEO, **Vikram Kumar**, has stepped down from the role to take up the reins as General Secretary of Kim Dotcom's **Internet Party**. "The Internet, and more broadly technology, is causing big shifts in our economic, social, cultural, and environmental opportunities and challenges. Governance and politics are not immune from this," Kumar said in a sweeping, and decidedly Dotcommie, statement on the role of the State, technology and its people. Dotcom announced he will stand in New Zealand's general election this year under his own party newly dubbed The Internet Party.

Xero appoint's New Zealand boss

Xero has announced the appointment of **Victoria Crone** to the position of New Zealand Managing Director, effective April 2014. Crone will be part of the global sales leadership team, responsible for driving relationships with government, financial institutions, corporates and media in New Zealand. **Rod Drury**, CEO of Xero, said "Xero in New Zealand has rapidly grown to over 90,000 small business customers and \$NZ25 million of annualised committed revenue. We're thrilled to have a world class executive like Victoria focused 100 percent on our local market as we embark on the delivery of our next wave of services." Xero's growth in staff continues with over 90 recruited in the last three months, taking total staff numbers to over 600. Xero is still aggressively recruiting, particularly for those with

software development skills.

HP Australia reshuffles executive

Hewlett-Packard has named **Nick Wilson**, formerly HP's vice president for the UK and Ireland, as its MD for HP South Pacific, as well as picking up the reins of the enterprise services division. He replaces **David Caspari** who departed HP in September amid continued instability within HP's senior leadership globally, as well as a volatile share price. **Alan Bennett**, former head of enterprise services also recently resigned.

ACS selects new President

Brenda Aynsley has been elected to the Presidency of the **Australian Computer Society** commencing 1st January, 2014. The former ACS South Australian Branch Chair is well regarded across government, education, industry and the community. She has held senior positions within the ACS since 1999, and her election to the national presidency is recognition of the significant contribution she has made to the Information Communications Technology (ICT) profession. Aynsley holds qualifications from the Flinders University and Charles Sturt University.

DEALS, SIGNINGS AND IMPLEMENTATIONS

First Business By Design implementation for 2014 live

SAP reports that the first successful Business ByDesign project for 2014 has gone live, implemented by **Artis Group**. **Redflex Traffic Systems**, based in South Melbourne, develops and manufactures a range of digital photo enforcement systems. CEO, **Ricardo Fiusco** said, "We needed

a comprehensive solution which was not only fit for purpose today, but was going to future-proof our organisation as we move through further growth and expansion." The 12 week project has seen Business ByDesign replace existing systems for finance, human resources, manufacturing and reporting processes.

OzForex float proves Australian appetite for tech stocks

Last year's successful listing of online foreign exchange company **OzForex** has demonstrated the local appetite for technology stocks and bodes well for other planned IPOs. The initial public offering (IPO) saw shares trade from the outset at a handsome 28 percent premium to their \$2 strike price. At time of writing shares are trading at \$2.93. The IPO valued the company at \$562.43 million.



Telecom buys last of kiwi 4G spectrum

The New Zealand Government has announced that Telecom is the successful bidder in the auction of the final 2x5 MHz lot of 700 MHz radio spectrum. Telecom has paid a total of \$NZ150 million to become the largest holder in the New Zealand market. In the first auction, **Telecom** and **Vodafone** each successfully bid for 2x15 MHz (in three lots), while **2Degrees** successfully bid for 2x10 MHz (two lots) leaving this 2x5 MHz lot unsold.

The 700 MHz spectrum band was previously used for analogue broadcast TV services now defunct after the digital switchover was completed last year. "This fourth lot puts Telecom in the best position in the market to deliver a very high-performance 4G mobile network for New Zealand, including in less densely populated areas" said Telecom chief executive **Simon Moutter**.

DB receives SAP award

The iconic New Zealand brewer has received an award from **SAP** recognising its use of the vendor's e-commerce solution.

DB was the first of its kind in Asia Pacific to use SAP's latest web channel experience management (WCEM) software.

The new solution is part of DB management's focus on improving efficiency and maximising opportunity which has seen it implement what it refers to as "an ambitious programme of change", including a programme of work around its CRM and the new webshop.

The SAP-based web shop project was initially a bit of a gamble. DB's IS manager, **Mike Rawson** says that selecting SAP's latest web technology was a bold step for DB as it was untested in the local market.

Unisys to support Australian defence force

Unisys Australia has signed an \$A50 million-plus two-year contract extension with the **Australian Department of Defence** to provide IT support for 100,000 end users at 460 locations across Australia. Under the contract, Unisys will continue to provide IT support services including network security and infrastructure support, as well

as server and desktop support, to all sections within the Australian Department of Defence.

MERGERS, ACQUISITIONS AND PARTNERSHIPS



Wellington developer academy launches

Backed by **Xero, Telecom, CarnivalLabs, Powershop and Grow Wellington**, the new DevBootcamp-style course offers motivated self-starters a foot in the door of local tech companies. "We really want to see IT as a primary industry in New Zealand – Kiwis are really good innovators who do good stuff with not much," said **Vend's Vaughan Rowsell** at the launch, "but that's not enough to compete on the world stage."

The new course, described as "an intensive nine-week pressure cooker programme" is based on the successful DevBootcamp model from San Francisco.

The \$NZ11,000 price tag is proving a barrier however, prompting the founders to seek a student loan fund "for organisations that want to support Maori in tech, women in tech...to bring much needed diversity into the tech scene" said **Rohan Wakefield**, co-founder of the Dev Academy. Xero is a member and CEO **Rod Drury** says, "This is a great initiative to increase the skills of New Zealanders in the IT sector as we build more globally competitive businesses."

Anyone interested in joining the Academy can apply now online at **www.devacademy.co.nz**. The first programme starts on 27th April, 2014.

Lenovo to acquire Motorola from Google

Lenovo and Google have entered into an agreement under which Lenovo will acquire the **Motorola Mobility** smartphone business. The supplier best known for PCs has a growing smartphone business, which this agreement will significantly strengthen particularly in North America and Latin America. The purchase price of \$US2.9 billion compares with the \$12.5 billion Google paid in August 2011, albeit the sale excludes most of the patents that Google purchased. Google will maintain ownership of most of Motorola's patent portfolio, including current patent applications and invention disclosures. Some IP will be licensed to Lenovo.

"This move will enable Google to devote our energy to driving innovation across the Android ecosystem, for the benefit of smartphone users everywhere," said **Larry Page**, CEO, Google.

At the same time, Lenovo announced plans to acquire **IBM's** x86 server business. The purchase price is approximately \$US2.3 billion.

Donated supercomputer to supercharge NZ research

Telecom's ICT services division **Gen-i** has donated a supercomputer to **AUT University** that will now be used to support student learning and boost important local and international research for radio astronomy.

The supercomputer had at one time

been leased to **Weta Digital** for rendering work on feature film King Kong, but became surplus to Gen-i's requirements a few years later. Gen-i was then looking to either scrap or donate the equipment, which was worth around a quarter of a million dollars when new.

AUT will use the supercomputer as the test bed for the **SKA** (Square Kilometre Array) design work they're contributing to.



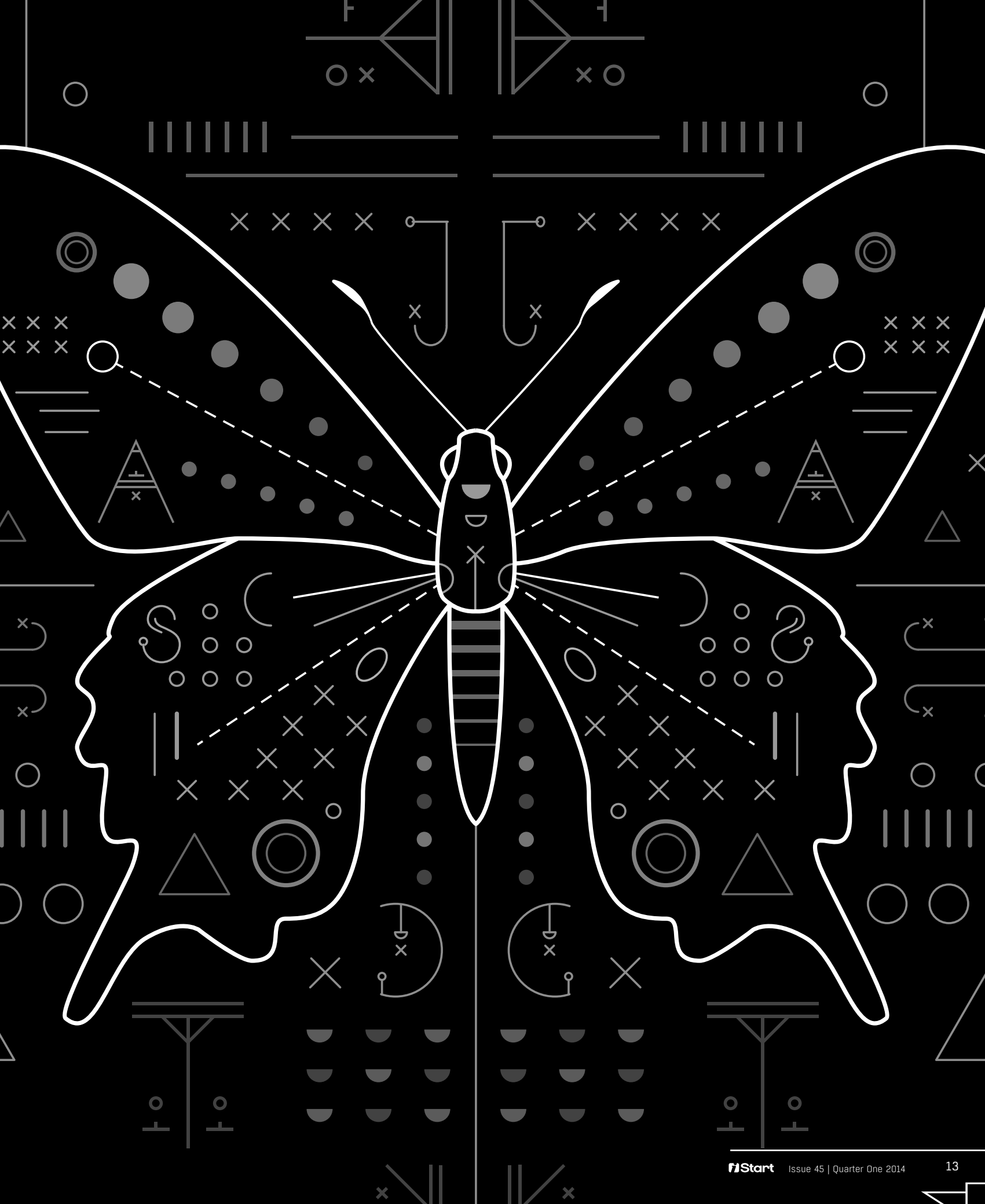
IBM signs two-year agreement with Waratahs

The **NSW Waratahs** super rugby team has announced they will use **IBM** predictive analytics technologies to monitor the thirty-five strong player squad. An Australian-first, the project comes as IBM signs a new two-year agreement to be the franchise's technology partner, extending the relationship between the two parties to nine years. Launching the initiative, Waratahs Rugby CEO **Jason Allen** welcomed the continuation of the already successful relationship. "It goes without saying that we are thrilled to have IBM on board for another two years."

The predictive analytics technology will be used by the NSW Waratahs to analyse player data from multiple sources, to assist in the decision making surrounding player training load and injury predication, enabling the club to field the best possible team throughout the season.

[The anatomy of technology as a change agent]

The joint forces of data analytics, mobile solutions, social applications and cloud computing are disrupting whole industries and forcing change. Businesses that do not adapt are in danger of becoming extinct. **Chris Bell** asks the experts if change today actually begins with technology, and whether it should...





In one of his books the Victorian-era novelist Anthony Trollope warned against considering questions involving great change: "The best carriage horses are those which can most steadily hold back against the coach as it trundles down the hill." He was writing about parliament rather than commerce, and it would be a foolish 21st Century CEO who took his advice to heart, but he articulated the natural human response to change: to resist it.

Disregarding their internal culture - including employee values, beliefs and habits - can cause organisations to fail spectacularly when they attempt to change by deploying technology. Barry Carruth, managing director of Probity Consulting, specialises in improving the infrastructure supporting corporate services. An accountant by trade, he's seen technology projects initiated for reasons of political agenda rather than a grounding in good business sense. But since the economic downturn he's noticed a more

prudent approach to technology implementations. "Organisations are putting in more robust processes to evaluate whether a project will deliver change," he says.

Carruth draws a distinction between cultural change and change management, however. "A lot of people set off with the idea of cultural change but with no end-state in mind. As a result the cultural change tends to waver and without an objective it's like an unguided missile." And there's not necessarily a need to change an organisation's culture merely to deploy a new technology, he reckons. "There is a need to put in really good change management processes and bring people along on the journey but the fundamental underlying culture of the business can remain the same."

Probity helped the New Zealand Fire Service to introduce a paperless accounts payable system. "We removed all paper-based purchase orders and invoices and a result of that change was a change in the policies and behaviours of the people in the organisation. This one small piece of technology had an impact on the whole business." But it was change made in the context of its existing business processes. "If you don't look at an application from a process perspective, looking for improvement, all you're going to do is take a round peg out of a round hole and put another round peg back in," Carruth cautions.

There are numerous examples of organisations automating manual processes,

many of them dating back to the earliest days of IT.

But fundamentally changing a business to anticipate or react to external disruption is what consultants and analysts are warning

21st Century organisations they must prepare for, and this requires an entirely different approach to working, not merely a refining of processes.

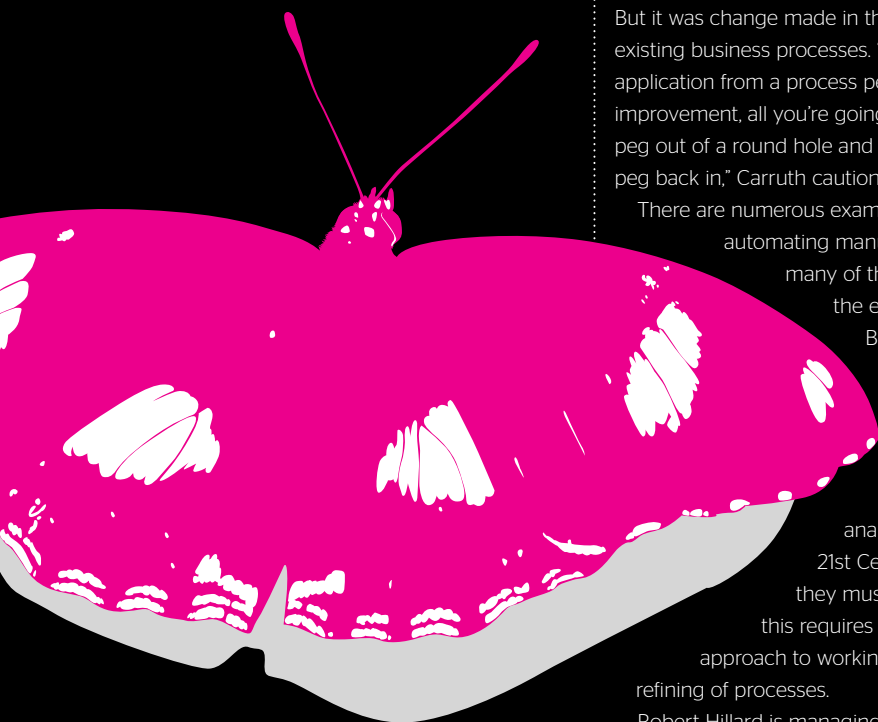
Robert Hillard is managing partner of the

"People set off with the idea of cultural change but with no end-state in mind. As a result the cultural change tends to waver and without an objective it's like an unguided missile."

BARRY CARRUTH, MANAGING DIRECTOR, PROBITY CONSULTING

technology agenda at Deloitte Consulting in Australia. "The evidence that culture matters is as simple as looking at a software product that in one company is lauded as a case study globally and in another company is thrown out and the stakeholders describe as a complete failure. Some of them might be technical issues where it's implemented badly but the primary difference is that one suits the culture of the organisation well and the other doesn't."

In its paper *'Digital disruption: Short fuse, big bang?'*, Deloitte claims "one-third of the Australian economy faces imminent and major digital disruption". Deloitte ranked industries and businesses according to how soon they're likely to experience significant digital disruption. Those who'll encounter it within the next three years it considers to be on a 'short fuse'; those that can expect it in four to 10 years are on a 'long fuse'. Having the human resources to address this disruption is essential, says Deloitte: "This might be achieved through training and good management or, where the pace of change is great, sourcing staff who can contribute the skills required to remain competitive." Our interviewees unequivocally agree the latter is where many organisations fall short.



Technology as change agent

David Guazzarotto, CEO of Future Knowledge, is a Sydney-based specialist in HR, talent management and social collaboration technologies. He says technology adoption must be driven by behavioural change. "If it's not underpinned by an alignment with a strategic imperative there's a higher likelihood of failure. It's about driving the people side of things."

CEOs and senior executives must ask themselves whether technology is driving change or vice versa, says Guazzarotto. "You should look at the opportunity for change and the need for a better way of working and then report back with a technology that's appropriate. But if the leaders in an organisation are not capable of supporting people effectively, no amount of technology is going to get you across the line."

Organisations trying to out-manoeuvre competitors through innovation - rather than through market-dominance or lower pricing, for example - face a bigger challenge than those merely pedalling water. But knowing your industry and maintaining intelligence about your competitors may be just as effective as being the first mover, Deloitte's Hillard claims. "Trying to identify where the change is going to come is more important than trying to come up with the disruptive technology."

He provides an example from an industry using more efficient platforms and emerging technology to differentiate its offerings. "The car insurance industry is creating telematics: telemetry for motor vehicles. That could mean different packaging of insurance by the kilometre - you pay more insurance if you choose to drive faster, and so on. Customers get frustrated if they're paying a higher premium than their driving habits dictate."

Add agility, not complexity

IBM's global C-Suite study incorporates everyone from CEO, CFO and CIO respondents to human resources, supply chain and marketing chiefs, and IBM says it's based on face-to-face conversations with more than 4000 executives worldwide. Concurring with the findings in Deloitte's paper, these CxOs foresee major

changes in the business landscape within the next three to five years. Most of them regard technology factors as among most important external forces shaping business. The fact every business is today suffused with technology means CEOs - many of whom once wore IT scepticism like a badge of honour - must now embrace it.

"Even the most old-school CEO can't ignore the realities of technology driving change in a macroeconomic sense in their own organisation," says Guazzarotto. One example is in cloud services adoption, which may have the side-effect for many organisations of having to align business processes with what are, effectively, hardcoded IT systems. That contrasts with the commissioning of bespoke or highly customisable applications in the past. For such organisations, competitive advantage will be a question of how good they are at making best use of such commoditised systems, Guazzarotto says. "I come from an ERP background, and in the SAP, PeopleSoft and Oracle days we always talked about best practice. What we're moving to in the cloud era is perhaps 'most common practice' rather than best practice."

Meaningful change comes not from building a cool office, deploying an app then sitting back and waiting for the phones to ring. "Change is thinking about where you are as an organisation, what your strategy is and what the bigger picture threats and opportunities are," says technology evangelist, investor, commentator and business adviser Ben Kepes, who cautions against deploying technology without first considering the underlying organisational culture. "There's nothing worse than implementing an agile product without having an agile organisation."

Deloitte describes agility as "a willingness to make decisions and mobilise quickly. It's about fostering an organisational culture that values innovation and in which people are responsive to change". In software development a number of methods, tools and principles fall under the agile definition and they tend to be based on iterative and incremental development, where products and services evolve through collaboration between self-organising, cross-functional teams.

Change for the better

- ① New Zealand Fire Service - paperless accounts
- ② Uber - US centralised taxi-ordering app
- ③ Apple App Store - applications for mobile devices
- ④ Xero - cloud-based accounting platform
- ⑤ Yammer, Chatter - social networking platforms

Change for the worse

- ① Ferrit - NZ online retail portal
- ② Flying Pig - NZ internet retail store
- ③ Queensland Health - payroll system
- ④ Novopay - NZ teachers payroll system
- ⑤ Microsoft's 'stack-ranking' - staff rating methodology



"Traditionally, change had to start bottom-up, had to be cultural," says Kepes. "What we're seeing now is a fundamental shift. The days of the massive, multi-hundred-person organisation are drawing to a close. Those organisations just can't be sufficiently nimble. We're going to see the rise of project-based, team-based distributed organisations."

Adding complexity – which happens as new technologies and capabilities are clipped onto existing practices and systems – causes more problems than the additional functionality solves. "We're happy to add sophistication and complexity," says Hillard. "But it's hard to also remove something every time you add a capability so that your organisation doesn't become too complex; when somebody wants to implement a new system, everybody wants to hang scope off it like ornaments off a Christmas tree."

One problem with viewing the business from the standpoint of its existing processes is that it's akin to analysing an artist's brush-stroke without considering her source of inspiration, let alone the effect the finished painting has on the eye. Creativity, as Kepes points out, is more than the sum of its parts. "You can't systematise innovation," he says. "It just doesn't work that way." For this reason, forward-thinking industrial-scale organisations are getting creative: "They're setting up skunkworks-type operations, where they ring-fence some budget and let people get creative because corporate structures and rigid IT systems don't lend themselves well to that ambition."

All just a game...

An Economist report, *'Agent of Change: The future of technology disruption in business'*, predicts new technologies will result in a general flattening of business hierarchies, "with one victim possibly being the 'middle manager' role".

Hillard, who advises every organisation to look at change through the lens of economic fundamentals, agrees. "The middle-manager whose role was simply to facilitate bureaucracy, to interpret orders from above and execute from below, is enormously at risk. The challenge is to find career paths where people can contribute to

the greatest possible degree across the widest possible footprint their ability allows."

Social media, so-called gamification and virtual teams are set to help companies find new ways of defying disruption. Hillard says large bureaucratic organisations are seeing their staff create self-organised teams on various internal social media products. But companies have to change their culture before people can use them effectively; legacy performance management structures and unimaginative team incentives dissuade potentially talented new recruits.

"By enabling social technologies in your organisation and allowing your employees to engage externally via social platforms you amplify your culture."

DAVID GUAZZAROTTO, CEO, FUTURE KNOWLEDGE

"They don't want to sit inside a deep hierarchy and receive orders from above," says Hillard. "If you can harness 10 people looking at a difficult strategic problem rather than one person having to make the decision you're going to get a better outcome. It's crowdsourcing decision-making in organisations, using social media or gamification. It's about trying to engage large numbers of people by making our day-to-day jobs into the form of a game and getting people excited and engaged."


Gamification is being integrated into help desk software and used to help increase employee productivity. It's also being introduced as a tool for customer engagement, for encouraging good behaviour on website forums and increasing social network engagement. Some critics dismiss it as another marketing fad; others say it offers

achievement only in its most artificial sense. But Hillard maintains gamification has the potential to assist adaptive, information-driven organisations. "Rather than creating a chain of command and coding that into an approval process, you need a score level in order to be confident that this expenditure or investment has appropriate approval, watching through social media how people choose to get that score."

Guazzarotto agrees social media can support rapid cultural change, but it's still enemy territory for many of the organisations he works with. "By enabling social technologies in your organisation and allowing your employees to engage externally via social platforms you amplify your culture." Conversely, a toxic culture can quickly be exposed for that – negative viral campaigns on social media can do immense harm in a short time; as in the case of English gastro-pub The Plough that laid-off its head chef before Christmas but neglected to regain control of the business's Twitter logon. His subsequent series of damaging tweets suggesting questionable ethics has since been retweeted multiple times.

Carruth agrees a skill-upgrade is underway, with fewer people engaged in mundane processing-type work, but foresees a less catastrophic evolution for middle-managers. "They possibly require less management in those roles than previously, which means there are fewer middle-management roles, but they're declining not disappearing."

Guazzarotto predicts our working methods are fundamentally changing. "I'm advocating the end of the job; in other words, we're not going to be hired to do a particular job, we're going to become part of collaborative structures that are centred on activities instead of jobs and responsibilities and we'll be collaborating with people from all over the world: employees, contractors, industry influencers. Social media is the glue binding all that together."

It's sobering that nearly four in 10 respondents in the *Economist's* survey worry their organisations won't keep pace with technology change and thus lose their competitive edge. Successful change isn't trivial; but then, neither is wasting your energy holding back a carriage horse while your competitors are overtaking you in high-powered motor vehicles. 

Goodbye status quo

Ben Kepes *reflects on the up-and-coming technology that could see your industry turned on its head...*

It's easy for us here in the antipodes to feel a little insulated from the broader trends affecting business and, by extension, to think that the status quo will always exist. But we only need to look at local examples of existing businesses being disrupted to see that there are no 'solid grounds' any more. From the telcos being affected by the widespread use of applications, which are replacing voice communications, to TradeMe shaking up the way people buy and sell goods, we have a tendency that misses revolutions when they occur over a period of time.

Today there are a number of macro trends that I think make increasing disruption likely. We live in a society that is ever-more comfortable doing things online, where technology is becoming more accessible every day, and both internet connectivity and devices that can be connected to the internet are pervasive. Together these factors mean the time is ripe for yet more traditional businesses to be threatened by as-yet unknown players.

We're fortunate here in Australia and New Zealand because our technology uptake tends to lag a little behind other countries, so we can observe changes overseas, and intuit what it will mean for us in the short term. Below are a few notable examples of disruption that may make waves on our shores in the near future.

Uber is a service that allows consumers to order a cab quickly and easily from their smartphone. Billing is integrated so there is no more fumbling with credit cards when you have an important meeting to go to. But Uber is also disrupting the supply-side and enabling anyone with a car and some free time to set themselves up as an independent taxi company. By combining smart technology (online payments, location-based services and mobile messaging) and new business models, Uber is disrupting the taxi industry.

A plethora of companies are offering streaming music services. Services like Spotify, Pandora and iTunes radio combine a user's social circle and offer her up music that is likely to be a good match



given her previous listening habits and the listening preferences of her friends. Apple already disrupted the status quo of buying music by the album and these services are going even further, reinventing the entire listening process.

A big area of attention in the US is the so-called 'quantified self'. Individuals are using a myriad of hardware devices (FitBit, FuelBand, Jawbone) alongside different internet services in order to better understand the way their bodies work. Many see the rise of this self-analysis as a short step to custom-designed fitness and medical services, and the rise of individual genomic testing services such as 23andme makes this even more feasible.

3D printing, once seen as simply an opportunity to print crappy little trinkets, is now breaking out into much more important areas and researchers have already 'printed' working human organs and replacement joints.

All of these examples would have seemed like science fiction a few years ago and the majority of them are yet to have much impact on us here, but

as examples of how broader technology is having an impact on some traditional areas, they are worth thinking about.

While it's easy to think that we can hide from these sorts of changes, the challenge for all of us as we head into 2014 is to re-evaluate our businesses and how they work and try and intuit what these broader changes in society, in the commercial landscape and in technology mean for us. One thing is certain however, and that is that change is the new constant. ■



ABOUT BEN KEPES//

Ben Kepes is a technology evangelist, an investor, a commentator and a business adviser. Ben covers the convergence of technology, mobile, ubiquity and agility, all enabled by the cloud. His areas of interest extend to enterprise software, software integration, financial/accounting software, platforms and infrastructure.

Ways tech has changed my life in the last 12 months

*Technology industry and Microsoft veteran **Warwick Grey** has been helping business owners leverage technology for business success for almost 25 years. Here he shares his personal technology journey of the last year...*

The last 25 years have gone incredibly quickly but as a career choice it has been hugely rewarding to see business owners take the technology steps they need to be productive and competitive. Technology adoption will always have its early adopters and laggards, but it's worrying that so many businesses are still running dated operating systems and have not yet found any reason to upgrade. Conversely I have found incredible advantages in the new technology that has become available in the last year. My personal belief is that there are significant benefits for employers who want to get new technology into the hands of their staff and reap the rewards on offer with the intersection of cloud, mobility, big data and social media trends. This is the impact it has had on my life in the past year.

1. Cloud

2014 will be the year of the shift to web services and I started using the free Microsoft Skydrive (soon to be renamed OneDrive) cloud storage service to get all our family's digital data safely stored in the cloud and that's a big relief as the device proliferation in my house increases. My family can now send access links to anybody that we want to share files or folders with. SkyDrive Pro, based on Sharepoint, is where I backup all my work files, which means that I can now access them from any device I use anywhere in the world from the file explorer in Windows. I can also use



Office 365 on my notebook, tablet, phone or from any other browser, anywhere.

2. Social

I have been experimenting over the summer with how to manage and leverage my contacts in Outlook, LinkedIn and Facebook, plus a new app called Path which lets you create a digital store of your life without needing to share it all on Facebook. I feel like I have learned so much about how to merge my personal and professional lives online. Social health monitoring is the next big thing so I've been tracking my health with a variety of social fitness devices and MapmyFitness.com to track and share my physical activity.

In 2013 we also started using Yammer at work (like an in-company Facebook) and I think team 'YamJams' will be my new word of the year for FY 14. Getting internal workgroups meeting, communicating and sharing instantly has helped vastly improve productivity all round and made our work more fun too.


3. Mobility

The proliferation of new devices in all sizes and price points has been exciting to see. By having the right devices that connect me to the things that are important to me wherever I am I can honestly say that I haven't had a bored moment for over 12 months; with my phone, touch notebook or Nokia Windows 8 Phablet I can do

email, watch videos, play music, Skype, browse my favourite sites, create documents, access network locations, collaboration sites and, using Microsoft Lync, to communicate either one on one or in a group anywhere I want.

4. Big data

Excel has always allowed easy data analysis via pivot tables but the new Windows Azure cloud service is enabling customers to harness processing power just when they need it. The guys at Green Button, in Wellington, are using it to provide in-cloud data crunching services to some of the biggest companies in the world.

When I think that 20 percent of New Zealand's largest customers are still using Windows XP, which Microsoft will cease to support in April, I can only wonder at how they are able to keep staff and be competitive in such a dynamic and rewarding technology environment where the personal and professional can effortlessly blend and be managed. 



ABOUT WARWICK GREY//

Warwick Grey has 25 years' experience in IT developments and is widely known as a subject matter expert on technology for the SME sector. He founded Renaissance Corporation and has held influential roles at HP and Microsoft. He is regularly invited to speak at events and has judged numerous business awards.

Political change lags behind technology revolution

*The much hailed positives of smarter technology and the digital economy could be disguising a wider problem says **Paul Budde**...*

The explosion in the use of smart technologies means that we can increase our productivity and, in general, that the work can be carried out by fewer people, especially in the well-developed economies. At the same time people in other parts of the world can now also participate in the more developed economies through the use of technology, and they can do so from a significantly lower cost base. The problem is that the productivity gains that are achieved from this are basically benefitting a relatively small group of people – the shareholders, the financial institutions and the management teams of the organisations that tap into these new developments and achieve increased productivity and efficiency.

Under our current economic models this is perfectly acceptable, and, from a traditional economic point of view, even commendable. However at the same time it is giving rise to a growing gap between that group and the rest of society.

Strong political leadership is needed

At the same time these tools can also assist us in addressing the challenges that we are presently facing – with a population marching foreseeably towards nine billion and significant pressure on our environment, natural resources, energy, climate and our lifestyle in general. But if we are to reap the benefits technology can offer us we need to act globally rather than nationally. And this is where our political systems are failing us.

We, the people, are not willing to make the personal changes needed to deal with the global problems we are facing, which might compromise our current lifestyle or future. Politicians know that if they were to act in the best national/international

interest they might suffer a backlash in the polls. We really need brave politicians who are willing to take a leadership position and accept the risk that they might not be re-elected.

How smart tools can help

Smart tools like the current ICT developments, based on utilities infrastructure such as broadband, smart grids, M2M, cloud computing and data centres, are going to be critical in this process, and they will affect every part of our society and our economy. These need to be developed in the most efficient and effective way so that everybody can use them to enhance their own lifestyle, both in private and in relation to work or business. Thus ICT infrastructure is crucial and it needs to be developed and managed in the national interest.


Economic and social transformation

The only real solution to address the negative economic consequences lies in economic and social transformation. The processes creating the current economic changes are taking place much faster than the transformational processes that are being discussed by governments and industries – let alone being speedily implemented by them. Under our current political system and our current level of leadership they attract a significant amount of opposition from vested interests, certain ideologies and partisan politicians.

We must reorganise the economy so that there is no longer such a direct link between the performance of the economy and the wages earned by employees. Do I have a solution? No, but I can't see an easy shift back to the old economic models that are still being used. Not with a population of over seven billion of which many are well-educated and have internet connection, equipping them to



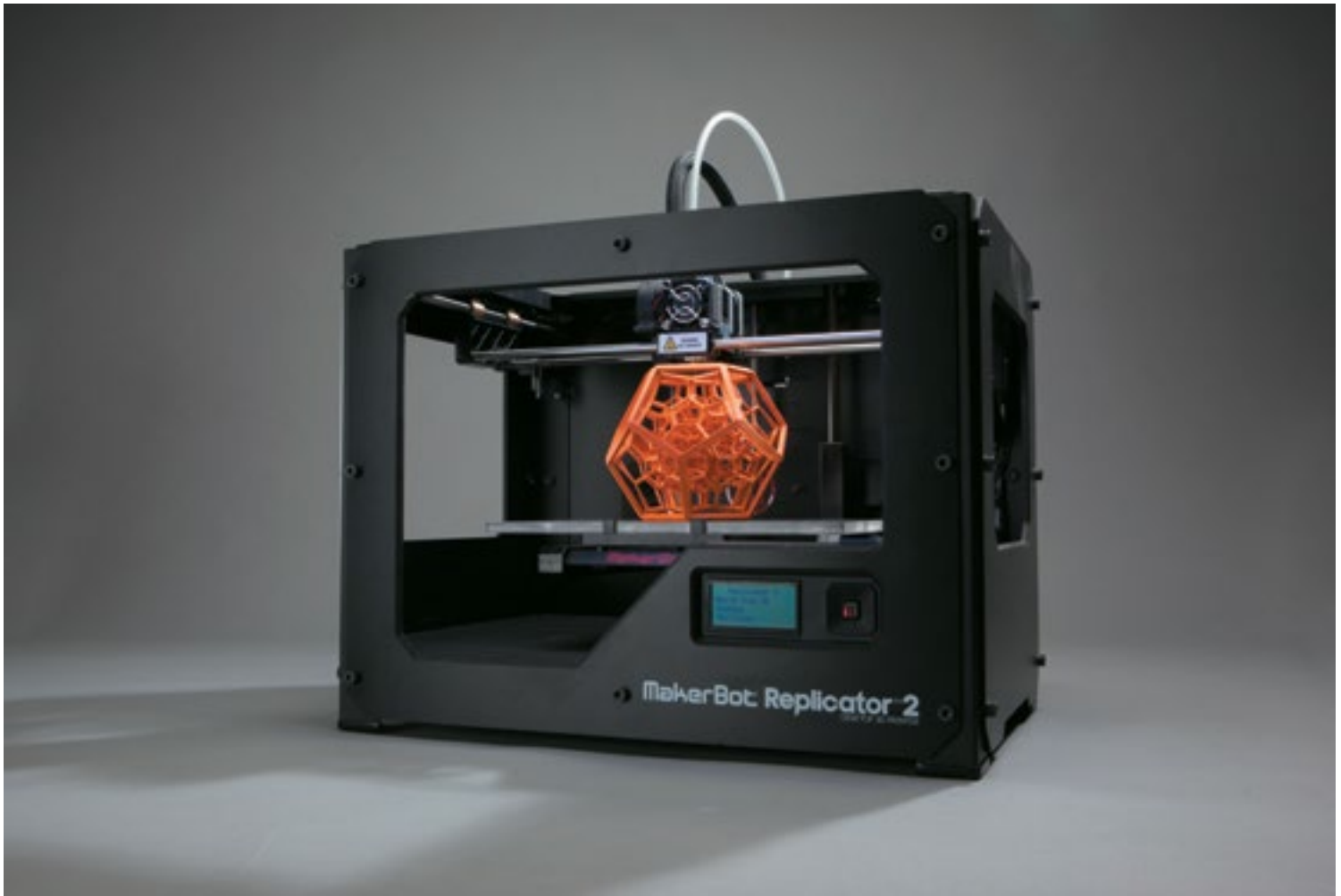
join the world's digital economies. For the next 25 years these new entrants will not only have an effect on the digital economy, they will also further reduce the value of human labour in developed economies by operating from low-cost economies using the smart and inexpensive tools we are producing.

To maintain an acceptable lifestyle in a globalised economy with smart tools and cheap labour we need to make structural changes. 



ABOUT PAUL BUDDE//

Paul Budde is the CEO of BuddeComm, an independent research and consultancy company, focusing on the telco market. Its research encompasses 190 countries, 500 companies and 200 discrete technologies and applications. Paul is also the special advisor to the UN Broadband Commission for Digital Development.



Imagine it, print it

3D printing is on the verge of breaking into consumer markets with machines now available at accessible prices and with ease of use approaching that of conventional printers. The only limit now is your imagination. **Hayden McCall** gets the low down...

It was the Paper Nautilus that got me thinking. The idea that the oh-so-rare and sadly-not-quite-undamaged shell found on the sea floor by a mate's son could be simply scanned, repaired and re-printed. I wanted to do it, and here was the technology sitting in front of me to do so in just a few moments, with near perfect reproduction. The scallop shell copy in my hands was the proof.

Apparently, this reaction is not uncommon.

"When people first see this equipment, at first they think 'gimmick' but when they linger and start thinking and seeing practical examples of what can be achieved, their minds start racing," says resident 3D scanning and printing guru at Ricoh in Auckland, Murray Clark.

3D phone home

The trouble with new product categories in consumer electronics is that they can take

a very long time to shake the gimmick tag. We've seen it with facsimile machines, mobile phones and touch screen products where initially whacky inventions have gone mainstream. Clark thinks 3D printing is on a similar trajectory. He regularly encounters comments like 'sure it's new and kind of cool, but who is actually going to use it?'. The new breed of machines now on the market, such as the alien-invader sounding MakerBot Replicator 2 Desktop 3D Printer that Clark was demonstrating, is evidence that the whacky is rapidly becoming practical reality.

After a session with the effusive Clark, who doubles as Ricoh's marketing manager in his day job, I have to say I've had my eyes opened to a new way of thinking about products. I can see a spare parts department that looks more like a print bureau, architects printing off cityscapes to hasten consents processing, surgeons printing off custom-made replacement body parts, designers proving that form is indeed following function.

I can even see hobbyists, model makers and car doer-uppers printing off purpose-built hinges, clips and bushes in their workshops – and then posting the designs to the internet for fellow enthusiasts to download and print.

Clark shares the story of a not-to-be-named race car engineer who uses a 3D printer virtually 24/7 to craft specialised one-off components for his clients. He doesn't need to cut, grind, slice or sand – he literally just hits print. If the part needs perfecting or modifying, he updates the CAD design on his screen and re-prints. When Clark mentions that machines are available that can print in metal, ceramic, and wood (the list is growing) the possibilities for a new paradigm in product development become very real.



Custom-made engine parts: the new number 8 wire

Plastic fantastic

The consumerisation of 3D printing has been boosted by the furore around a 3D printed gun, and headlines such as “The Next Big Thing In Medicine? 3D Printed Bones” (Forbes, 2013).

Barack Obama then chipped in with his 2013 State of the Union address in which he said, “new workers are mastering 3D printing that has the potential to revolutionise the way we make almost everything”. Obama was predicting that 3D printing would make a real contribution to “bringing manufacturing back to America”. Okay, only in America, but the trend is established and product innovation from here will be rapid so expect to see more from manufacturers in this category. There seems little doubt that 3D printing is on the verge of a boom. In 2009,

MakerBot was the first 3D printing exhibitor at the massive Consumer Electronics Show (CES) – in 2014, they were one of 28 on display.

A 2013 research report by Gartner supports the predictions. Gartner estimates shipments of less than US\$100,000 3D printers to have increased almost 50 percent to over 56,000 units in 2013 and is predicting a further 74 percent growth in 2014 to reach almost 100,000 units globally.

Spending on those 3D printers is estimated to have grown 43 percent to US\$412 million in 2013 and is forecast to grow a further 62 percent to US\$669 million in 2014. Almost 80 percent of the spending is expected to be from businesses, with the remainder coming from the consumer market.

With Ricoh putting these printers on retail shelves at the likes of major New Zealand outlets Warehouse Stationary and Noel Leeming (at an RRP of NZ\$3,795 incl GST), we can expect to start seeing more of these machines in this part of the world.

Ideation

So, back to Clark's demo where the red chain link sample file he'd printed was still warm and rattled as I picked it up off the print bed, the chain links already moving freely and just a couple of 100 micron threads of red plastic needing to be pulled off. Sure, the plastic appeared layered, and printed objects come only in the mono-chrome of the particular filament feeding into the back of the machine (the Replicator 2X Experimental model has two colours), but the simplicity of the creation was impressive. Clark, who is fortunate enough to have this printer, and its 'Digitizer™ Desktop 3D Scanner' companion (from whence, the scallop shell), at home, enthuses: “As soon as I got my hands on them I started seeing multiple applications, and with some self-taught tricks with CAD design [Clark uses 'Rhino' software, one of many on the market] and the print driver interface, I've made things such as a sandwich cover for keeping my kids lunch fresh (and glad-



Chain link demo in mid-print, and the finished product (inset)

wrap free) and an Ethernet dummy plug that our IT engineers just love for reserving server ports in our clients' data centres. I even built from scratch a replacement part that was no longer in production to fix a dodgy deck chair. I keep thinking of more things I can do with it."

Educated design

The bridging of ideas into things has educators queuing to buy the printers for installation in classrooms and university design studios. Clark says there are huge benefits for students when they realise the practical steps needed to take a concept on their screen across to the physical manufacturing process.

"Learning the minimum honeycomb density needed to fill large components, or where scaffolding is needed to add sections that can't be printed on thin air – these all take an extra level of thinking that can't be taught on a screen," says Clark.

The education market is currently the big growth opportunity, particularly in the USA. MakerBot CEO, Bre Pettis, himself a former teacher, has launched MakerBot Academy which aims to help schools crowd-source funding to



put a 3D printer in every one of the 100,000 schools in the USA. At the time of writing, the initiative has seen 524 projects launched, each seeking around US\$2,500 (retail is US\$2,199 + consumables) – or a total of around US\$1.3 million in MakerBot sales. While the cause is noble, one suspects Pettis has done the arithmetic on the US\$250 million in revenue if the all-schools target is hit.

Self-manufacturing enthusiasts have spawned a design market for print-ready designs that can be downloaded from and printed at MakerBot's www.thingiverse.com where such useful things as iPhone cases, cable tensioners and saw guides can be procured, usually for free.



A store near you

Regardless of whether you sit in the gimmick or enthusiast camp, the momentum is already under way that will see 3D printing pushing into mainstream consciousness. This is attracting not only sales growth but strong investment in further product development from manufacturers to improve the usability, quality and features of machines across the consumer-business spectrum.

Who knows, maybe you'll be able to print yourself off a brand spanking new 3D printer at a 3D product store near you sooner than you think. **■**

*This article was sponsored by Ricoh New Zealand
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MAKERBOT REPLICATOR 2 DESKTOP 3D PRINTER – SPECIFICATIONS	
Price	NZ\$3795 incl GST from Noel Leeming or Warehouse Stationary (a 'mini' version coming at \$2495)
Consumables	Genuine 1.75 mm plastic filament in various colours around NZ\$90 per reel = NZ\$0.07/g (or around \$1.61 for the scallop shell)
Resolution/positioning accuracy	Claimed: XY: 11 MICRONS [0.011 mm] Z: 2.5 MICRONS [0.0025 mm] @ 100 micron/layer Scanning accuracy (using the Digitizer Desktop 3D Scanner) claimed as +/- 2mm but in reality +/- 0.5 mm.: +/- 0.5mm
Operating temperature	230o, fan cooled at the print head for instant use
Build volume	'410 cubic inches' but not a big block V8 as you might imagine, more like the scale of a desk phone. 28.5 L X 15.3 W X 15.5 H (cm)
Inputs	USB or SD card

SERVICE: A NICE LITTLE EARNER



- Investigations by ERP Leaks reveal that businesses
- are transforming service areas, once thought of as a drain on profits, into profit sources in their own right.

With the global economy remaining shaky, businesses are focused more than ever on reducing costs. However, those that treat their service department as a cost that just has to be borne are missing a golden opportunity.

If your business services the products that it sells, the service component could be your key earner, if product demand is slack. Customer pressure tends to lower the profit margins on products – a survey of 43 senior executives by Aberdeen in 2012-13 says best-in-class organizations report that service margins are on average 10.7% higher than those of products.

The survey also identified competition in product and service as a key driver of service initiatives. It's not just about providing service when a product has been purchased; it's demonstrating to the customer that the service component is actually adding value.

Organisations we spoke to testify that their ERP systems are crucial to making customer service both efficient and profitable. They provide live visibility of service requests, ensure that follow-up calls are made, and enable analysis of costs.

Fire Fighting Pacific installs and services fire alarm systems, and has always treated its service activity as a profit centre.

"We consider the service side to be our bread and butter," says Management Accountant Wendy Roulston. "It's the maintenance of your customers that is really the ongoing revenue."

Fire Fighting Pacific gives its technicians in the field the ability to access the company's ERP system via mobile devices. This enables them to respond better on the spot, gathering all the details of the customer's system, entering all the job information from parts to labour charges, then sending the complete billing information back to the office for invoicing.

Proactive maintenance is a key facet of customer service provided by **Matilda Equipment**, which

supplies heavy machinery to the mining industry. Its ERP system captures live information from its widespread customer base, helping it to avoid very costly breakdowns by ensuring that service checks are made, to detect potential problems.

"We've always known that we've had the best machines," says CFO Damien Wilson, "now we've got a mechanism to support that with an even better service."

Good inventory management is also important. Inventory visibility and the ability to track parts throughout the service lifecycle was identified as the top management challenge by half the respondents in a **2013 Aberdeen survey** on Service Parts Management.

However, all of this effort will come to nought without proper communications, which is why contact centres have become more than just a voice answering a telephone.

"The evolution of the contact centre to a full service customer management centre confirms that organisations view contact centres as profit generators," says Andrew McNair, Head of Global Benchmarking for IT software and services provider Dimension Data.

The best ERP systems enable customers to access information via a web portal, where they can log in and place or track a service request.

Businesses spoken to by ERP Leaks backed these conclusions. To retain their customers, and keep them happy, they've adopted technology that makes a client feel connected, and valued. Without good ERP, you may be stuck with a cost centre when you could be generating profits.



*By Brook McLean,
business journalist,
reporting on news
that can't be unread*

KEY CHALLENGES FOR COMPANIES WITH A SERVICE DIVISION:

- Lack of live visibility of service requests
- Achieving a proactive approach to servicing
- Timely billing
- Accurate cost analysis and inventory management
- Ensuring great customer communication

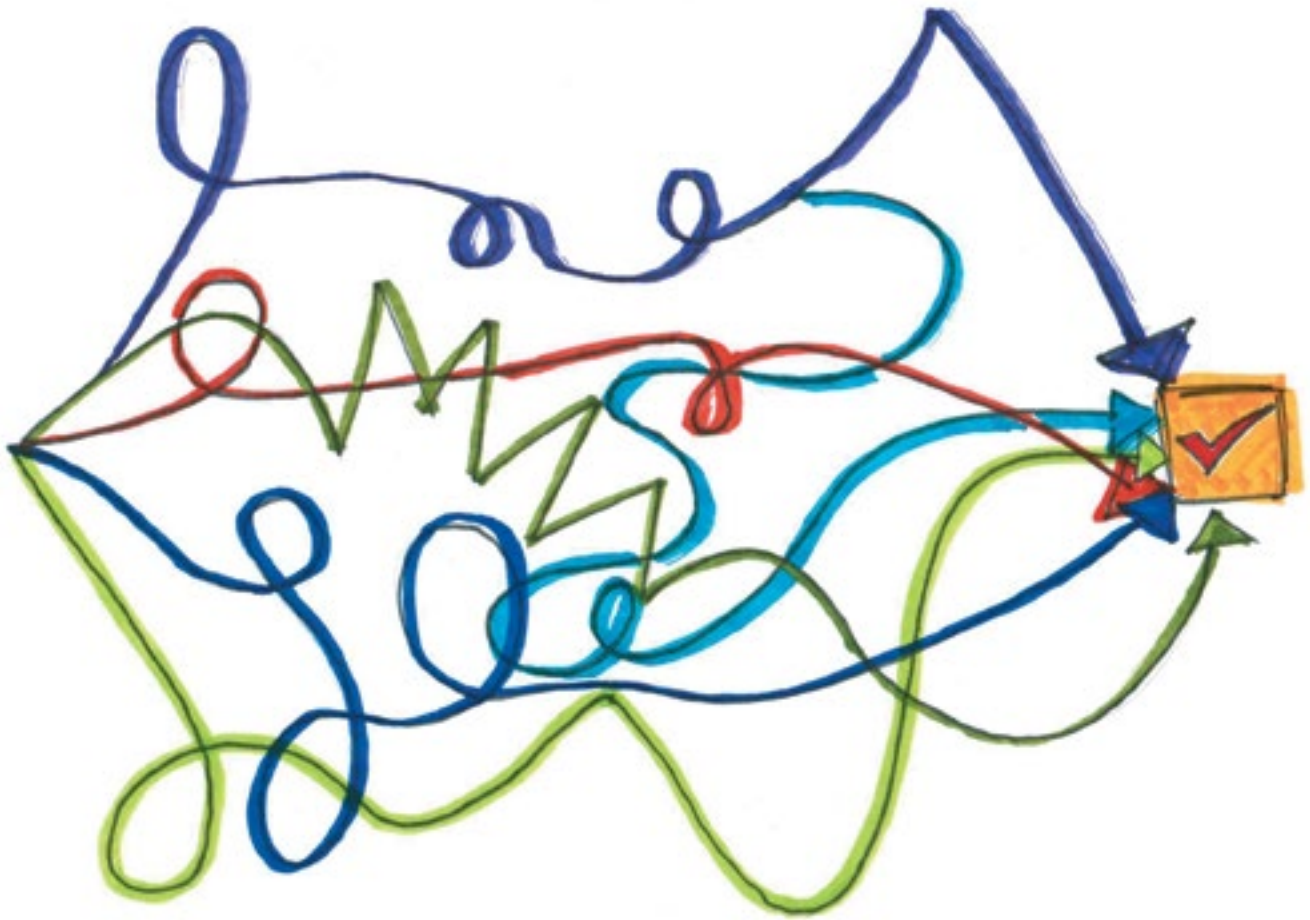
ABOUT ERP LEAKS

ERP Leaks is dedicated to bringing businesses the truth about the secrets to competitiveness, profitability and growth. For more information, and to view our other exposés ... visit our website:

www.erpleaks.com



"We consider the service side to be our bread and butter."



IT provider upgrades its process DNA

Infrastructure provider ac3 recognised a need for improved internal processes. The answer came in the form of mapping and documenting its processes. The result – an improved business culture...

Based in Sydney's Australian Technology Park, ac3 is a provider of ICT infrastructure, cloud and collaboration services. Its aim is to relieve its customers of the complexities that come with owning and managing their own ICT infrastructure. This means ac3 has to deal with the complexities itself, which can result in a lot of to-ing and fro-ing and re-work between different teams if projects are not well managed.

"The main catalyst for change was to get achieve accountability and reduce internal

frustrations, and to do it in a way that was very easy and cost effective," explains Operations Manager for ac3 Natalie Cook.

The fixer

The cloud provider decided that cementing its processes using a BPM (business process management) solution would be the best way of achieving its goals. Cook says that in her experience process mapping is usually done using word-heavy procedural documents or in Microsoft's Visio tool but ac3 wanted something

more user friendly where changes could be integrated into a wider process framework.

"The reason we went with a process mapping tool was so that we could centralise the processes and use it as a 'source of truth'. Because it's visually displayed to the whole organisation it actually forces greater accountability and creates a positive competitive energy for everyone too."

After researching the various BPM software tools ac3 chose the cloud-based Promapp business process mapping software because it was very easy for employees to navigate and it delivered on the requirements of the business. The pricing model and the fact they knew they could implement the solution very quickly sweetened the deal.

Simple smarts

To keep the project manageable and get some "quick wins" Cook and her team focused on one core process, the solution delivery process, which had the biggest pain points and the greatest opportunity to improve communication across business units. Mapping the processes in the tool

is very intuitive says Cook, explaining that creating and editing each process is a simple case of drag and drop. If you need to update or make a change, you just add in the extra information and the tool automatically re-maps everything that is affected by it. You can also set the frequency of update reminders so that the process and associated documentation is regularly reviewed. “It’s just so simple to use and instant,” she says.

Plug and play

The implementation itself was done with the assistance of Promapp project principle consultant, James Ross, who said it was one of the best implementations he has been involved in. Cook puts this success down to the pre-workshop that she ran internally with chosen ‘Process Champions’ from each business unit before the implementation/training session with Ross.

“We wanted the appointed team to understand why we were undertaking this project and explained the business drivers and outputs we wanted to achieve. During the initial workshop we focused on the organisational change management aspect of the project, and didn’t go into the software solution at this stage. By the time we held the software implementation session we weren’t trying to define the process on the fly – we already knew what was required. This made a big difference and helped make the implementation workshop/training session very efficient and smooth, so we could just focus on getting the improvements in place.”

After the initial implementation, the participants were charged with going back to their teams and championing new processes within their units. “It was a really effective way to infiltrate the whole business and get some contagious excitement about using the tool and the new way of doing things,” says Cook.

The Promapp implementation also acted as a catalyst for ac3 to formally align its project management processes with the Prince2 process-driven project management methodology and the ITIL framework. In addition ac3 used the opportunity to be trained as Certified Promapp Implementers so employees can not only run in-house training but also implement and train any ac3 clients that want to use the Promapp Business Process Management software.

Positive change

ac3’s processes are now centrally located and accessible to all employees but the benefits extend far beyond simply having a single repository for them, and include improving accountability and agility while reducing re-work and frustration levels internally.

Although she hasn’t crunched the numbers yet, Cook anticipates that Promapp has reduced wasted time by at least 15 percent. She also points out that it’s not only the hard return on investment figures that count.

“The project has helped us understand the strengths and weaknesses of our current processes so we can increase our process maturity very rapidly.


“One of the most significant things is that people now have greater consideration for what the next team might need from them. It wasn’t that they were inconsiderate before, it was just that everyone was so busy doing their bit that they didn’t actually work out how it was going to map in to the next stage of the process. Now they can see that clearly.”

Mapping the future

Promapp tool has now become part of ac3’s continuous improvement programme and is about to be integrated with its document management system so that documents associated with a process (and vice versa) will also be easily accessible and current.

Cook also plans to roll out the Promapp Improvement module and the Promapp Risk & Compliance module in the first quarter of this year. She says the Risk module will form part of ac3’s business resilience programme for the executive team and it has a nice GUI and heat map that shows ‘hotspots’ where attention is required. The Improvement module, meanwhile, will allow all employees to make improvement suggestions and be recognised for their contributions towards positive change.

“The Promapp tool has empowered all of my team and the rest of the organisation,” says Cook.

“I’ve never seen such buy-in before but we did do a lot of pre-planning work. “I can safely say that process and continuous improvement are now part of our organisational DNA.” 

CASE STUDY//

ac3

AT A GLANCE//

INDUSTRY

■ IT

BUSINESS OBJECTIVE

- To increase accountability.
- To improve internal processes.

SOLUTION

- Promapp business process mapping software.

BUSINESS BENEFITS

- Improved accountability across the business.
- Reduced time wastage by approximately 15 percent.
- More agile and responsive to process changes.
- Employees more considerate of the requirements of other teams.
- Aligned with ITIL and Prince2 methodologies.

FOR MORE INFO//

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THE PRICE OF SUCCESS

MANUFACTURING LESSONS FOR RETAILERS

*The manufacturing sector is a prime example of an industry vertical that has embraced technology. MRP & ERP systems have transformed productivity and efficiency in a sector whose margins were squeezed by globalisation. Now retail is under similar pressures with the growth of online retailing. Here **Anthony Doesburg** uncovers the lessons that the retail sector can learn from the way manufacturing uses technology...*



Technology has proved a lifeline for many manufacturers that could easily have gone under as globalisation - outsourcing to factories in parts of the world where labour is cheap - has swept through the sector. And for those not vulnerable to low-priced knock-offs, the global recession and other market pressures have forced them to seek savings through IT systems.

Now retailers are facing similar challenges. Overseas online shops such as Amazon, with its slick ordering, vast distribution centres and speedy delivery network, are threatening the livelihoods of retailers as distant as Australia and New Zealand. Not even the possibility of applying GST to small overseas purchases might be enough to save local shopkeepers, many of whom are struggling to match the prices and product ranges of their new online competitors.

To have a hope of getting close to the prices Amazon and its ilk can offer shoppers, they need to be looking at fundamental system changes. In other words, they need to be taking a leaf out of manufacturing's book.

Pet food maker Butch found big cost savings when it began using financial system Greentree, which was implemented to pull together data from the 50-year-old company's sales and marketing, administration and dispatch departments.

The system has helped the export business slash raw material costs, says office manager Carl Jeffery.

"Raw materials are our biggest single expense,"

Jeffery says. "Now we can better measure our input and output, we won't have to hold so much. Instead of holding \$NZ1.5 million worth of raw materials at any time, we might be able to drop that by half. That's going to be a major saving in running costs."

Implementation of further Greentree modules will help the company meet its growth ambitions, which have seen it begin shipping its dog and cat food rolls to several Asian and Pacific markets.

Carbon fibre marine components maker C-Tech successfully kept one threat to its business at bay thanks to a modern enterprise resource planning system. Now it is grappling with getting sales online. But it has the advantage of being able to apply lessons learned during the implementation of ERP system SyteLine to its latest challenge.

"Inventory is the cornerstone of a web-shopping solution," says C-Tech administration manager Lyn Holland. "We put a lot of work into getting our product codes right, including splitting some of our products up into components that can be sold separately. However, we are revisiting some of our processes around bar-coding, serial and lot numbers to make us more web-shop-friendly."

C-Tech had built up a business that depended for three-quarters of its \$NZ5 million annual turnover on sales of sail battens, many of them to America's Cup teams. SyteLine showed its value when a design-rule change to the world's richest regatta made battens obsolete, with fixed wings replacing sails. »

"WITHOUT THE COSTING INFORMATION WE GAINED FROM HAVING AN ERP SYSTEM WE COULD HAVE GONE DOWN SOME WRONG TRACKS VERY EASILY WE ALSO HAVE A MUCH CLEARER PICTURE OF PRODUCT COST VERSUS SELL PRICE."

LYN HOLLAND, ADMINISTRATION MANAGER, C-TECH

The ERP system helped C-Tech make the transition to producing a range of tubular composites for applications as diverse as telescopes, guitar necks and gun silencers, as well as control components for the wings of the 2013 regatta's yachts.

"Without the costing information we gained from having an ERP system we could have gone down some wrong tracks very easily," says Holland. "We also have a much clearer picture of product cost versus sell price at a time when people are taking a lot more care over what they buy." It is also proving a useful platform as C-Tech, as a matter of urgency, develops an online selling capability.

As Amazon demonstrates, once online retailers have the appropriate technology platform, they are limited only by their imaginations and marketing budgets. From starting out as a bookseller 20 years ago, it has become the Harrods of internet shopping, with sales of all manner of things expected to top \$US60 billion in 2013.

Google, not to be outdone, is also making its mark in online retail. From what began life as Froogle, a price comparison service developed by Kiwi Google engineering high-flyer Craig Nevill-Manning, Google Shopping is the search giant's latest e-tail offering, leading shoppers to

merchants who buy ads on the site.

Shoppers these days need little persuasion to part with money online with total worldwide e-tail sales counted in the hundreds of billions of dollars a year. As they get used to the internet as a sales channel, they are also asking for access to more and more information electronically, says C-Tech's Holland.

"For instance, even without a web shopping solution, it is now essential that we send tracking details for each shipment, empowering the customer to track their own order. We are now implementing part of the ERP system to capture and store this information electronically, something that was previously viewed as an unnecessary overhead - our paper-based system worked just fine.

"Full visibility of order stages is already commonplace in web-shopping solutions, but may be less so in the supply of manufactured goods. It is customer-driven expectations driving this business change."

The last thing a retailer should do, however, is let technology lead them by the nose, says Grant Taylor, chief information officer at outdoor gear chain Kathmandu. But technology as a change-enabler certainly makes sense.

"It's all about the customer," he says.

About 1 million shoppers belong to Kathmandu's Summit Club loyalty programme, and like

increasing numbers of retail customers, they want to do their buying at stores, online and via mobile devices.

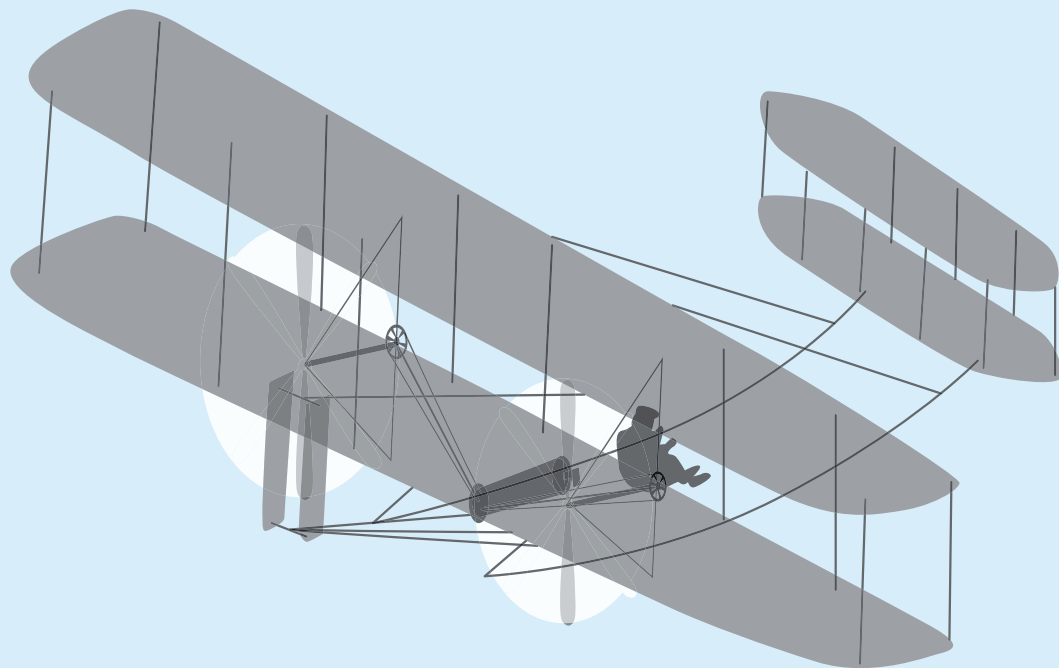
Kathmandu began doing mail-order and web sales in 2008 and last year launched a mobile website and app. Integrating the lot into an "omni-channel" shopping experience is the goal of a \$NZ2 million project now under way.

The publicly listed chain is replacing legacy ERP, point of sale and customer loyalty systems with Microsoft Dynamics AX and CRM. The immediate benefit of consolidating records in a single database, Taylor says, is a higher level of customer service.

"Having the data in one source that is updated in real-time means you can achieve things such as sign people up to your loyalty programme and instantly have the discounts available.

"It means that when you buy online you know what your stock level is and where because it is all in one place, so you can actually create a very good omni-channel presence in the market and create a much better customer experience."

Call centre staff now have a full picture of a customer's interactions - whether online or at one of the company's 140-plus stores. "Transaction history and customer details are at their fingertips so they can provide a service through the 0800 number."



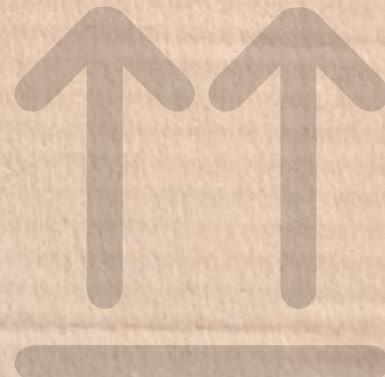
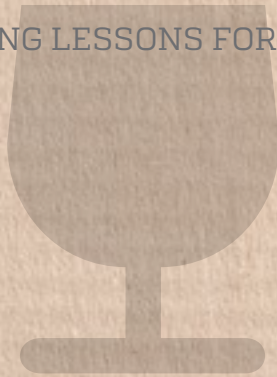
Imagine how the **Wright Brothers** felt taking off for the first time.

A truly world-changing idea is very seldom a first draft. Instead, it's often the product of many revisions and improvements.

The first plane didn't fly on a lucky gust of wind. The Wright Brothers spent four years redesigning their prototype aircraft before it even got off the ground.

With this in mind, we've made Pronto Xi, our flagship ERP solution, modular. This means it adapts to your business' needs, enabling instant insights, helping uncover ways to reduce costs and increase profits. Talk to us today to find out how we can help you find your breakthrough moment.

Find your moment: pronto.net



DOLLARS AND SENSE

Greg Casey makes no pretence of being an expert in online sales. And why would he be, as systems development manager at manufacturing company Varley Group. Not many customers in the defence, aerospace and railways industries trawl the web looking to place online orders for the services Varley provides.

“We don’t do much in retail,” says Casey.

However, a bit of wisdom he will willingly impart to any retailer planning a big-bang online store implementation is to make sure the process is business-led rather than driven by technology. That’s a pearl Casey gathered while leading a major enterprise resource planning project at Varley that went live in March 2013.

“Sit down with everyone from the shop floor to senior management and say ‘what do you want, what’s your wish list?’. To get a return on your investment, you need to find out what is wanted from the system to make it worth your while.”

The answers need to be put into a form that can be taken around vendors so a system with matching functionality can be selected.

“The technology is secondary. When you’re talking millions of dollars to implement a large system, the

technology share of the cost is going to be reasonably low – probably only 20-30 percent.”

A crucial element of any big system implementation is easing users into it.

Varley took a highly deliberate approach to schooling staff in their use of the new system. Every business process – from initial customer contact to final service delivery, in all its diverse forms – was written on a Post-it note and stuck on a wall. Those were then condensed and plotted into a process map, every point on which was described as a set of actions in the ERP system.

“We then said to staff, ‘we’re not going to train you in the system, we’re going to train you in a set of instructions’, because we’d put the resources in place so they could do everything they needed to.

“It’s a very involved process that takes time to put together because the difficulty is that at the beginning you don’t know what you don’t know. And if you don’t know what you need to know, you might get some unpleasant surprises.”

There were no such surprises for Varley.

“Ours was a very successful implementation, almost to the point of being an anticlimax. It all comes down to doing your homework.”

Taylor says the plan is to reach shoppers through in-store mobile tools and to segment the CRM database to enable targeting of offerings at specific customers. “We’re not wanting to open a store on the moon or anything, we’re just wanting to get the basics very right.”

The return on the latest IT investment is less about a measurable revenue increase than giving Summit Club members what they expect, he says. But there will also be tangible benefits such as being better able to anticipate stocking requirements – both volumes and locations where goods are needed – thanks to a new sales forecasting system that is part of the systems upgrade.

Showing return on systems investment is certainly not an issue for Staci Scott, online manager at menswear chain Barkers, who has a clear mandate: Barkers’ web store will become the 41-year-old firm’s biggest outlet.

“Barkers online is huge. It drives a lot of in-store sales as well as online sales and our goal is that it be our No. 1 store in terms of revenue.” That day is not far away, Scott says.

If the managers of the chain’s 27 bricks-and-mortar stores might struggle to get capital for refurbishment, Scott has no such difficulties. When she developed the latest five-year online development plan, the company’s board rubber-stamped it.

“Barkers is very proactive in terms of prioritising online. We never shy away from investing in it.”

It made the move online about six years ago and today money goes into continuous site development. “We’re always tweaking and improving it.”

But for what will before long be Barkers’ most lucrative outlet, the online store is a lean operation. Staff consist of Scott, who works with the company’s e-commerce suppliers to keep the site updated with fresh products, and a pair of warehouse staff, who oversee stock replenishment and dispatching of online orders.

The interface between the website and warehouse is everything, she says. But a well-integrated operation – in which products are



batch-loaded onto the site – doesn't require a lot of manpower.

"Nobody loads products one by one these days, which is the time-consuming part. You can get a lot done with a relatively small team."

Selling online not only avoids the costs of operating physical stores, it opens retailers up to the international market. However, that cuts both ways, with Australasian-based chains suddenly in competition with enormous overseas merchants.

For Barkers, says Scott, it comes down to the brand. An Australasian-based online retailer is going to battle to make export sales when overseas rivals can offer free worldwide next-day delivery.

"That's something Australian and New Zealand retailers can't offer. But as a brand, not just competing on price and product, it's a different offering.

"Our brand is our most valuable selling point. It's what gets people coming back to the website and how we sell our products at a good margin as opposed to being a discount retailer."

Of those, there are hundreds in China alone that

"BARKERS ONLINE IS HUGE. IT DRIVES A LOT OF IN-STORE SALES AS WELL AS ONLINE SALES AND OUR GOAL IS THAT IT BE OUR NO. 1 STORE IN TERMS OF REVENUE."

STACI SCOTT, ONLINE MANGER, BARKERS

will ship \$10 items to Australia and New Zealand free.

"Online is a huge part of our business and we're willing to continue investing in it to make it our No. 1 store. Because we're competing in a world market, we can't just deliver a so-so experience."

For C-Tech, building that capacity is urgent, if a little scary. "We feel there are definite efficiency gains to be made if we can implement a shopping cart system integrated with our ERP system,"

Holland says.

But exactly the form it will take isn't yet clear, with Facebook-style communications perhaps pointing the way. "Crystal-ball gazing and big picture views of technology directions might be important in making the move into web-shopping. At the very least, make sure the system is as flexible as possible." ■



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ERP Buyer's Guide 2014

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For more information, whitepapers and case studies on these solutions go to www.istart.com.au/ERP-SCM-solutions.htm (or .co.nz)

Case studies highlighted in **Orange** can be found on iStart.

SOFTWARE PRODUCT	ABEL	AGRESSO	TENCIA (ARROW RESEARCH)	ECi M1
Industry Focus	Business Management Software that provides industry standard solutions in the following areas: Manufacturing (Process, Discrete, MRP and MRP 11), Jobbing / Job Costing, Distribution, Engineering & Fabrication, Assembly, Service Industry, Repairs & Maintenance, Wholesaling, Food Production & Traceability, Apparel, Professional Services, Mining, Furniture & Fixtures, Marine, Asset & Project Management and Finance.	Agresso Business World is the ERP market's definition of AGILITY and is used by customers all around the world, in a wide range of industry and market sectors.	Manufacturing, Construction, Car hire, Electronics & electrical equipment, Import/export, Food services, Wholesale and Distribution, Job and Project Costing, Asset Management, Not for Profit and Associations and Professional Services.	M1 is a business system designed for small-to-medium manufacturers including job shops, custom, mixed-mode and make-to-order manufacturers. Key industry sectors include: aerospace, automotive, fabricated metal products, furniture, doors & windows, electronics, machinery & equipment, weapons & ammunition, welding, wood & wood products, rubber & plastic products
Appropriate for businesses of size (\$ turnover)	\$5m+	\$25m+	\$2m+	\$5m+
A/NZ Sites (# installed)	200+ globally	40,000+ Globally	2,000+ ANZ	ANZ: 200+, 1200 Globally
Key Reference Sites (those highlighted in orange can be found as full case studies on iStart)	Also Inc , Craig's Investment Partners, CTI Logistics, E.W. Sinton , Fairfax Industries , Franklin Plumbing & Builders Supplies, First New Zealand Securities, G-Tech Bellmor Engineering , Guala Closures , NZH Limited, Inventis Group , Manuka Health , Mastip Technology , Nautech Electronics Australia, New Image International, New Zealand Wool Testing Authority , Wellpack Limited, Besra Gold , Electronic Navigation, GMP Pharmaceuticals, Disc Brakes Australia, COR Engineered Cooling, Hiltech USA, Australian Wool Testing Authority, Talus Industries, Air Data, G-Tech Separation, Innova Products Limited. Refer: http://www.abelsoftware.com/category/case-studies/	NZ Post Group , Kinetic IT, Skilled, DOF Subsea, One School, QLD Government, Saab, Expedia, Save the Children, British Red Cross, HRG, Van Oord, RPS, The British Museum, Grant Thornton, Ernst & Young, Rio Tinto, IKEA, Paperchase, Telegraph Group, Metro Bank, Easy Jet, Travelex, WSP, Cyril Sweett, UK House of Commons, UK Department of Transport, Cranfield University, University of Southampton, Royal Roads University, Harvard Law School, Bristol City Council, North Somerset Council, Cotswold District Council, Xentrall Shared Services, Bedford Borough Council.	Advanced Hair Studios , Budget Rent a Car , Korjo travel accessories , Touch Networks , Australian Export Consortia , Plantmark , E.V.E. Litecom , Picton Hopkins & Sons Pty Ltd , Frostbland , Hightett Metal , LINDY Australia , Deaf Children Australia , McAuley Community Services , Ausrep Pty Ltd , NIDAC Security , Australian Drug Foundation, Netball Victoria, Panasales, C.Q Mining, Tesselaar.	K&J Woodworks, Distek Inc., Cammthane, Wagner Machine, Elsum Engineering, Precise Manufacturing, Hydro-Dyne Engineering, JEM Technical, Listawood Promotional Products, Pilkington Metal Finishing
SaaS/Hosted Option	Yes	Yes	Yes	No
Web Browser Version	Yes	Yes	Some modules	Yes (specific modules)
Financials	Yes	Yes	Yes	Yes
Manufacturing	Yes	No	Yes	Yes
Distribution	Yes	Yes	Yes	Yes
e-Commerce	Yes	Yes	Yes	Yes
Business Intelligence	Yes	Yes	Yes	Yes
Other modules/product features	Abel is an affordable fully integrated ERP Business Management System that delivers: Financials, Multi Company & Multi-Currency Accounting, Multi-Language, Manufacturing & Production, Distribution & Supply, Job Costing, Serial & Tracking, Inventory Management, Pricing, Customer Relationship Management and Corporate View with full visibility across multiple companies, branches, locations, languages and currencies. Abel is currently running in 6 languages and is in 12 countries.	Agresso is built for Businesses Living IN Change – delivered via the cloud or on-premise. Agresso enables customers of all sizes across many industries and market sectors to embrace business change – independently and in the most simple, quick and cost-effective way. Agresso is used by customers in over 40 countries across Europe, North and South America, Asia Pacific and Africa.	Arrow Financials and Tencia are fully integrated financial and business management systems, offering core Financials, Job Costing, Bill of Materials, Fixed Assets, Payroll and Serial Batch Tracking.	Essential functions of ECi M1: Maintaining contact details for customers and suppliers; Scheduling production to efficiently make use of resources; Controlling inventory of raw materials, finished goods, and sub-assemblies; Analysing pre- and post-sales activities; Ensuring quality and managing warranties. ECi M1 was developed on Microsoft® .NET with a SQL Server® database backend, and user interface similar to Microsoft Outlook's look and feel. The ECi M1 software is easy to learn, run and maintain, making it a highly cost-effective ERP.
A/NZ Vendor Contacts	Abel Software Limited Jane Mattsen, Business/Channels Manager +64 9 442 4603 janem@abelsoftware.com www.abelsoftware.com	A/NZ Vendor Contacts +64 4 903 5390 www.agresso.co.nz	www.arrow.net.au NZ: +64 9 360 3286 AU: 1800 248 264 Lawrence.hughes@arrow.net.au	Pauline Jennings AUS/NZ Sales Manager pjennings@ecisolutions.com Australia:+61 1300 130 241 New Zealand: +64 0800 441 186 Manufacturing.ECisolutions.com
A/NZ Partner Contacts	NZ: Abel Solutions Limited 0800 ABEL SALES +64 9 526 5210 info@abelsolutions.co.nz www.abelsolutions.co.nz AUS: Abel Solutions Sydney +61 2 9888 3355 AUS: Abel Solutions Melbourne +61 418 696 488 info@abelsolutions.com.au www.abelsolutions.com.au	A/NZ Partner Contacts + 64 4 903 5390 www.agresso.co.nz	Refer www.arrow.net.au	Pauline Jennings AUS/NZ Sales Manager pjennings@ecisolutions.com Australia:+61 1300 130 241 New Zealand: +64 0800 441 186 Manufacturing.ECisolutions.com

For more information, whitepapers and case studies on these solutions go to www.istart.com.au/ERP-SCM-solutions.htm (or .co.nz)
Case studies highlighted in **Orange** can be found on iStart.

SOFTWARE PRODUCT	CINCOM ERP	EPICOR	GREENTREE	IFS
Industry Focus	Cincom Systems offer innovative ERP solutions for a range of complex businesses. For over 45 years Cincom has been supporting companies in industries such as; Aerospace & Defence; High-Tech & Electronics; Medical Devices; Industrial Equipment & Machinery; Transportation Systems and Specialised Vehicles; Government/ Public Sector; Service Management; Utilities, Resources; Financial Services; Building & Construction and Telecommunications	Fully embedded ERP on premise or SaaS, Manufacturing, Mining, Project Based Make /Engineer/ Design to Order, Supply Chain, Wholesale Distribution, Professional Services and Aged Care	Integrated solutions across various industries including: Wholesale & distribution, not-for-profit, manufacturing, construction & engineering, property development, agriculture, education & training, mining, transport, entertainment, food & beverage, health & support, ITC, tourism, automotive, service industries (professional, trade, HVAC, high tech, heavy equipment etc).	IFS focuses on businesses with processes in manufacturing, projects, service management, asset management, and supply chain management. Key industries include oil & gas, mining & resources, engineering & construction, manufacturing, field service management, aerospace & defence, high tech and utilities.
Appropriate for businesses of size (\$ turnover)	\$5m+	\$10m+	\$5 – \$500m	\$5m+
A/NZ Sites (# installed)	65+ ANZ	600+ customers	10,000+ companies Globally	30+ ANZ; 2000 Globally
Key Reference Sites (those highlighted in orange can be found as full case studies on iStart)	Australian Submarine Corporation, ASC AWD Shipbuilder, Thales Australia, Royal Australian Mint, Harris Corporation, Cubic Defence System, The Trane Company, Ericsson, Rockwell Automation UK, Stainless Metal Craft, Evic, Lushous Clothing, HydrauLogic, T&F All State, Manly Windows, Fassi Cranes, E-One, Siemens, Dayton Progress, Greenheck Fan, Air Products and Chemicals, SMIT Textile, Carrier Refrigeration, Alliant Energy	Europian Industries, DC Ross, Filtercorp, Giltrap Engineering, Ludowici, Marque Magnetics, Shears and Mac4, Southern Spars, Trimax Industries, Nu-Con Engineering, C-DAX, Supreme Steel, Drake Trailers, Tieman Industries, Autex Industries, Future Products Group, MAS Zengrange, Precision Parts, Hydestor Manufacturing, ASPX Ltd, Temperzone, Hi-Vis Signs & Safety, Wilson Transformer Company, AWMA Pty Ltd, ETEL	MediaWorks, Mazda NZ, Oxfam Shop, Universal Homes, EasiYo, Ryman Healthcare, Toyota Technical, Medical Council of NZ, Griffiths Equipment, Epic Employment Service, Sisters of Mercy, Kerrick Industries, Museum of Old & New Art, William Loud, Halifax Vogel, Ewing Construction, Carers ACT, Dynea, GS1, Alvin Electronics, John Hart, Leap, HW Richardson, Rothbury Insurance Group, RJ Hill Labs, Gray Lines, Keratec, HJ Cooper, Seeka, Ivoclar Vivadent, Eurotec, Vynco, Airfirst, Curious Film, NPBHS, Paramount Services, Palfinger, EnviTE, Smith & Davies, Hydroflow, Fire Fighting Pacific, Infocus, TEAR Fund, United Cleaning, Print Blocks, SJ Displays, Irvine International, Parmco, Butch Pet Foods Ltd.	AB Equipment, Alliance Contracting, Atherton, Babcock, Brierty, Brookfield Multiplex, Closed Loop, CuDECO, Dairy Australia, Eurolift, Execujet, Icon Engineering, Industrial Research Limited, Globus Group, Geo Fabrics, Hawker Pacific, Helitec Sikorsky, Tiger Resources, Ngarda, Process Group, TAE, UhdeSheddon, Visy, Warratah
SaaS/Hosted Option	Yes	Yes	Yes	Yes
Web Browser Version	Yes	Yes	Yes (appropriate modules)	Yes
Financials	Yes	Yes	Yes	Yes
Manufacturing	Yes	Yes	Yes	Yes
Distribution	Yes	Yes	Yes	Yes
e-Commerce	Yes	Yes	Yes	Yes
Business Intelligence	Yes	Yes	Yes (powered by QlikView)	Yes
Other modules/product features	Cincom has partnered with Microsoft to offer a unique manufacturing solution built to cater for complex business needs including: - Native integration with Microsoft Dynamics AX and Microsoft Dynamics CRM; Advanced Product Configuration; Project Supply Chain; Release Management; Revision Control; Engineering Change Control; Advanced Contracts; Advanced Projects; Service Lifecycle Management; Decision Support; Advanced Project Supply Chain; Advanced Production Control; Product & Services Configuration; Cincom also offers Configure Price Quote and Front Office Product; Configuration software that streamlines complex sales processes.	Epicor is a fully embedded ERP solution delivering financials, multicurrency management, production management, planning and scheduling, product data management, supply chain management, service management, sales management, CRM, human capital management, field service management, project management, energy management, and business intelligence and analytics	Greentree's robust unified solution offers integrated Financial Management, Human Resources and Payroll, Supply Chain & Distribution, Job Cost Management, Customer Relationship Management, Retail, Manufacturing, Service and Asset Management, eBusiness, Mobile, Information Access & Reporting, Workflow and Business Intelligence.	ERP suite is built on SOA architecture consisting of Financials, Human Resources, CRM, Sales & Marketing, Manufacturing, Distribution, Business Intelligence, Document Management, Project Management, Enterprise Asset Management, Service Management, Engineering, Procurement and Construction.
A/NZ Vendor Contacts	Cincom Systems www.cincom.com.au info@cincom.com.au 1800 022 871 +61 2 8875 1400	www.epicor.com Aus +61 2 9927 6200 NZ +64 9 967 1000 Offices: Auckland, Sydney, Melbourne, Perth, Adelaide and Brisbane	Graham Hill Channels Director +64 9 366 3897 graham.hill@greentree.com NZ: 0800 313 313 Australia: 1800 000 737	info@ifsworld.com +61 3 9810 1100
A/NZ Partner Contacts	Cincom Systems www.cincom.com.au info@cincom.com.au 1800 022 871 +61 2 8875 1400	info.anz@epicor.com www.epicor.com	Greentree is sold through a network of resellers throughout A/NZ. These include: NZ: Capital IT, Endeavour Solutions, Primacc Systems, Verde Group AUS: Addax Business Solutions, bizlinkIT, Daniele Saunders & Partners, Endeavour Solutions, Frank, GT Business, Kinetic Information Systems, Star Business Solutions, Synateq For more details, visit: www.greentree.com/partners	Refer www.ifsworld.com

SOFTWARE PRODUCT	INFOR	MICROSOFT DYNAMICS	MYOB EXO business
Industry Focus	Aerospace, apparel & footwear, automotive, chemicals, communications, CPG, distribution, food & beverage, health, high tech, hospitality, heavy machinery, life sciences, fabrication, retail, shipbuilding, public sector, fashion.	Tailored solutions exist for construction, distribution, healthcare, manufacturing, education, not-for-profit, financial services, professional services, retail and process industries.	Job and Project Management, Wholesale/Distribution, Manufacturing, Construction, Engineering, Professional Services, Trades, Retail, Agriculture, Mining Services, Asset Management, Finance.
Appropriate for businesses of size (\$ turnover)	\$5m+	\$3m+	\$3m+
A/NZ Sites (# installed)	NZ: 200+, Aus 1,600+	900+ NZ	3000+ ANZ
Key Reference Sites (those highlighted in orange can be found as full case studies on iStart)	Infor Syteline: Mercer Stainless, Sleepyhead, Navico, Scott Technology, AW Fraser, Versatile Buildings, Humes Pipelines, Pacific Doors, Carlton Taylor Industries, Bremca, APL, Clariant, BEP Marine, Best Bars, Elldex Infor IN (baan): Firth, Sutton Group, VT Fitzroy, Groenz, General Cable, Tait Electronics, F&P Healthcare, Damar Industries, Formway Furniture, Eastern Equities, Holden Special Vehicles Infor SCM Suite: Fonterra Brands (Tip Top), Prolife Foods, API Consumer Brands, Pacific Steel, Sheppard Industries, Foodstuffs, Ezibuy	Dynamics AX: Allen Calendars, Bailey Tanks, Hubbard Foods, Donaghys Industries, Bell Tea & Coffee Company, Mathias Meats, TR Industries, Ceres Organics, Leigh Fisheries, Designer Textiles, Endace, Pacifica Seafoods, ABEs Real Bagels, Aristocrat, BJ Ball, Wickliffe, Hansen Products, Delmaine Fine Foods, Convex Plastics, Hassell, Albi Imports, Bivouac Outdoor Holdings Ltd, InterOil, Life Health Foods (LHF), Milligans Food Group Ltd, Orthotic Centre (NZ) Ltd, Pumpkin Patch, Cookie Time, Giesen Wines, Acland Holdings Ltd, Dynamics GP: Citywide Service Solutions Dynamics NAV: Image Gallery, Amcom Telecommunications, Sacred Hill Wines, BL Shipway, Jack Links, Joval Group Dynamics SL: Agrodome, TB Free, Auto Terminal, AWT Water Limited, BRANZ Group, Recovery Solutions Group Trust, Connector Systems, Edgewater Resort & Spa Raratonga, Golder Associates, Harrison Grierson, Heart Foundation, St John, Maritime NZ	AAMT, Abyss Distribution, Adams Pest Control, Arcadia, Australian Slate-Crete, Automotive Engine Reconditioners, Bekir, Big Balloon, Beaver Liquor, Bobux International, Buckley and Phillips, Chapman Grove Wines, Chefs Hat, Clean Planet, Community Solutions, Cotsworld Furniture, David Ogilvie Holdings, Direct Imports Ltd, Don Kibble, DDK Commercial Interiors, DSK Engineering, Eastern Plant Hire, Elephant Hill Winery, Enzed, Fiordland Lobster, First Assistance, Floyd Instruments, Glengarry Hancock, Global Alloys, Hallensteins, Hi-Tech Packaging, Landells Signs, Maton Guitars, Midland Irrigation, Mustad, Nippy's, Nulab, Offroad Trucks, Outward Bound, Positive Energy, Pristine Cleaning, Prowler Proof, Reliance Transport, Scott Machinery, Seed Distributors, Shamrock Craft, Southern Clams, Supply Chain Solutions, Surgical Medical Supplies, Swing Gifts, Tobys Estates, Town and Country Style, Trident, UCC, Ullrich Aluminium, WETit, XPO Exhibitions
SaaS/Hosted Option	Yes	Yes	Yes
Web Browser Version	Yes	Some modules web	No
Financials	Yes	Yes	Yes
Manufacturing	Yes	Yes	Yes
Distribution	Yes	Yes	Yes
e-Commerce	Yes	Yes	Yes
Business Intelligence	Yes	Yes	Management Reporting
Other modules/product features	Full suite of manufacturing requirements across several Infor products. Advanced Planning and Scheduling (APS), Full Multi-currency and Multi-company, Configurator, Quality Management, Service, Freight Management, Role-based Home Pages, Business Intelligence, CRM, Asset Management, Product Lifecycle Management, Supply Chain Management and Business Mobility.	Project Accounting, Service Management, Human Resources, CRM, SCM, Job Costing, Product Configuration, Asset/Service Management, Sales / Contact Management, CRM, Marketing Automation, Event Management, Analytics, e-service Portal, Enterprise Search, Extended Sales Forecasting, Notifications, Business Productivity, Sales Methodologies, Costing / Project Management, Planning & Forecasting, Payroll, Human Resources & Training, Sales / Supply Chain Management, Point of Sale [varies by product].	MYOB EXO Business is a fully integrated, highly configurable Financial and Business Management System consisting of modules supporting: Finance, CRM (including marketing and social media integration), Job Costing, Accountant Assistant, Point of Sale, Fixed Assets, Business Intelligence and Reporting and Inventory Control.
A/NZ Vendor Contacts	www.infor.com.au 1800 1 INFOR (146 367) sales@infor.com	www.microsoft.com/dynamics NZ: 0800 800 162 AUS: 1800 197 960	Australia: www.myob.com.au/enterprise 1300 555 110, exo@myob.com.au New Zealand: www.myob.co.nz/enterprise 0800 696 239, exo@myob.com.au
A/NZ Partner Contacts	EMDA is listed on iStart: +64 3 379 9530 +64 9 623 3001 info@emda.co.nz www.emda.co.nz	Adaptable Solutions, www.adaptable.co.nz +64 9 523 2405 Koorb Consulting, www.koorb.co.nz +64 9 361 1304 UXC Eclipse, www.uxceclipse.com.au +61 2 9279 3000	www.myob.com.au/enterprise www.myob.co.nz/enterprise

For more information, whitepapers and case studies on these solutions go to www.istart.com.au/ERP-SCM-solutions.htm (or www.istart.co.nz)
Case studies highlighted in **Orange** can be found on iStart.

SOFTWARE PRODUCT	NETSUITE	PRONTO SOFTWARE	SAP	ZAVANTI
Industry Focus	Import/Export, Wholesale/Distribution, eCommerce, Professional Services, Software Development, Media & Publishing, IT Resellers, Advertising, Manufacturing, Non Profit, Retail	Pronto Software has been developing award-winning business management software for over 30 years. With in-built intelligence, flexibility and an easy-to-use interface, its flagship product, Pronto Xi enables users to discover rich business insights. Pronto believes in the power of actively listening to clients, adapting our product to meet their needs and finally revealing the best solution.	SAP is the world's leading provider of business software, offering applications and services that enable companies of all sizes across more than 25 industries to become best-run businesses. SAP have approximately 65,000 customers in the mid-market.	Zavanti provides comprehensive integrated solutions for Real Estate, Property Development, Property Management, Construction, Engineering and Professional Services sectors.
Appropriate for businesses of size (\$ turnover)	Businesses of any size	\$5m+	\$25m+	Businesses of any size
A/NZ Sites (# installed)	1200+	1,200+	220+	100+
Key Reference Sites (those highlighted in orange can be found as full case studies on iStart)	Alpha Energy, Amira International, Atlassian, BearingPoint, BioPak, CELL Bikes, Choice, Empired, Energy Matters, Fresh Produce Group, Global Aviation, Headland Machinery, Invisalign Australia, Kitchenware Direct, LexisNexis, Mailplus, Objective Corporation, Pegasus Group, Priava, SAHMRI, Spectronics, StatSeeker, The Chef Toolbox, Tree of Life, Virgin Money Australia, Waugh Infrastructure Management, WhiteGold, WineMarket, The Home Baked Cookie Company Pty Ltd, Ethan, Group Pty Ltd, McGrath Foundation, Premier, Global Services, Virgin Money - Credit Cards, TimeZone One, Brennan IT, Matisse NZ , NZITO, QVS, GB Teat, Panztel, Collingwood Lighting, Pacific, Lanzatech	City Care, OfficeMax , BIC (NZ) Ltd, GD Rutter Ltd, Clearlite Bathrooms , Hydraulink Fluid Connectors Ltd, Trade Tools Direct , JJ Ltd , Digital Mobile , J. A. Russell Ltd, Spicers Paper (NZ) Ltd, The Laptop Company, RSEA Safety, Croxley Stationery, Austral Construction, The Body Shop, The Co-op, Hirotec, Hart Sport, Inspirations Paint, Meyer Cookware, Parragon Publishing, Retail Prodigy Group (Nike) and Wallace Bishop Jewellers.	Franklins, Department of Infrastructure, Woolworths, Staples Australia, GWF Baking, Super Retail Group, Fonterra, EPA Victoria , SCA Hygiene Australasia, Allied Mills, George Weston Foods, Idemitsu, ERM, McCormick Foods, Supercheap Auto, Queensland Nickel, Ensham Resources, Graincorp.	Village Building Company , McNab Construction , MAB Corporation , Austcorp, Diab Engineering, Bensons Property Group, Design Landscapes, Essendon Airport, CBD Homes, Platino Properties, THG WSG Group, FKP, Investa, PEET, Christchurch City Council, Canterbury District Health Board, Meridian Energy, Tasmanian Irrigation.
SaaS/Hosted Option	Yes	Yes	Yes	Yes
Web Browser Version	Yes	Yes, selected modules	Yes	Yes, selected modules
Financials	Yes	Yes	Yes	Yes
Manufacturing	Yes	Yes	Yes	Yes
Distribution	Yes	Yes	Yes	
e-Commerce	Yes	Yes	Yes	Yes
Business Intelligence	Yes	Yes	Yes	Yes
Other modules/product features	NetSuite is the industry's leading provider of cloud-based financials / ERP and omni-channel commerce software suites. NetSuite offers a broad suite of applications, including accounting, CRM, Professional Services Automation (PSA) and e-commerce that enable companies to manage most of their core business operations in a single integrated suite. NetSuite software allows businesses to automate operations, streamline processes and access real-time business information anytime, anywhere.	Pronto Xi is modular, which means you can build it around your business – not the other way round. No matter what your industry, we can help you examine your business in more detail – so you can increase productivity, lower costs and simplify tasks. As your business grows, so too does the software running it. Start with our core offering of business basics, add the competencies that suit your requirements and discover insights with intelligence built on IBM Cognos technology.	SAP supports your core business operations with market-leading applications, processes, and technologies designed to work together in a fully integrated business suite. Stay on the cutting edge with continuous suite enhancements and new technologies that facilitate business growth. Innovate without disruption by relying on business applications that help you take advantage of technology advancements – including mobile, in-memory technology powered by SAP HANA, cloud, and more.	Zavanti ERP provides a fully integrated CRM and ERP suite, with modules specifically focused for the Real Estate, Property Development, Property Management, Construction, Engineering and Professional Services sectors. The suite supports multi-company and multi-site access and is modular in design to allow the solution to grow with the organisation. Zavanti's Feasibility module provides an expert tool for developers in assessing new projects.
A/NZ Vendor Contacts	www.netsuite.com.au infoANZ@netsuite.com	www.pronto.net +61 3 9887 7770 info@pronto.net	Graeme Riley Managing Director +64 9 355 5800 www.sap.co.nz	Doug Harrison sales@zavanti.com AUS: +61 2 8080 4800 NZ: 0800 ZAVANTI www.zavanti.com
A/NZ Partner Contacts	NetSuite is sold through a partner network as well as direct to deliver software, implementation, support and education. Fusion5 is listed on iStart: www.fusion5.co.nz +64 9 379 0525	Pronto Software has a network of offices and partners that provide sales, services and support locally to customers around the world. www.pronto.net	NTT DATA Business Solutions: +61 2 8908 4200 contact_au@nttdata.com www.nttdatasolutions.com.au www.solutions.nttdata.com	Zavanti delivers solutions direct, please contact Zavanti as above www.zavanti.com



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business operators to introduce better operational practices, such as identifying bad debtors to improve cashflow, while freeing them up to focus more on business development.

Bursting at the seams

For some local businesses, significant growth means a major increase in complexity. For many, the first signs they are outgrowing their current accounting software come in the form of a slowly increasing awareness of limitations.

It may be that critical information becomes harder to find and/or more frustrating to report on in the manner that's now required. It may be that stock levels are climbing and staff now can't get a clear overview of what is where. It may also be that the growing number of departments are using different systems that don't talk to each other – requiring an increasing amount of data entry.

Vital information

Good information is critical to running a successful larger enterprise. MYOB EXO Business, a fully integrated financial and business management system, is designed for the increasingly complex demands of growing and mid-sized businesses.

The system makes the 'big picture' available to the managers that need it, in the manner they require it, while offering a deeper view of line processes. Unique management dashboards offer a graphical representation of the real time performance of the organisation – ensuring CEOs and senior managers are always in touch with key aspects of the entire operation.

The system is offered in a series of compatible modules: Finance, Job Costing, Point of Sale, Fixed Assets, Customer Management, Reporting and Inventory Control. The modular design provides even greater flexibility for businesses to add to the

system as and when they need to.

The key asset – and major cost – of most growing businesses is their workforce. Working alongside EXO Business, MYOB EXO Employer Services offers businesses of up to 1000 people greater control over staff administration. The system not only enables larger operations to capture time and manage payroll, it also provides a vehicle for better staff communication – a vital aspect of business growth and development.

The right information at every stage

2014's crop of new business owners are right now taking the first steps on a journey that will transform their lives, and contribute to the diversity and growth of the entire economy.

How well they succeed in the coming months and years will often come down to the decisions they make during this formative period – particularly in terms of the fundamental processes and systems they adopt for their business. How well they succeed in creating a saleable business will also depend in many respects on these early decisions.

Business operators who select an accounting system that can grow with them, with a choice of options that will meet their individual needs, and a clear upgrade path as they evolve, will have created the foundation for lasting success – however they define it.

Getting the right advice along the way will also ensure they make the most of every advantage. **f**

Visit myob.com.au or myob.co.nz for details on MYOB's range of accounting and business management software – used by around 1.2 million businesses in New Zealand and Australia. The website also provides information on choosing the right accountant and a list of nationwide Approved Partners who can help select and install the right software and systems for your needs.

This article was contributed by MYOB.

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ERP: the best business medicine

New Zealand's medical regulator is fit and healthy thanks to a good dose of ERP integration from Greentree...

The Medical Council of New Zealand (MCNZ) is the reason that we walk into our doctor's surgery, confident that we'll be well looked after and (in the vast majority of cases) cured of what ails us. MCNZ manages

the annual re-registration of more than 14,000 doctors nationwide. For obvious reasons, it's an exacting process. It also once meant lots of time-consuming paperwork to ensure not only that the registrations were completed correctly, but also

that the registration fees were collected.

When MCNZ decided to put its registration system into a modern database, the fee management issue was one problem easily solved – the Council had had Greentree as its financial and job costing system since 2001, and building an interface with the new MedSys registration system was a simple task.

Greentree connected to the backbone

"MedSys is the backbone of 90 percent of what we do and Greentree plays a crucial role behind the scenes," explains MCNZ's Corporate Manager, Peter Searle.

“If a doctor comes in from overseas and wants to practise in New Zealand, MedSys processes and reports on their application. We can look up a doctor’s history in terms of where they’ve worked, what scope of work they’re allowed to do, and record information about complaints.

“When we want to register a doctor, we have a link that sends out an invoice, which is receipted back into Greentree and into MedSys as well. MedSys doesn’t close the registration process until acknowledgement of a receipt comes back from Greentree. The doctor can then be issued their practising certificate, and everyone involved knows that the process is complete.”

Invaluable information

Greentree’s job costing capabilities also play an important role in the Council’s complaints procedure. If NZMC has to investigate an alleged breach of competency or conduct against a doctor, a job costing code is created in Greentree to record all the costs involved in the investigation.

“We use that tool extensively because it’s a significant cost to us – hundreds of thousands of dollars a year,” says Searle. “It’s made the financial management side of competence reviews and complaint investigation much easier. We can use ‘trees’ in the General Ledger to classify and sort expenses, and we are able to see all levels of financial information for each cost centre, which is invaluable.”

“The system is very reliable and the upgrades are constant. Greentree frees me up for strategic work – I can concentrate on major projects instead of daily numbers.”

Peter Searle, Corporate Manager - Medical Council of New Zealand

Vital reports

Searle makes extensive use of Greentree’s reporting functions.

“We have an audit committee, which meets five or six times a year, and then we have a council, our ultimate governing body, which meets monthly. We have confidence that the information provided in Greentree is reliable both for them and for management.

“The good thing is that we have a template that is easy to manipulate and we can then effectively have push-button end-of-month reporting, so that all the information is always presented in a consistent format. For anybody that uses Excel it’s easy to understand and make any adjustments that you want.”

Helping hand

The Council has also streamlined its payroll and leave process by implementing Greentree’s HR module, allowing staff to manage their own leave entitlements and easing the burden on human resources staff.

“We know that as soon as leave is applied for, it’s correctly recorded in the system and then it will also flow through to the Payroll module so the leave is shown automatically as being taken,” Searle says.

Free for bigger tasks

“The beauty of using Greentree is that the information is seamless and automatic, so there’s no need to do such things as journals,” Searle adds. “The system is very reliable and the upgrades are constant. Greentree frees me up for strategic work – I can concentrate on major projects instead of daily numbers.

“I’d definitely recommend Greentree to other organisations like ours. It can do everything you want and the benefits are really huge. It’s comforting to know that we have a cost-effective and future-proof solution going forward.” ■

CASE STUDY //

Medical Council of New Zealand

AT A GLANCE //

INDUSTRY

- Health & Support Services.

LOCATION

- New Zealand

BUSINESS OBJECTIVE

- To streamline its doctor registration and complaints procedure.
- To ensure accounts for the above are settled.

SOLUTION

- Greentree product suite including Financial Management, Job Cost Management, Human Resources & Payroll, Workflow and eBusiness modules.

BUSINESS BENEFITS

- Seamless process for registering thousands of doctors and monitoring complaints.
- Accurate monitoring of financial data.
- Easy-to-use and access reporting functionality.
- Simple to interface with existing system.

FOR MORE INFO //

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DSI celebrates decade of tech-fuelled success

Mining equipment supplier DSI has leveraged a long running technology partnership with UXC Eclipse to deliver ongoing benefits...

DSI (DYWIDAG-Systems International) is Australia's largest manufacturer and supplier of specialist strata reinforcement and support products to the underground coal and metal-based mining sectors. It is also a major exporter of these products to the Asia-Pacific Region. Both sides of the business rely heavily on technology to cash in ongoing cost savings and efficiency benefits so making a good choice of technology partner is paramount.

Since DSI had not actively chosen to work with UXC Eclipse, the company had to decide whether to stay with UXC Eclipse or review the market.

David Caldwell, information systems manager, DSI, says, "We could have looked elsewhere but, from day one, we found UXC Eclipse to be very professional, very well-resourced and very easy to deal with. We decided to stay with them and we have never had a reason to reconsider that decision despite being approached on numerous occasions by competitors."

An extension of the team

DSI relies on UXC Eclipse for help desk support and to manage upgrades, modifications and integrations with new software systems. It also supports DSI's use of Microsoft Dynamics NAV and Microsoft Dynamics CRM as well as a business intelligence solution.

"DSI has done three major upgrades of business-critical systems with UXC Eclipse's help over the past 10 years. We rely on the team to provide the additional technical knowledge and broad business perspective that we don't have in-house. We know our own business extremely well, but UXC Eclipse's experience with other industries means they can often help us look

at things in a new or different way," explains Caldwell.

"Because UXC Eclipse is so well-resourced, they always have a specialist that can advise us, no matter which direction DSI is moving in. The team is flexible enough to work with us in a way that lets us leverage our internal resources and knowledge while minimising the consulting costs."

Contributions to success

In 2013 DSI implemented the first stage of its Microsoft Dynamics CRM project and, like all the other projects managed by UXC Eclipse, it came in on time and within budget.

"It's so important to get projects like these done on time because it mitigates the risk of negativity from the users. In this case, every milestone was reached on time, nothing was too much trouble for the UXC Eclipse consultant assigned to the project and the result was a very successful implementation," says Caldwell.

UXC Eclipse has also added to project successes by helping DSI execute effective change management programmes.

"It's a team effort with UXC Eclipse. First we bring in senior users and management and run workshops to get them familiar with the new technology and help them understand how it will improve their work processes and efficiency. UXC Eclipse then runs a 'train-the-trainer' programme, which allows our internal 'champions' to train the rest of the staff. This approach works extremely well."

A penny saved

In terms of return on investment, DSI has not kept track of the specific cost savings that have



"It's so important to get projects like these done on time because it mitigates the risk of negativity from the users."

David Caldwell, information systems manager, DSI

been achieved over the years but says these have been significant thanks to the incremental changes and improvements made by UXC Eclipse.

"One of the biggest benefits of our ongoing relationship with UXC Eclipse is that the team continues to push our system forward with no errors, always on time and within budget. The small suggestions and improvements UXC Eclipse offers add up to a significant benefit," says Caldwell.



For example, UXC Eclipse has developed some add-on modules that integrate with Microsoft Dynamics NAV. One of these modules is electronic requisitions.

“DSI’s office and factory environment uses manual, handwritten requisition books when employees need to order new consumables and other items. This has potential for error and is time-consuming. DSI is now rolling out the UXC Eclipse module. Requisitions will be entered directly into the system where they pass through an automated approvals workflow which results in the correct product being ordered. It will reduce the time and cost previously associated with that process.”

“There are many projects like that where DSI has done modifications with UXC Eclipse and the design has meant the difference between someone spending three hours a day with a spreadsheet and that same process taking 10 seconds in Microsoft Dynamics NAV, for example,” he adds.

UXC Eclipse’s efficiency has also resulted in DSI being able to run a relatively lean operation, with just one internal support person of its 140 Microsoft Dynamics NAV users. “We don’t need extra headcount because of the quality and responsiveness of the UXC Eclipse Microsoft Dynamics NAV helpdesk. It’s one of the best I’ve ever dealt with. The team is professional and friendly, keeps us in the loop and nothing is ever too difficult,” says Caldwell.

Next stages

DSI plans to upgrade its various systems over the coming years and adapt its technology to suit changing business needs and UXC Eclipse will “continue to be a huge part of that”.

“Watching UXC Eclipse grow and expand into Fiji, New Zealand, Canada and the US brings a feeling of confidence that they will always be there and have the skill set we need,” says Caldwell. ■

CASE STUDY //

DYWIDAG-Systems
International (DSI)

AT A GLANCE //

INDUSTRY

- Mining and manufacturing

BUSINESS OBJECTIVE

- To build a long-term relationship with a technology partner.
- To continually improve systems and processes for cost savings and efficiency.

SOLUTION

- Professional services of UXC Eclipse, in particular its Microsoft Dynamics CRM and Microsoft Dynamics NAV expertise.

BUSINESS BENEFITS

- A decade-long technology partnership.
- Consistent on time and within budget implementations and upgrades.
- Business-centric advice to enable more efficient processes.

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Pacific Aerospace gains competitive edge

The Kiwi aircraft manufacturer has re-engineered its business with Lean management and a new ERP system to create a solid runway for global export success...

Pacific Aerospace (PAL) is one of New Zealand's rising stars in the export market. With multi-million dollar contracts for their class-leading P-750 XSTOL utility aircraft in the pipeline, PAL is poised for significant growth. "We expect to increase our production output significantly," says Damian Camp, CEO of the Hamilton-based manufacturer, "with much of that increase coming from efficiency gains. We are now working leaner, cleaner and more efficiently due to our system of continuous improvement. All of these initiatives, including our new ERP software, Infor LN, are rolled together in what we call PACE (Pacific Aerospace Competitive Edge). PACE is our Lean Manufacturing programme which has hugely transformed the way we do things and how efficiently we do them."

Turbulent times

It hasn't been an easy road for PAL. In 2006, the company, then under different ownership, was under pressure and needed to increase its output to meet market demand. Camp was appointed to stabilise the business introduce better business procedures and reposition the company and its products in the market

"We embraced the 'Lean' philosophy, which calls for reduction of 'waste' across the company including movement of parts, overstocking, rework, access to tools and resources. In addition we established an OFI (opportunities for improvement) programme and adopted the '5S' framework (sort, set in order, shine, standardise, and sustain) in which we re-organised our work habits and work spaces. This model alone saved us from having to add new floor space as we

were able to maximise the utilisation of our existing facilities. Eventually, all of these processes coalesced into the PACE methodology which we adhere to religiously."

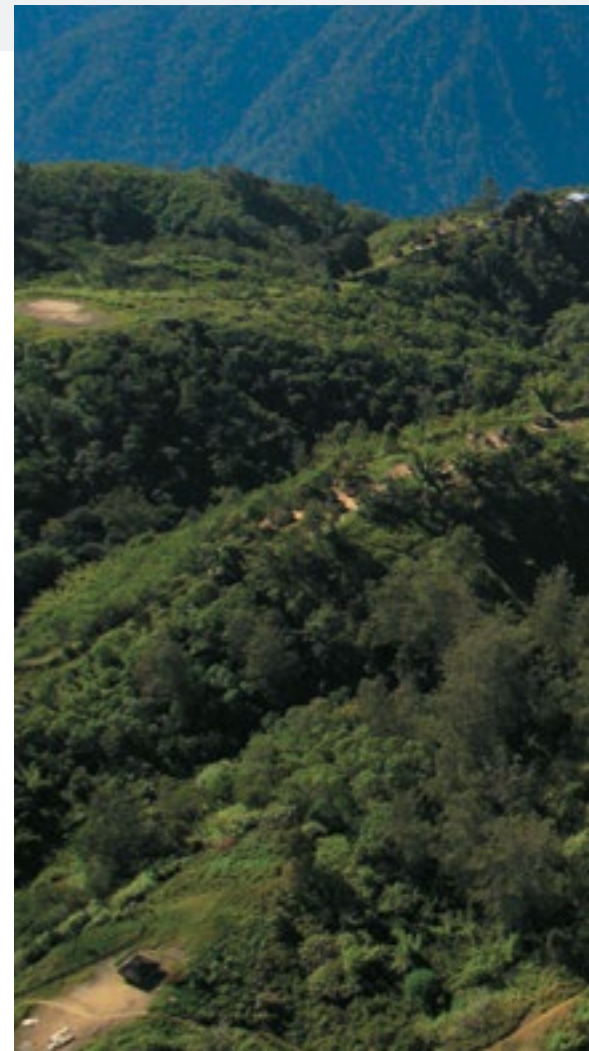
"As we developed PACE, we refined our business processes," explains Camp, "but we didn't have a truly integrated IT system to give us a unified view of the company across finance, manufacturing and sales.

One of our regulatory requirements is traceability of parts during the manufacturing process and for the life of an aircraft. We needed to know exactly where each part came from, how it was manufactured and even from which batch of material it was fabricated from. With more than 4000 parts and components per plane, it was a key consideration for us."

Start stop

Over the course of several months, an internal team detailed exactly the company's requirements including capabilities for manufacturing, parts control, audit and financials. "Of the several RFP responses," explains Camp, "the proposal from EMDA built around Infor LN was the one that most aligned with our requirements. We felt that they could work within our PACE framework and the capabilities of the software were optimised for the aerospace industry with a track record of successful implementations." PAL also found LN's multi-currency capabilities attractive as well as the fact that EMDA would specify, install, configure and support the necessary hardware.

Once the decision was made to contract EMDA to proceed, the project went on hold. "At that time we just couldn't justify the expenditure," notes Camp. "Once the market turned around



we took it up again and now we are realising concrete benefits from the new system."

Clear air

"From an installation perspective," says Tony Vile, senior consultant with enterprise software specialists EMDA, "the PAL project was a smooth operation. They were very specific in what they wanted and had developed a detailed incremental implementation schedule. Once the initial delay was behind us, we moved quickly on getting them up and running. Their business processes were quite sophisticated but we were able to help them map their data and routines almost directly into the Infor LN framework. We ran a number of workshops and training sessions with the idea of empowering PAL staff to take ownership of the solution once it had been set up."

"We tried to avoid excessive customisation," says Camp, "for instance, we would change some of our processes to fit into the LN schema. At the




same time we could configure LN to reflect our own unique requirements. The team at EMDA were extremely supportive to this approach and their expertise in developing routines was instrumental in the project's success."

One off

One particular capability of Infor LN that PAL is employing is the Product Configurator. "Each aircraft is unique," explains Camp, "and specifying each individual component is an integral part of the sales, manufacture and maintenance process. With Configurator, we can build the plane 'on paper' and prepare a bill of materials. We can weed out incompatible optional extras, which saves a lot of time during the specification phase. And once the parts have been identified, we can proceed with pricing and then manufacturing. The aircraft fitters and engineers have to be confident that the parts they use are the right ones. There is no margin for error and

Infor LN goes a long way in ensuring the highest levels of product integrity."

Continual improvement

PAL is still navigating the functionality of Infor LN. "Our focus on Lean operations means that we don't do everything at once," concludes Camp. "We're building capabilities in business intelligence and product lifecycle management. We like the ability of Infor LN to expand our manufacturing capacity without adding extra layers of management. It fits very well within our overall PACE and Lean frameworks. To EMDA's credit, they have worked with us to our own schedule and requirements and have added significant value every step of the way. We are working on two large overseas orders for the P-750 XSTOL and we have every confidence that we will be able to produce them, using Infor LN as a basis, quickly, correctly, and most importantly, profitably." 

CASE STUDY //

Pacific Aerospace

AT A GLANCE //

INDUSTRY

- Aircraft manufacturing and maintenance.

BUSINESS OBJECTIVE

- To support lean management.
- To integrate manufacturing, sales, financials.
- To provide audit trail for parts and components.

SOLUTION

- Infor LN ERP (formerly BAAN).
- Supporting infrastructure on a Microsoft SQL database.
- Project specification, installation, configuration and support provided by EMDA.

BUSINESS BENEFITS

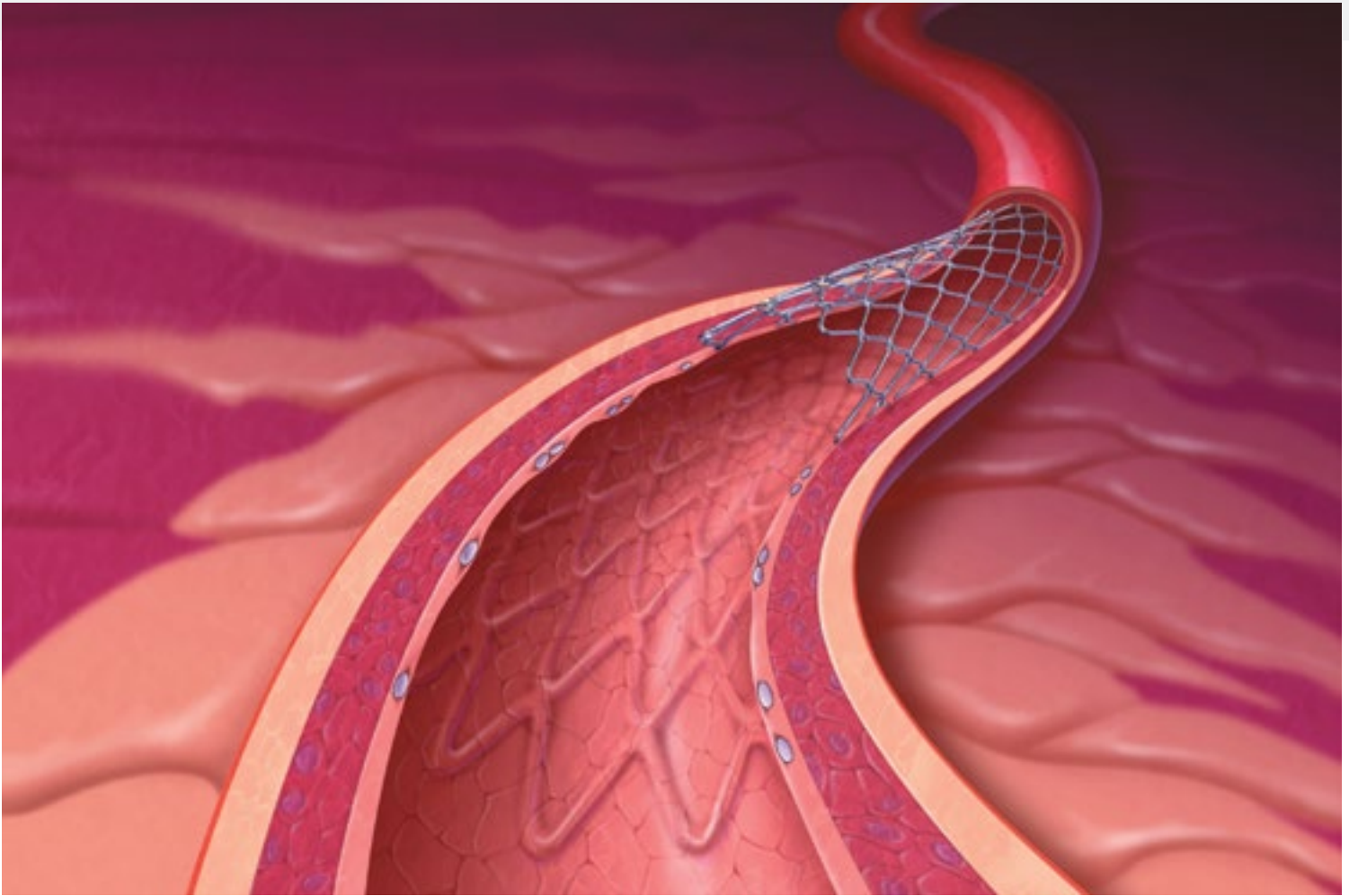
- Significant improvement to productivity with no operating cost increases.
- Multi-currency supports exports.
- Parts tracked from source through manufacture and delivery.
- System support for continual improvement.

FOR MORE INFO //

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EDI in the cloud helps stent-maker's orders flow

Medical equipment supplier Cook Medical is leading the way in Australia's health sector with automation of customer ordering and invoicing...

When Jithendra Nair joined Cook Medical in Brisbane four years ago, he was called on to perform a major operation for the hospital equipment supplier.

Nair, who had been appointed Asia-Pacific IT director of the US-based maker of stents, catheters and other medical devices, was asked to bring the subsidiary into the world of electronic data interchange, or EDI.

"I started by looking at the medical device supplier industry to understand what it was doing in the EDI space." The short answer was not very much.

"Not many of them were doing full EDI," Nair

says, despite the promise it held for improving order accuracy and supply chain efficiency.

That put Cook Medical in the position of EDI standard-bearer for the industry, since customers who were electronically submitting orders with one supplier could be expected to put pressure on other suppliers to offer the same level of service.

Nair's first task was publication of Cook's products on the National Product Catalogue (NPC), listing the company's thousands of stock items with relevant pricing combinations for every customer. This made the Cook catalogue available to all of Australia's 950 hospitals from where they

could download it, and order products from their own ERP system with 100 percent accuracy.

Then came a choice: Nair could employ programmers in-house to translate electronic purchase orders from customers' varied ERP systems into a format readable by Cook Medical's Microsoft Dynamics NAV system, or find a service provider to do the job.

"Re-writing XML files from various hospitals to be read by our own ERP system would have been wasting the time of our IT resources. So I decided to outsource that function. I wanted a company that hospitals could send orders to, which would convert them into exactly the format we needed, and send them on to us."

Nair talked to a handful of EDI hub operators before settling on New Zealand provider EDISTech, which had been in the business for two decades. He says any misgivings about working with a company on the other side of the Tasman were dispelled by EDISTech's compelling technology and business case.

"I felt confident because you know when you

“EDI is the way to go. It takes away human error and is secure and efficient.”

Jithendra Nair, Cook Medical
Asia-Pacific IT director

talk to some people that you can work with them – that nothing is going to be too difficult.”

Nair was able to ease Cook Medical managers’ concerns about signing up for an overseas cloud-based service by pointing out that the risks would be the same with a local provider.

“These days everything’s in the cloud. Once in a while we might have a transaction delay because of a server issue but that happens locally as well.”

Of far greater significance is EDI’s benefits. The level of automation it brings to the ordering process has made it an easy sell to Cook Medical’s customers.

Nair says most of the hospitals the company supplies have ERP systems capable of generating an XML file (many use the GS1 / NEHTA standard) that is read by Cook’s internal ERP system. Most also subscribe to the NPC, which gives them access to product information within four hours of it being updated.

“With purchase orders based on accurate information and in XML format, they are picked up by our ERP system without anyone touching them at our end.”

Orders are instantly forwarded to Cook Medical’s distribution centre, where a picking list is printed and from where the customer is sent an automated reply with shipping details. This is then followed with an invoice once shipping is completed.

No customer service involvement is required with 95 to 96 per cent of EDI orders, apart from product picking and shipping. That contrasts with the double handling of orders received by fax and email, and through a web portal, which provides a partially electronic order pathway.

The messaging gateway is provided by Auckland’s EDISTech, whose proprietary data mapping software runs in a fully redundant third-party data centre facility.

EDISTech chief executive Chandra Patel says the EDI hub gives Cook Medical customers in

Australia, New Zealand, Japan and China access to a full range of e-commerce functions, including electronic invoicing and issuing of credit notes.

“The hub model means that when a Cook Medical customer such as New South Wales Health creates a purchase order it is immediately transmitted via the hub, translated it into the right format and sent on to Cook Medical’s system, where it pops up on screen.”

Order transmission and translation takes place in near-real time. And, crucially, it eliminates the risk of data-entry errors that can occur when messages faxed, emailed or sent through the web are typed into Dynamics.

EDI is attractive both for large transaction volumes and for the supply of small numbers of expensive items. The cost to the supplier of keying in an incorrect part number from a high-value order can be huge, says Chandra, if the wrong product is manufactured and shipped.

“Once organisations start using EDI they typically start adopting just-in-time principles because it relieves them of having to carry a lot of stock. Orders go through practically in real time, so they don’t have to keep a month’s stock, but perhaps just a fortnight’s or even a few days’ worth,” Chandra says.


Within 18 months of Cook Medical going live with EDI, more than a quarter of its customers had adopted it, Nair says, representing about 30 percent of the company’s purchase orders, a figure everyone involved is keen to see increase over time.

The software modifications needed to connect new customers to EDISTech’s hub take a matter of days. For customers with links to other EDI gateways, EDISTech closes the loop by establishing a gateway-to-gateway connection.

The benefits aren’t just Cook Medical’s – EDI streamlines the order process for customers, too.

“Hospitals no longer have to print and fax orders then wait for a faxed reply from us. It all happens in the computer system,” Nair says. For both Cook Medical and its customers, that means significant data entry cost savings.

Two to three new hospitals are signing up for EDI ordering each month and Nair is confident the goal of 100 per cent conversion will be reached.

“Absolutely – it’s the way to go. It takes away human error and is secure and efficient.” 

CASE STUDY//

Cook Medical

AT A GLANCE//

INDUSTRY

- Medical devices

BUSINESS OBJECTIVES

- Introduce EDI for customer purchase orders.
- Eliminate errors from rekeying orders.
- Improve supply chain efficiency.

SOLUTION

- Electronic ordering via partnership with EDISTech.

BUSINESS BENEFITS

- Customer orders reach Cook Medical in near-real time.
- Customers are sent an automated PO confirmation, followed by shipping advice, with back-order and e-invoicing as required.
- EDI order accuracy is nearly 100 per cent and fulfilment is more efficient.
- Reduced ‘just-in-time’ inventory levels.

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Tech wreck 2.0?

*Technology stocks are flavour of the month as start-ups and angel investors flirt outrageously in the hope of joining the headlines. News that Xero is among New Zealand's largest companies, despite mediocre revenue and consistent losses, has stoked the fires of angel fervour, but left some scratching their heads and asking if we are heading for another tech wreck. **Beverley Head** investigates...*

When the owners of Freelancer.com, a skills crowdsourcer based in Sydney, knocked back a \$A430 million takeover bid for the company in favour of a listing on the Australian Stock Exchange in November last year, it signalled a new level of investor confidence in the technology sector.

The shares, priced in the prospectus at 50 cents, enjoyed a volatile few days; soaring above \$A1.80, plunging back to around \$A1, before settling to around \$A1.35 a month after the float.

Very little of the company was actually available to investors – less than seven percent of the shares. But what they could get, they liked. Based on the prospectus which forecasts a net after-profit-tax for the current financial year of \$A500,000 on revenues of around \$A18.3 million, investors were punting on a very strong future for the business. Even at \$A1.35 the stock was still priced at 1300 times earnings – a clearly speculative punt.

New Zealand's Xero has buoyed similar investor enthusiasm. Listed on the New Zealand and Australian stock exchanges, at time of writing the New Zealand listing values the business at more

than \$NZ3.6 billion. Not bad for a company which has never made a profit.

Anyone with their nose to the wind could be forgiven for scenting more than a whiff of dot-com mania.

Sandy Plunkett remembers that period keenly; she spent over a decade working in California, first in venture capital, then a start-up, and then back into venture capital. Now returned to Australia she remains an advisor to BullPen Capital, is on the investment committee of lean capital firm TankStream Ventures, and is also an industry fellow in the University of Technology, Sydney's entrepreneurship programme.

She harbours some concerns that another technology bubble is brewing – but maintains this one is different.

"We are definitely in a boom period that started around 2009. It's not yet like 1999. But, another tech bubble is brewing," she says.

Plunkett says that bubbles, as opposed to booms, are spurred by external factors such as government policy – particularly the US Federal Reserve's programme of quantitative easing – and what she describes as "irrational investment exuberance".

Australian and New Zealand technology stocks are riding the coat-tails of the global demand for technology stocks which is still led by the US markets. It's why Australian software company Atlassian is expected to list not on the Australian Stock Exchange but the Nasdaq, which was awash with tech IPOs in 2013.

Peter James, long-term technology investor, besides co-founder and chairman of cloud business ninefold, believes many Australian and New Zealand companies will follow Atlassian's trajectory, upping sticks to list in the US where there is access to deeper pockets and a larger market, although he laments the resultant migration of A/NZ IP.





Advice from a tech dragon

Derek Handley has over a decade's experience of start-ups and the tech sector. Co-founder of The Hyperfactory, director of Booktrack, BigLittleBang and chairman of Snakk Media, Handley is also founding CEO of the corporate social responsibility pioneer The B Team chaired by Sir Richard Branson and Jochen Zeitz.

iStart asked Handley what he thinks is going on in the Australian and New Zealand technology sector.

fi *How easy is it to get funds to start and grow businesses, and is the current appetite for tech IPOs in Australia and New Zealand sustainable?*

Derek Handley: To start a venture with a good team and a good idea, there are definitely far more avenues to get funded than there were five or ten years ago. Things have never been better for the start-up entrepreneur in New Zealand looking for that first \$NZ250,000 or \$NZ1-2m. There are still challenges at the \$NZ3 million-plus level which is where you'd typically get what's known as an 'A Round' of venture capital.

Personally, I think the NZX can help fill that gap and Snakk has proven that in 2013 raising \$NZ6.5 million off the back of raising \$NZ1 million privately in 2012. As long as there are amazing business opportunities based on technology - which there will be for many years to come - then the appetite should only build over time.

fi *There appears to be great interest and appetite for tech IPOs in general - even when the traditional fundamentals (revenues, profits, dividends) are in short supply. Are we headed for another tech wreck?*

DH: I think these periods are not comparable. This time around we do have huge revenues and extraordinary margins - Facebook is a perfect example, it is a multi-billion dollar company that everybody thought was too expensive when Microsoft first invested at the \$US10 billion valuation. A company like Pinterest is a huge success even though it has zero revenue, because it is so easy even for the layperson to imagine how they would 'turn' revenue on.

We are not heading for a tech wreck, we are

heading for a tech boom in terms of how technology changes the way people live and work and how business models are created. With the mobile revolution, underpinned by cloud technology and the internet of things around the corner we truly are on the cusp of greater incremental and transformative innovation due to the internet, than we ever have been.

So as much as thousands of amazing companies will be born in the coming years and that won't change, what may change is the appetite to take higher valuations at early stage companies that have greater risks. Sometimes demand and hype play more of a role here than the company itself. Xero for example is an amazing company with an incredible opportunity still ahead of it. It is of course, arguably overvalued with almost every single possible positive outcome being already incorporated into its valuation today. It has to win on every single one of them to justify where it's at.

fi *What should investors look for in their technology investments?*

DH: Things they understand i.e., how does this work and why would anybody use it or buy it, and something that is backed by a team that looks like they know what they are doing or have built companies before.

Alternatively, they should invest in people and models that specialise in helping them get exposure to technology investments. Things like funds or partnerships.

fi *What should investors avoid?*

DH: Things they don't understand or things that they are investing in simply not to miss out. The fear of missing out is the greatest reason not to invest in a tech company.



"It's not that there isn't a growing number of incubators and funds here. But if you want to prove your business model you've got to go offshore," he says.

Certainly the US market for tech listings is red hot. According to Plunkett, "The only better year than 2013 for tech IPOs was 1999 and the Twitter IPO seems to have created a new thrust for the tech sector. Its stock price 'pop' first day of IPO went up 72 percent.

Although investors should probably remain alert to the potential for a bubble to burst, it's a little early for outright alarm. Plunkett says that the raw numbers suggest today's tech market is a little more sober than that of 1999.

For example there were 368 US IPOs in 1999, compared to 32 in 2013. The average first day return in 1999 was 87 percent compared with a much more sedate 26 percent in 2013, while the average age of a company at IPO is today 13 years compared to just four in 1999.

Plunkett however says that there are warning signs, as 73 percent of companies floated in the US in 2013 have yet to make a profit, compared to 27 percent in 1999 - although generally revenue streams are now much stronger at listing.

For conservative investors the fact that Twitter



“ We are definitely in a boom period that started around 2009. It's not yet like 1999. But, another tech bubble is brewing.”

**SANDY PLUNKETT, EXPERT
IN VENTURE CAPITAL**

could be valued at \$US11 billion, Pinterest \$US3.8 billion, Snapchat \$US7.3 billion without a skerrick of profit between them should prompt a few furrowed brows.

“My main concern re all the Twitterpation in the local tech sector now is timing. We have a history of getting into the action too late in the boom cycle, and with a relative lack of investor savvy in the space. So, we have a boom and we buy in, but only after that boom is deep into its cycle. Then there is a bubble and then it crashes,” says Plunkett, concerned this may impact the availability of venture capital in the future.

Peter James agrees, saying that the A/NZ market is probably a quarter of a cycle behind the US.

But he doesn't believe that the bubble will burst this time, saying that while the dot com era involved a lot of “wishing and hoping” he feels that although there is still something of a land-grab going on, with the current crop of new listings, “this time it's real business,” coming from companies with revenues, if not yet profits.

Blair Galpin, senior equity analyst at New Zealand-based Forsyth Barr, says that the global technology sector is driven to a large extent by the US market. While there is something of a “halo effect” in New Zealand, cast by Xero and Diligent,

there are still very few technology stocks listed on the New Zealand Exchange or the New Zealand Alternative Market (NZAX) he says, a situation he does not expect to change quickly.

While Australia's National Stock Exchange struggles to attract many tech floats, there are 130 technology-related companies listed on the ASX, including recent successful listing OzForex along with more seasoned tech companies such as Seek, CarSales.com and Technology One. But that list pales compared to the 2700-plus companies listed on the Nasdaq - most of which are tech stocks.

Galpin says that Xero's performance will prove the bellweather for the New Zealand listed tech sector, and its movement - up or down - will affect the entire market. He notes however that as a tightly held stock, the impact of movement will affect mainly institutional investors rather than mum and dad investors dabbling in the share market.

Adrian di Marco, chairman of Technology One, which listed on the ASX back in 1999 believes that there are in fact two technology markets operating - one mature, based around service providers, and the IP-related start-up market which can attract “sky-high” valuations he acknowledges. He urges investor caution noting that stocks that run too high can drag back the entire market when they correct.

“Sky-high valuations where there are no earnings are dangerous for investors and the companies.” It's something he experienced when Technology One's share price was caught up in the dot com bubble and share prices soared to become what di Marco frankly admits were overvalued. The share market valuation he said became a “gorilla on your back,” although the company managed to stay profitable even when the market tanked.

While markets continue to fluctuate, there is no shortage of tech-related investment opportunity in Australia and New Zealand (see breakout box overleaf).

And today, unlike the dot com era, there is a slew of incubator companies, venture capital firms, and even big businesses like ANZ and Telstra setting up funds to inject seed capital into »

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start-ups on both sides of the Tasman, receiving access to both smarts and early stage stakes, although there are some who believe this is less about supporting start ups and more a reaction of FOMA (fear of missing out) on tech booms.

Whether it's FOMA or fundamentals there is keen appetite for tech.

In December, investment bank UBS along with private equity investors provided \$A3.4 million in funds to ingogo a Sydney startup which has developed a mobile phone taxi booking app, planning to list on the ASX in 2014. The funds injection values ingogo at \$A25 million, despite the company having plenty of established competition in the market.

Stephen Moss is a co-founder of Sydney-based venture capital company Black Citrus, and prides himself on being very selective about which companies to invest in. Moss says the firm, which raised \$A\$8 million for investment in 2013, considered about 400 opportunities during the

year and invested in just three.

One of the companies on its books is COZero which he describes as supplying “disruptive technology for the energy retail market”. The plan is to list the company on the ASX in early 2014.

Other companies are keeping their options open. Alec Lynch is the founder of crowdsourcing business DesignCrowd.com, which has raised \$A6.3 million in three funding rounds. His major push for 2014 will be to open offices in San Francisco in order to grow the market for the company internationally. As to his exit options Lynch says they are wide open – either an ASX listing, a US IPO, even a trade sale.

He believes that there is a tech boom taking hold, driven by a fresh crop of entrepreneurial graduates and that a rash of strong local listings such as Freelancer.com's are positive for the market overall. “I think that the multiples some businesses have received reflects the future and

their future potential. I think investors are looking for the next Seek or CarSales.com,” he says.

While Stephen Moss remains optimistic for the year ahead he tempers that, saying; “Where I'm concerned is on the broader economy in 2015/16,” which could lead to a decrease in disposable incomes which then impacts the availability of investment funds.

Asked about the valuations on companies such as Freelancer.com and Xero Moss warns that investors are; “Speculating on potential, which is dangerous because it's speculative.” Moss does not think there is much danger of a technology bubble popping, but does acknowledge that there needs to be a more rigorous model to allow proper valuation of tech stocks.

“No-one's buying Twitter because they understand the intricacies of the market – it's because it's speculative.”

It would seem that the motto to be carved on tech investors' wallets remains *caveat emptor*. ■

Australia and New Zealand score well at top of tech tree

The entrepreneurial spirit is alive and well in Australia and New Zealand according to Deloitte.

More than 100 of the fastest growing technology companies in the Asia Pacific region hail from either Australia or New Zealand according to the Deloitte Tech Fast 500 report.

Sixty six of the companies on the Deloitte Tech Fast 500 in Asia Pacific for 2013 are based in Australia with a further 40 based in New Zealand. The fastest top 20 list meanwhile features four Australian companies – Plan B Logistics, Blue Chilli Technology (both in the top ten), Vinomofo, b2Cloud and one New Zealand business, BookMe.

In 2012 only one ANZ business made the top ten cut – New Zealand based software company ERoad. This year the company dropped back to 68th slot in the Fast 500 even with a still remarkable 463 percent growth rate over the last

three years.

While software, hardware and telecommunications are eligible to be considered for the Fast Tech 500, to be included companies must have achieved a base-year revenue of \$US50,000.

Plan B was identified as the fastest growing technology company in Australia – and the fifth fastest growing technology business in the region. A travel management and corporate booking system, the company was established in 2008 and has grown by 3832 percent over the last three years.

Deloitte's top 500 companies averaged a revenue growth of 356 percent during 2013, which was slower than the 467 percent achieved last year. China took out line honours with 128 of the fastest growing 500 companies in the region.

Joshua Tanchel, leader of Deloitte's Technology Fast 50 Program said that the performance of local companies was an indication of a thriving entrepreneurial environment and embrace of digital business models.

“In the traditional business world Australian company growth may have been constrained by the size of the domestic market. However, in the high growth digital economy that is no longer an issue. By utilising the internet and mobile technology, Australian tech companies are building businesses that compete and win globally.

“We are certainly punching well above our weight and taking on the well-established Asia Pacific technology powerhouses such as Taiwan, Japan and South Korea.”

Getting rid of website bloat

*Customer engagement specialist **Gerry McGovern** explains why the traditional distributed model of website management was a failure and what you should do instead...*

Historically, the Norwegian Cancer Society worked in silos when it came to managing its website. "A specific example of where there was a lack of collaboration in the old website was skin cancer," Ida Aalen, senior interaction designer at Netlife Research explains. "In the 'about cancer' section you could read about skin cancer, but the section about 'prevention' also had pages about what skin cancer was. And neither of these linked to each other."

This, of course, led to duplication, confusion and content bloat. By focusing on top tasks and becoming highly collaborative, the number of pages on the society's website has been reduced from more than 5000 to approximately 1000. The way content is managed on each page has also changed. There is now a core focus on the top task of that page (symptoms, for example). The other more contextual information is linked to on other parts of the website.

Collaboration can only be successful if a strong management model is in place. "The new management model, where it is clearly stated that the whole editorial board is responsible for the entire website really helps collaboration," says web editor, Marte Gråberg.

The old distributed publishing model allowed 45 people to independently contribute to the website. Now, six people oversee and control the site. Not all of these people are full-time. There are roughly three full-time equivalents (FTEs) actively managing 1000 pages. That's about 350 pages per FTE. We have found over the years that a full-time web professional can manage somewhere between 200 and 500 pages.

The departments no longer own the content. They're sources. For many years, distributed publishing has been the preferred model for website management. Give control to the department / author, the thinking went. They know their own content better than anyone. Distributed



publishing was also cheaper because you didn't need a central team. In other words, you didn't need to hire professionals.

However, distributed publishing has major weaknesses.


It can result in silo-based publishing and thinking. There is no overview of everything that is being published and this leads to organisation-centric writing and duplication as different silos create the same content.

Many content authors like to publish their own content. This can result in a content explosion that causes confusing navigation and search. Also, as the site grows bigger it becomes harder to manage and review.

The new model strictly controls what is published: "If people want to add something to the website," Ida states, "they need to write down their answers to the following five questions:

1. Who's the target audience?
2. Does this content cover some need or task for this target audience? Which?
3. Does this content cover a strategic goal for The Cancer Society? Which?

4. Describe how you imagine this content will be found and used by the user.
5. Why is the website the right channel for this content?"

Collaboration across functions and disciplines is key to maintaining content quality and ensuring that a focus on people's needs is kept front and centre in everyone's thinking. Duplication of content is greatly reduced because the team is constantly discussing what they are doing and sharing ideas and insights. There is now a holistic view of the website, rather than the old silo-based view. 



ABOUT GERRY MCGOVERN //

Gerry McGovern is an expert in customer-centric technology, CEO of Customer Carewords and a five-time published author. He helps large organisations become more customer centric on the web. His clients include Microsoft, Cisco, VMware, IBM, Atlas Copco and Tetra Pak.

Is cloud computing **DISENFRANCHISING THE CIO?**





*Cloud computing is continuing its meteoric rise and has found acceptance within the enterprise. As a partial result IT control and decision-making is moving to the line of business managers. In the middle of it: the CIO. **Clare Coulson** considers what these changes mean for the modern CIO and how he, or she, can remain relevant and gainfully employed in such a rapidly transforming digital business landscape...*

When Neil Armstrong and Buzz Aldrin set foot on the moon 45 years ago it represented a technological leap forward for mankind. More astounding, perhaps, to those of us who wear our phones like a sort of security blanket, the computer on the Apollo 11 space shuttle ran on technology less powerful than the average modern smartphone. We have come a long way, often in leaps and bounds.

One of the most influential and transformative of these leaps, at least in the world of IT, was the arrival of virtualisation and shared tenancy on computers - the enabling seeds of modern cloud computing. With a bit of smart software, data centres the world over could immediately utilise the huge surplus of excess server capacity.

Cloud computing was initially pooh-poohed by box-hugging IT department heads who preferred to play in their own DIY sandpit. It still is in many quarters, but it is becoming increasingly clear that they are swimming against the tide. Frost & Sullivan's State of Cloud Computing 2013 reports for Australia and New Zealand indicate that local organisations are now steadily embracing cloud computing for most if not all of their IT infrastructure and software.

FORECAST: CLOUDY

Frost & Sullivan reports that over 60 percent of Australian organisations currently using cloud-based solutions are planning to increase their cloud budget over the next 12 months. The converted are liking what they see and »

“IN 2010, 74 PERCENT OF ENTERPRISE IT BUDGETS WAS SPENT BY CIOs. LAST YEAR THAT HAD PLUNGED TO 58 PERCENT.”

Forrester Research - Asia Pacific, 2013.



wanting to buy more. What is more, 24 percent of organisations that currently do not access storage via the cloud are likely to do so in the next 12 months. Similar data was reported for New Zealand.

The report indicates that many organisations had initially used public cloud offerings for test and development activities, but are now migrating a wider range of production workloads and core business systems to the cloud, including ERP, CRM and online services.

A key driver has been a maturing in wider business understanding of cloud computing. Phil Harpur, senior research manager for A/NZ at Frost & Sullivan mentions that the increasing awareness of cloud has seen an increasing number of companies ask the question, 'What can I do with cloud services?', rather than 'What do cloud services prevent me from doing?'. This is opening up a broad range of opportunities for companies to develop their business models to cope with the rapidly changing IT

environment. Cloud is progressively seen as more than just a way of reducing IT costs and IT decision makers are gradually becoming more aware of the other benefits that the cloud offers such as agility and flexibility.

Cloud computing expert Craig Deveson, CEO of Cloud Inc and the first in the world to develop an exclusive partnership with Google with his company Devnet, explains that cloud by itself doesn't save you money. "In fact if you are trying to do things exactly the same it may cost more, but if you re-architect around the cloud it could cost you significantly less or give you significantly greater return on investment for the company. Increasingly

you'll see companies re-architecting their solutions and moving to the cloud for strategic reasons. That's where the real payback is."

Frost & Sullivan showed that overall IT cost reduction was just one of the reasons that organisations are now considering the cloud. Reduced risk of IT disruption from external factors such as natural disasters, greater overall business agility and flexibility, enhanced IT infrastructure efficiency and faster deployment time are all driving adoption of cloud computing. SaaS adoption is also being driven by the Ultra-Fast Broadband (UFB) rollout in New Zealand (and presumably the NBN rollout in Australia although this wasn't highlighted in the Australian report, perhaps deliberately given it's somewhat languid progress), falling broadband prices, rising data cap limits on broadband plans and increasing demands for enterprise mobility.

A significant factor that has emerged over 2013 that is reportedly hastening decisions on cloud hosting has been the establishment of local facilities by big global players Amazon Web Services and Rackspace. Both have ramped up local cloud operations as has long time provider of cloud services, Fujitsu. IBM is reportedly establishing a cloud services infrastructure (as opposed to its large traditional hosting service) and Microsoft (Azure) has stated it will have local facilities...errr...soon.

TECHNOLOGY TOO IMPORTANT

Not every CIO has welcomed the arrival of cloud computing, or indeed the consumerisation of IT in the enterprise. Many remain resistant and, as a result says CIO of Yarra Valley Water Leigh Burrell, "A lot of the control and the decision making is shifting away from the IT department.

"Historically the people in IT were the only ones who actually understood what was going on in information technology and data processing space. For everyone else it was just some form of black art."

Today those outside the IT department also have a good grasp of what is possible with technology

and the myriad options available. What is more, it is easy to procure SaaS services with a few clicks of the button and the company credit card. As a result the recently-published Asia Pacific CIO Budgets and Priorities in 2013 report from Forrester Research showed that chief information officers are losing their grip on enterprise IT budgets with line-of-business managers taking up the slack.

In 2010, 74 percent of enterprise IT budgets was spent by CIOs. Last year that had plunged to 58 percent. According to John Brand, a co-author of the report and Forrester vice principal, the commoditisation of enterprise technology along with the advent of cloud-based infrastructure which is "easily consumed and built for purpose" is driving the shift in terms of who controls the purse strings. Today chief marketing officers, HR directors and line-of-business managers often spend part of their budget on technology specific to their business needs. Two in five survey respondents

said that the business was spending more on technology directly because; "technology is too important for the business not to be involved".

EXECUTIVE REPRESENTATION

So where does this leave the CIO? If line of business managers are procuring IT without consulting the CIO and one of the benefits of cloud computing is that CIOs no longer have to worry about keeping servers fed and watered, is the CIO becoming disenfranchised? Owen McCall, founder and consultant at successfulcio.com and ex-CIO of The Warehouse doesn't think so.

"Our challenge is still the same. The role of the CIO is still the same. It's about understanding how technology can deliver value to the organisation. Be that through business model change, process improvement, or better use of information. The challenge has always been that, it's just that we have not been very good at it.

"If your customers are going around you then

that should be a pretty strong signal that you are doing something wrong and you should seek to fix whatever it is that you are doing wrong rather than blame the customer."

Burrell admits "there are some CIOs I've met in my life who are just glorified IT managers and they really don't want to get away from the technology". He believes however, that a good CIO and their team should be like a Sherpa. "If you think of all the thousands of people now who are climbing Everest, they couldn't do it without the support and logistical expertise of the Sherpas. But it's the climbers getting the glory. I see the role of enterprise IT and therefore the role of the CIO as a heavy lifting support role for the business."

In the context of Burrell's Sherpa analogy, it is relevant to note that Devnet was sold to US-based Cloud Sherpas back in 2011, helping them on their way to a projected US\$200 million revenue this year, and a tag from IDC as a "Major Global Player" among Salesforce.com's partners. >>



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IT used to be a back office function quite separate to the business but today it's a very solid front office and strategic function within pretty much every organisation. This means the days of the IT mechanic are over, says Burrell, making room for a CIO who is a business savvy leader with a slightly stronger understanding of technology than the rest who knows how to extract the right information out of the technical team. "The CIO is the executive team's representative in the IT department."

WHAT IS IN A NAME?

The strategic intent behind the executive CIO role may not have changed, but the ways to achieve the results have had to shift to keep up with the rapidly changing technology landscape. Today technology is intrinsic to business and the burden of technology decision-making should be shared appropriately around the business.

Perhaps 'CIO' meaning 'chief information officer' (and here we also mean CTO - i.e. technology) is a misnomer. Ullrich Loeffler, head of IDC in New Zealand, says that the common message he is hearing through the firm's research is that the actual technical aspects of the CIO role are not really important anymore. Today companies need people who can understand the opportunities proffered by technology and then connect them back to the business needs and respective business units. "One CIO phrased it well. He said CIO should stand for 'change innovation officer'," explains Loeffler. "It's a very true comparison, in most organisations technology is a change engine."

READY OR NOT

A survey published this January by IT solutions and managed service provider Logicalis has highlighted a disconnect between CIO ambition and reality. Although 73 percent of CIOs reported that they want to spend at least half of their time on strategic activities, in reality more than half of them say they are spending at least 70 percent of their time on day to day management of technology and four out of five report spending the majority of time on what was described as "low

value, non-strategic activity".

IDC predicts that this will change saying that in two years' time over 70 percent of CIOs will transition their primary role from directly managing IT to being an innovation partner. By then 80 percent of the IT budget will also be based on providing a broad portfolio of IT and business services. By 2017 the transfer of 3rd Platform (cloud, big data analytics and social and mobile technologies) investments from IT to line-of-business budgets will require 60 percent of CIOs to focus the IT budget on business innovation and value.

Deveson sees this new incarnation of the CIO emerging and expects them to act more like an internal 'cloud broker' - an IT services facilitator if you like. Frost & Sullivan's report highlights this change, reporting that 31 percent of organisations in Australia are likely to consider enlisting a cloud broker in the next 12 months to facilitate their IT delivery. The primary benefit of the cloud broker will be to offer a single point of contact for all the different cloud vendors.

"They've got to broker together potentially different cloud, SaaS and mobile solutions and also work with the CMO (chief marketing officer) more because that budget is increasing," says Deveson.

TEAM WORK

The upshot is that the CIO's mandate remains the same - to add value to the organisation through the inventive use of technology - however the skills needed in the IT department to execute it are changing as cloud computing and big data make their mark.

For cloud computing to really make a difference business applications need to be completely re-architected for the cloud so they can bring transformational change and a whole new way of doing business.

IDC's Loeffler says, "If you were to fully move to the cloud (although 100 percent cloud is not very likely) then the skills you would require within your team would become completely different, and the CIO becomes like a sourcing manager. And it's

“WHAT WE NEED TO HOLD ON TO THOUGH IS THE UNDERSTANDING OF HOW THOSE SYSTEMS WORK, THE ABILITY TO INTEGRATE THOSE SYSTEMS WHICH IS VERY DIFFICULT IN A CLOUD ENVIRONMENT.”

Leigh Burrell, CIO of Yarra Valley Water

more about the governance and security around it."

IDC predicts that by 2018, adoption of the 3rd Platform IT technologies such as cloud, big data analytics, mobile and social, will redefine 90 percent of IT roles.

"What you are starting to see is whole skill sets leave organisations," McCall reveals. "A client of mine is progressing down the line of infrastructure-as-a-service for all of its hardware and associated managed networks. The people who do the day-to-day server build and maintenance there will have no role within the organisation once the project is complete [the company is working with its vendors to take its redundant staff on]. On the other hand, what they will need in the future, and don't have at the moment, is a bunch of new skills around managing and provisioning environments on a much more rigorous basis."

Burrell says that Yarra Valley Water has a number of constraints on it, such as being government owned and capital orientated, that make moving to the cloud inappropriate at this juncture. He makes no bones, however, that were those constraints lifted he would have absolutely no problem with pushing the hosting of his systems out onto the cloud. "What we need to hold on to though is the understanding of how those systems work, the ability to integrate those systems - which is very difficult in a cloud environment."

SINGLE TRUTH

Organisations have spent many years striving for the holy grail of technology – that one source of business truth. Now, as managers procure discrete SaaS applications that are suitable for their line of business, they are starting to build silos of information again, this time in the cloud. Done without forethought and planning it's potentially a major pitfall so integration of these silos will have to be top of the CIO's agenda for cloud projects to be a success. "That's why CIOs need to broker some of those disparate systems back together so that they can derive organisational benefits. Where they could become very influential is if they suck the data out of those line-of-business systems and put that in to a data warehouse and then you could run company-wide analytics on it," explains Deveson.


The cost savings brought by cloud computing could either be absorbed by the business or ploughed back into the IT department to replace break-fix skills and server mechanics with people skilled in integration, middleware and analytics to deliver increased business value. And since the IT department has a watching brief over the operational departments it is also ideally placed to spot potential cross-functional opportunities as they arrive.

CHANGE OPPORTUNITY

To properly answer the question: 'is the CIO role disenfranchised?', we have to look at what type of CIO is under scrutiny. Burrell put it best when he said: "If a CIO sees themselves as a head of technology then they are going to feel more and more disenfranchised because technology is

spreading out right across the business. But if they see themselves as the Sherpa then I really think it's a fantastic role to be in."

Businesses today, more than ever, need high quality advice on what is happening in the technology landscape and how that can be harnessed to bring value and business model enhancement. CIOs that can work with their executive peers to outline the vision and the strategy for the business and then execute the technology aspects of that vision will become increasingly important. Those that hide behind the task of keeping the lights on and shy away from innovation are likely not long for the role.

Perhaps the alternative suggested from the late Sir Edmund Hillary to Armstrong's "one giant leap for mankind" quote is now more appropriate: "Jesus, here we are!". 



Environment agency cleans up with CRM

Environment Protection Authority Victoria has improved its decision-making by centralising client information and streamlining processes with a tidy CRM...

As evidence that Environment Protection Authority (EPA) Victoria is doing a good job, seeing state capital Melbourne declared the world's most liveable city three years in a row is pretty hard to argue with.

However, it wasn't always that way, says authority strategy and support director Jason Borg. He says implementation of a customer relationship management system after a 2010 review of information practices has lifted EPA Victoria's game.

And he acknowledges there's more to the Economist Intelligence Unit's city liveability ranking than EPA Victoria's contribution. "The environment is just a small part of it," he says.

Nonetheless, Melbourne can feel pretty happy with the state of its atmosphere and waterways, for which EPA Victoria has statutory responsibility.

"We have very good air quality and our bay is quite clean for a city of four million people," Borg says. "The iconic Yarra River, as muddy as it appears, is also in reasonable health – coming second in the International RiverPrize – a prestigious environmental award in 2011."

Now, at least, the authority is equipped to do something about it. EPA Victoria issues licences for a range of environmental activities at 700 sites and has a regulatory role at several thousand other sites that have non-licence compliance obligations.

Information misfires

The authority's 350 employees deal with 17,000 organisations and capture about 400,000 pieces of data. But before it adopted SAP CRM, EPA Victoria's left hand often didn't know what its right hand was doing.

"We were finding it was difficult to access our

own information in our decision-making. This was either because we weren't capturing the right information or our systems weren't talking to each other," Borg says.

The authority had numerous systems ranging from five to 20 years old, including bespoke applications and internally developed databases and spreadsheets. As a result it was difficult to see the process flow through the organisation.

"That was a big part of the challenge. We just weren't disciplined enough to capture information and the system wasn't helping us to do that."

Borg says some of the authority's clients were happy to take advantage of the situation.

"Some companies might deal with us over several statutory instruments and we weren't able to get an organisational view of our interactions with them. One part of the organisation could be unaware of the same regulated entity's dealings with another part of the organisation.

"We found some less scrupulous clients would shop around for advice on what they had to do to comply with a licence — if they didn't like one answer they might ring someone else in the team to ask their view.

"Our officers weren't able to see what had already been discussed with the client because there was no central repository for us to record interactions."

SAP CRM closes that loophole by assigning every client an account into which all activity is recorded.

"Now if we get a call from company X, we go into SAP and call up the company and we can see every contact it has had with anyone in the



organisation, including what advice has been given to it.

"It means we have much more transparency internally about what we're saying to the outside world. We have a single source of truth for each account."

A natural fit

Data from nearly 60 business processes is captured in the CRM system. As the phased implementation has proceeded, legacy data has been cleansed and ported to the system.

Borg says when the organisation went to tender, it didn't specify a CRM system. But because it was looking for a client-based system with everything revolving around the client account, a CRM was the logical platform.

"We laid out our requirements to our technology partner NTT DATA Business Solutions and they presented SAP CRM as the best fit for the model, demonstrating that it provided the best and most robust solution from a cost-benefit



“SAP CRM means we have much more transparency internally about what we’re saying to the outside world.”

Jason Borg, strategy and support director

perspective. And confidence in the brand also persuaded us to go with it.”

Added bonuses

The implementation, undertaken by NTT DATA Business Solutions, comes under SAP’s Urban Matters programme, which applies the company’s technology to city management.

“An upside is greater community transparency, allowing the public to look online at licences, notices and so on. They couldn’t do that before because our systems were too messy.”

A business portal gives clients access to their information and a community portal is under development for publicly available information.

“We’re big on being as transparent as possible and SAP enables that. We’re trying to put the onus on clients to be responsible for their environmental performance, and by putting that information into the ether, people will be able to make their own assessment without us

being the arbitrator.”

If that’s something new for the public to get used to, the system also demands change from EPA Victoria’s staff, Borg says, who have to be disciplined about recording client dealings.

“I’m careful not to paint too rosy a picture about the implementation because, although it’s been successful, it requires a lot of change-management. It’s not as intuitive as a bespoke system that you’ve been able to design for yourself.”

But the pay off is clear.

“The ability to follow processes across the organisation is a huge benefit. Historically there was no transparency between the start and end points of different processes, whereas now you can see all of that.

“We’re also collecting more information, although we’re yet to harness all the upside of that. That’s our next focus: using that information to generate good reports so you can make better decisions into the future.” ■

CASE STUDY//

Environment Protection Authority Victoria

AT A GLANCE//

INDUSTRY

- Public sector – environmental protection

LOCATION

- Australia

BUSINESS OBJECTIVE

- Provide a single location for capturing and accessing client information.
- Streamline and improve decision-making.
- Provide public access to clients’ environmental performance records.

SOLUTION

- SAP CRM, SAP BusinessObjects, SAP Portal and Investigative Case Management, part of SAP Urban Matters.

BUSINESS BENEFITS

- Instant access to all client interactions.
- Better, more efficient decision-making.
- Platform for providing public online access to environmental performance information.

FOR MORE INFO//

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Jet Park's customer centric vision takes off

When Auckland's prestigious Jet Park Airport Hotel & Conference Centre set a vision for a more guest-centric future in 2012, it checked in for an upgrade with Koorb Consulting...

Sebastian Herrmann is no stranger to hospitality and in particular customer service. He's been there done that with Jet Park as GM, transforming it into a customer led hotel by implementing Microsoft Dynamics CRM, disrupting industry norms on the way by using it as the central management system. In early 2013 he returned as PM to leverage the 360 degree view of customers that the initial implementation had provided.

Lost property

Lost property is an industry-wide problem and Koorb suggested an integrated and automated process for managing Jet Park's 500-odd lost property items per month.

"Most hotels still have a lost property cupboard where items are logged manually and use a book or a spreadsheet as the auditing process. The benefit of the system that Koorb developed for us is that we're now able to manage

lost property on the spot."

The floor staff have Windows tablets and can immediately log found items into the CRM against the room number, and allocate a unique code, instead of having to go back to the office and manually enter each item. If a guest's email address is available, the CRM automatically contacts them to let them know that they've forgotten an item.

Contact centre staff and the reservations team can view all the lost property items in the CRM and organise to have claimed items returned without having to distract housekeeping.

The return rate has increased by 60 percent and the new system offers a tamper-proof audit trail for high-value items.

"The average time taken to handle a piece of lost property has more than halved and we have gained at least an hour a day in lost time across all supervisors," says Herrmann.

One happy guest recently posted on TripAdvisor that Jet Park had sent a notification email about a forgotten item by the time they

arrived home, and it was safely back in their hands two days later.

Harnessing the power of guest feedback

Another area ripe for improvement was the guest feedback collection process. The hotel used to be lucky to get 10 hard copy surveys returned a week, and this was usually only when a guest was ecstatically happy or, occasionally, really annoyed.

“We knew we needed to automate the surveys to get more responses and find out what was happening in the middle ground,” says Herrmann.

For Jet Park to get real value and be responsive to their guests, the information collected needed to be linked to individual records in the CRM. Koorb suggested the plug-and-play email marketing and marketing automation solution ClickDimensions, developed especially for Dynamics CRM, which coincidentally provided a host of additional functionality for the marketing team.

“We launched our first online survey in mid-May, 2013,” says Herrmann. “Within 24 hours we had 75 responses, and over the last two months our feedback volume has improved a staggering 490 percent.”

The survey information is delivered straight back into the CRM which has an inbuilt scoring mechanism where everything is benchmarked out of 100 percent. “Service can now be measured as a percentage for key KPIs enabling us to see where we are excelling and where there’s room for improvement. As a 4.5 star establishment, our service level expectations are a minimum standard of 80 percent, but we are working towards an average score for each team of over 95 percent.”

Any score below 80 percent automatically triggers a task for the department head to follow up and, as it’s all run through the CRM, they can email the guest directly.

What is even more important in Herrmann’s eyes is the level of engagement from Jet Park’s staff. “The detailed view of how our guests regard us has reinvigorated personal and team accountability, to both the hotel as our employer and our guests, who are our lifeblood.

“For the first time we are able to confidently

and immediately see that 99 percent of guests surveyed will recommend us and stay again. That’s an outstanding result to share with the team, and to be proud of.”

When actions speak louder than words


As a prestige establishment Jet Park puts an emphasis on recording guest preferences so it can cater to them on future visits. Prior to having Microsoft Dynamics CRM, these preferences were recorded as a free-form note on the booking form, but it was hard to see what the majority of requests were and use that information to improve or develop a consistent method of delivering that service.

“Using the CRM we were able to turn those special requests into automated actions which were delivered to each department’s job queue. This means an unbelievable level of service management from our point of view, and exceptional consistency from our guests’ vantage point. Being able to deliver that type of experience to a guest is the reason why they become regulars.”

Access to the CRM via tablets means guest requirements are communicated accurately to the team while they are on the floor. One department head reported that his supervisory staff now spend 80 percent less time in the office. In addition, Koorb has made extensive use of graphical icons on forms so that staff can intuitively navigate through room bookings.

“Now we are able to audit our service delivery effectively, our guests are getting more face-time with our staff and we are now able to replicate a special requirement consistently for that guest every time they stay. I think that’s the magic.”

A mind shift

“One of the biggest things has been changing from the mind-set of running Jet Park on a *hotel management* system over to a *guest-centric* CRM solution. It’s doing very well and we’re really pleased with the engagement. I’ve seen department heads throw away diaries, and we don’t have notes being left on pages anymore. It’s wonderful,” says Herrmann. 

CASE STUDY//

**Jet Park Airport Hotel
& Conference Centre**

AT A GLANCE//

INDUSTRY

- Hospitality

BUSINESS OBJECTIVE

- To create a more guest-centric culture.

SOLUTION

- Microsoft Dynamics CRM and ClickDimensions.

BUSINESS BENEFITS

- Automated lost property process that returns lost items to owners speedily.
- New survey process has increased response levels by 490 percent.
- Improved customer service with customer preferences recorded for future visits.
- CRM the hub of efficient and automated processes.

FOR MORE INFO//

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Fonterra Brands gets CRM on the road

Doubling the accounts per rep has been just one pay off for the FMCG dairy supplier and its business development team after implementing a solution to mobilise customer information...

Fonterra Brands New Zealand (FBNZ) manufactures and wholesales some of the best-known and most loved dairy brands in New Zealand (including Mainland, Anchor and Tip Top). Their team of business development managers are road warriors spanning the length of the country servicing the full breadth of accounts from major supermarkets to route trade clients supplying corner dairies and service stations.

“Mobilising our sales staff with iPads and CWR Mobile has been a rewarding exercise,” says Helena Parker, Business Analyst at FBNZ. “We had been using Dynamics CRM for about four years and it has made a huge improvement in the way we interact with customers. But we needed to go the next step and give our field-based BDs the capabilities to immediately update their CRM records, access the latest information and have a range of ancillary tools at their fingertips. So, in conjunction with Adaptable Solutions, we investigated the options on the market that would best fit our needs.”

Specific requirements

“Fonterra Brands is an Apple shop,” continues Parker, “so we needed a mobile solution that ran under iOS. And we wanted an interface that would have a look and feel on the iPad that was similar to that of a laptop or desktop. This would facilitate the acceptance process of our BDs, some of whom were not especially enthusiastic about using technology in the sale process. And we were very conscious of price. We had already invested significant resources into our CRM project - money well-spent, mind you – but didn’t have an unlimited budget.”

“CWR Mobile CRM 2011 was the logical

choice for FBNZ,” says Alan Parker (no relation to Helena), Account Manager at Microsoft Gold CRM Partner Adaptable Solutions. “It is recognised as the ‘best-in-class’ mobility solution for Microsoft Dynamics CRM and has been successfully implemented hundreds of times globally. Not only did it fulfil all of FBNZ’s core functional requirements, but it was significantly less expensive than other, less-functional solutions. In fact, this particular project has gone so well that we have now taken on CWR as our preferred mobile extension for Dynamics CRM.”

Phased rollout

Once the decision was made to adopt CWR as their mobility solution, FBNZ and Adaptable rolled it out in a deliberate fashion. “We had a number of other IT initiatives going on simultaneously,” notes FBNZ’s Parker, “so we didn’t want to move too fast. We held a few workshops with the Adaptable team and our BDs to specify exactly what we needed. Mapping all of the Dynamics functionality and interfaces was relatively easy - in fact, that is a major benefit of the CWR package. The team at Adaptable helped us customise some interactive forms and menus using Java Scripts.”

“We then trialled the solution with a few selected BDs - one set who were tech savvy and the other not so much,” she continues. “The amazing thing is that both groups loved it. No user resistance what-so-ever. Not only do they have immediate access to all of the latest customer information, but the other functions inherent with iPads, such as interactive maps, margin calculators, email and the ability to take photos have been a godsend. The BDs also say



“Having an up-to-date record of all communications has gone a long way to help our BDs synchronise their approach to customers.”

Helena Parker, Business Analyst at FBNZ

they look so much more professional when they pull out their iPad during client meetings.”

Double the productivity

While it is too early in the project to get hard and fast figures on ROI, the evidence so far has been impressive. “We have been able to double the number of accounts that each BD can manage, from around 6 distributors / franchisees to 12. In addition, the BDs used to have to take



written notes during their meetings and then transcribe the notes into the CRM, usually back at the office after a long day on the road. They can now update their CRM databases either as they happen or immediately thereafter. The system automatically polls each iPad every 15 minutes and uploads the updates. A task that might have taken up to eight or so hours a week now can be completed in about an hour or so total. It is that fast and that easy to use.”

Increased visibility

From a management point of view, mobilising the workforce has had the added benefit of increasing the visibility of each BDM’s performance. “We now have better data to evaluate which sales calls generate the most revenue, how much time the BDMs spend going from point A to point B and how well the BDMs manage their time. In fact, the field teams use CWR to help them schedule their calls. And it has

made reporting much easier.”

Another huge benefit is that each BDM has the most up-to-date and accurate information on each customer. “Often times multiple BDMs will be interacting with the same distributor or franchisee,” says Ms Parker. “Now, everyone knows exactly who said what to whom. Having an up-to-date record of all communications has gone a long way to help our BDMs synchronise their approach to customers.”

Continued improvement

Now that the system is in place, the benefits continue to accrue. “This particular exercise cost maybe 20 percent of what we have invested in CRM overall,” concludes Parker, “but we fully anticipate that the utility of the solution will increase the benefits at least 50 percent. It has been a trouble-free installation and we are looking forward to building our capabilities as we gain more experience. ■

CASE STUDY//

Fonterra Brands (FBNZ)

AT A GLANCE//

INDUSTRY

- FMCG

BUSINESS OBJECTIVE

- Give BDM’s more information for client-facing interactions.
- Improve productivity of BDMs.
- Improve uptake and acceptance of CRM solution.

SOLUTION

- CWR Mobile CRM 2011 integrated with Microsoft Dynamics CRM.
- Apple iPads.
- Specification, installation, customisation and support provided by Adaptable Solutions.

BUSINESS BENEFITS

- Accounts per BDM doubled from 6 to 12.
- CRM updates now take 1-2 hours instead of 8.
- Live accurate data to evaluate BDM performance.
- BDMs more professional in client meeting.
- Provides framework for continual improvement.

FOR MORE INFO//

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MOBILE BUSINESS



ROAMING CHARGES REAR UGLY HEAD

WITH THE SUMMER HOLIDAYS over those of us who travelled abroad might be feeling stung by our telcos. Just over eight million Australians left the country for an overseas trip in the year to the end of June according to the Bureau of Statistics. Communications company Vodafone claims that 85 percent of travellers use their mobile phones when abroad.

In a recently released survey it found that 92 percent of travellers tried to keep costs at bay by turning off roaming, using wi-fi or buying local SIM cards to insert in their phones. Almost four in five respondents admitted they were concerned about the costs of using the phone overseas because of widespread high roaming charges.

While the Australian and New Zealand Governments have agreed, in principle at least, to pressure telcos to reduce roaming fees or face greater regulation, travellers venturing further afield remain at risk of huge roaming bills.

It's not just an antipodean problem

– the European Commission is pressuring communications companies to reduce or end roaming charges. It seems to be having an effect as a Swedish telco announced earlier this month that it was introducing a flat fee for customers across Europe.

It's a start – but according to telecommunications analyst Paul Budde, Australian phone users shouldn't expect similar largesse from the local teleco companies because: "It's an extremely lucrative market and it's in the interest of operators to keep it that way."

Budde says that Vodafone has taken something of a leadership role on the issue as it is able to leverage its global network. It offers Australian customers a \$5 per day deal to use their plan's calls, text and data in almost 40 countries. "Apart from them no one has really made any progress," he says.

Enterprise users of mobile services meanwhile can generally use their mobile device management technology to define a certain amount of roaming.

AUSTRALIAN ENTERPRISE LAGS IN MOBILE RACE

THE MOBILITY IN BUSINESS survey released recently by Citrix in association with Vanson Bourne, revealed that Australian enterprises are lagging behind their international peers in terms of adoption of mobile technologies. Only 15 percent of Australian enterprises see mobility as a way to transform the enterprise compared to 24 percent of organisations globally.

But as consumer adoption of smartphones and tablets soars this seems set to change. Fresh analysis from Gartner has revealed that Asia Pacific led the world in smartphone growth during the third quarter of the year with sales up 77.3 percent.

Global mobile phone sales are meanwhile tipped to reach 1.81 billion units for 2013 - 3.4 percent more than the previous year.

Speaking to iStart at its global conference in San Franciscolast November, Clarence So, EVP mobile for Salesforce, said that consumers' enthusiasm for mobiles would parlay into an expectation by an emerging generation of employees that they would also have flexible and mobile access to workplace systems.

He acknowledged the relatively slow integration of mobile devices with enterprise systems, but said this would change swiftly as organisations realised they had to provide better and mobile tools in order to be able to attract top talent. Once market leaders in a given sector started to roll out mobile enabled solutions other companies would have to follow or risk failing to hire key staff, he said.

So said he expected the mobile-charge to be led by B2B companies with the finance and insurance sectors not be far behind. B2C companies would, he predicted, embrace mobility to support relationship marketing and drive productivity. In the Citrix survey 48 percent of Australian respondents said that improved productivity was expected to be one of the key benefits of increased adoption of mobility.

So acknowledged however that companies would need to be sensitive to how mobile applications were rolled out or risk enslaving employees

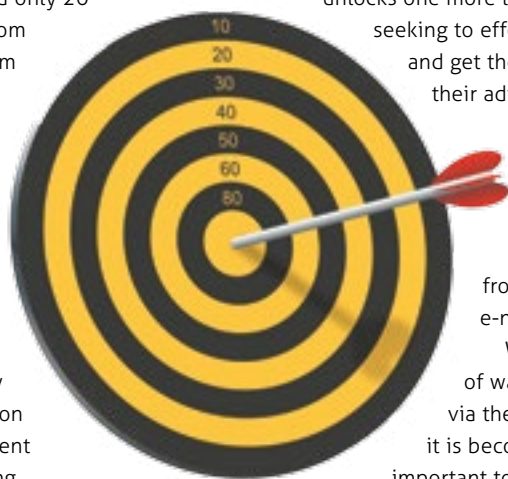
*The author attended Dreamforce as a guest of Salesforce.

ONLINE ADVERTISERS MUST PLAY THE GENERATION GAME

CLEAR DIFFERENCES HAVE BEEN revealed in terms of generational responses to online advertising in a new report from Roy Morgan Research. According to the survey released this week, in an average four week period only 20 percent of click-throughs from online advertising come from Baby Boomer consumers, compared to figures of 34 percent for Generation X and 30 percent for Generation Y internet users.

There is an even starker difference in terms of response to online advertisements accessed by smartphone users. Generation Y is responsible for 52 percent of all smartphone advertising click-throughs, followed by 29 percent of Generation X consumers, and a paltry eight percent of Baby Boomers.

The best response from Baby Boomers to online advertising was their reaction to emailed newsletters, with 23 percent reporting that they read this form of communications.



According to George Pesutto, general manager of media and communications, Roy Morgan Research, "Knowing who is most responsive to different online advertising activities and formats unlocks one more layer for marketers seeking to effectively target, retain and get the most returns from their advertising investment.

Obviously, a 25-year-old watching an online video will respond to messaging differently from a 45 year-old e-newsletter subscriber.

With the proliferation of ways to reach people via the digital platform, it is becoming increasingly important to be as targeted as possible."

The Roy Morgan research makes it clear that advertisers wishing to get the most bang for their buck need to carefully analyse the demographic segmentation that is emerging for online advertising and mould their advertising campaigns accordingly.

KIWIBANK HELPS HOME HUNTERS ON THE GO

KIWIBANK HAS CREATED THE

Home Hunter app to address a need for a simplified home-buying process and solve the three major house-hunter niggles. The bank's research showed that getting finance is a daunting process for many, particularly first home buyers. It also showed that the process of securing loan approval is currently seen as too time-consuming, frustrating and difficult. And finally the fear of the unknown is a major issue for first home buyers who realise that they don't know what is involved in buying a house.

Kiwibank CEO, Paul Brock explained, "We have taken a radical step toward reinventing home lending and easing the pains of house hunting through the development of an app, called Home Hunter, which among other things, can show customers all the homes Kiwibank will give them pre-approval for – within minutes. We think it's pretty revolutionary actually and we believe it will change the way Kiwis look for and buy homes. It's also going to fundamentally change the market."

Once a user has received pre-approval for a home loan, the app lists which houses meet the combination of the bank's lending criteria and the user's personal home loan pre-approval. It also provides registered values, comparable house sales, estimated sale prices and realestate.co.nz property listing details all within the app. The clever 'around me' feature shows users what is on sale nearby using augmented reality on their smartphone camera. It will even calculate the number of sunshine hours a property gets.

"You could be sitting in a café in Parnell and Kiwibank Home Hunter will tell you which houses in the area match your pre-approval," explains Brock.

You do not have to be a current Kiwibank customer to use the app which is also available through your browser at www.homehunter.co.nz



TELSTRA FINALLY OFFLOADS DIRECTORIES UNIT

TELSTRA ANNOUNCED IN JANUARY that it would be selling 70 percent of directories business Sensis to US private equity business Platinum Equity for \$454 million, subject to Foreign Investment Review Board approvals. The deal values Sensis (in which Telstra will retain a 30 percent stake) at \$649 million.

Sensis produces, and will continue to deliver, the White Pages telephone directory. It has also produced the Yellow Pages business directory. In the heady mid 2000s the Sensis directories business was valued at \$12 billion. Even last year Telstra's annual report valued Sensis at \$851 million.

But with the rise of online search, Telstra's directories business has been declining at a rate of 20 percent a year – the business booked earnings of \$570 million in 2013, expected to slip to \$450 million this year – to wait any longer could have prompted a fire sale. Even as it stands Telstra will book a \$150 million loss on the sale to Platinum.

Since announcing the deal Telstra management has been singularly upbeat – saying the arrangement will unshackle Sensis, while still allowing Telstra to fulfil its carrier licence obligations in terms of providing directory access. Telstra CEO David Thodey meanwhile said that Telstra will restructure its own media content business.

The fact is that Telstra has over the last several years failed to make Sensis fly, despite multiple restructurings and leadership shuffles. Had it offloaded the declining division several years ago Sensis would have been much better placed to shift direction, and Telstra shareholders would have benefitted from a higher price for the asset.

ONLINE MARKETING SET TO SURGE IN 2014

INVESTMENT IN ONLINE MARKETING is tipped for a sharp increase in 2014 as organisations prepare to spend more on social media, email and mobile campaigns across Australia and New Zealand.

While six dollars out of every \$10 invested in marketing is currently being channeled into offline marketing activities, almost three quarters of Australian and New Zealand organisations say they expect to increase their spending on online initiatives in the coming year. And, while the pioneers of online marketing have tended to be smaller organisations, larger businesses are now getting in on the act.

A new report from First Point Research and Consulting, commissioned by software company Sitecore, quizzed 330 in-house marketing executives in Australia and New Zealand in October. While it suggests more money will be invested in online marketing in the future it also reveals a lack of sophistication among marketers about how they measure the success of such programmes.

Sitecore sales director Kyle McManus cautioned that companies embarking on an online marketing campaign needed to establish early on what they were trying to achieve. "It might not even be about them buying what is on the website. Maybe it's more important for them to log in through Facebook because we get all that information about a person."

Choosing which online channel you use to market to your customers is also important. A report issued recently by PricewaterhouseCoopers suggests that Australia would leap ahead in mobile advertising with forecasts of a 170 percent spending increase compared to 111 percent in New Zealand.

For companies operating in the space it has all the hallmarks of a bull market. Listed New Zealand company Snakk Media, which generates revenues by serving targeted adverts to mobiles and tablets, this week reported 147 percent year on year growth taking first half revenues to \$NZ3 million for the first six months of the year.

ANZ BANKS ON DIGITAL FUTURE

THE ANZ BANK HAS spent \$150 million on new digital platforms to support customers and staff and plans to invest up to \$100 million annually for another four years. It is rolling out new mobile banking apps, technology that turns smartphones into contactless point of sale devices and is planning to introduce voice biometrics to boost mobile payments security. It has also introduced an iPad system, rolling out 1200 tablets to staff, which provide access to eight different apps that allow them to do everything from collect customer information to provide clients with introductions to ANZ bankers based throughout Asia Pacific.

According to chief executive Phil Chronican mobile technology is "so mainstream we have to reengineer the business around it". He cited Google research from the US which found two out of five people would switch banks if they



didn't provide the services they expected – and mobile banking is now one of those expectations.

All the major, and many second tier banks, have mobile apps, and are increasingly integrating mobile into their back office. According to Chronican it's not just consumers who benefit from mobility. "One thing that has surprised us is how much our large institutional customers value mobility."

AUSTRALIANS' BROADBAND EXPECTATIONS DRAGGED DOWN

A KEY COALITION PROMISE pre-election was that citizens would have access to 25Mbps speeds by 2016 via the NBN. In early December the Government announced that only 43 percent of the nation could expect such largesse in that timeframe.

The release of the NBN Co strategic review revealed that the previous Government's NBN programme, which hinged around delivery of fibre to the home, was well behind schedule and would have cost the nation \$72.6 billion. The report also claims that the network would not have been completed until 2024.

Finding the previous Government's plans to be "extremely optimistic and very unlikely to be achieved" the review recommends that the NBN be scaled back considerably, suggesting a broadband network where 26 percent is delivered through fibre to the home; 44 percent through fibre to the node; and the remainder via hybrid fibre-coaxial services.

This would provide 43 percent of the nation with 25Mbps speeds by 2016, and 91 percent with speeds of at least 50Mbps by 2019 (the review also forecasts that up to 75 percent of the nation could have access to speeds of 100Mbps in the same timeframe). The cost of this approach still comes in at around \$41 billion.

Communications minister Malcolm Turnbull released the review for public consumption – somewhat redacted for commercial reasons according to the Government – and also announced a panel of experts had been formed to conduct an independent cost-benefit analysis. That panel is scheduled to report within six months.

While the Labor party attacked the methodology and findings of the strategic review, the Competitive Carriers' Coalition welcomed it as an important step towards more clarity and certainty over the future of the network. The Communications Alliance meanwhile described the report's contents as "sobering news" for the telecommunications industry. CEO John Stanton said that it was important the Government and expert panel understood the need to maintain the momentum of the NBN rollout.

INVESTMENT IN MOBILE TO DROP

AUSTRALIA WILL SPEND \$77.2 billion on technology in 2014 with less being spent on mobile devices and more on software investment.

Investment on mobile devices is tipped by analyst Gartner to drop back from more than \$4 billion in 2013 to \$3.7 billion this year. Even so the analyst forecasts that by 2017 smartphones, tablets and super light PCs will account for \$4 out of every \$5 spent on hardware.

For CIOs that's a clue that enterprise cloud computing will gather steam as all those mobile devices will need to hook into enterprise systems somehow and clearly there won't be much hardware budget left over to buy enterprise servers. It also points to the need for organisations to continue to develop robust BYOD policies and applications that will allow both employees and customers to connect anywhere anytime.

Shifting spending trends also presage a possible change in the vendor landscape according to Gartner's global head of research Peter Sondergaard who warned that today's leading vendors "may not be leaders in the digital industrial economy".

TOP LEVEL DOMAIN NAMES: BUILD IT AND THEY WILL COME

WHEN AUSTRALIA'S MONASH UNIVERSITY announced it had become the first globally recognised organisation to be granted a top level domain by the internet's governing body ICANN in January, it signalled the start of a major change in the way large enterprises might manage their web activities in the future.

Monash was one of the global winners of a lottery held by ICANN, making it among the first of around 1000 new top level domains being established on the internet. In Australia the AFL, Australia Post, and the Victorian Government have similarly applied for their own internet domains; in New Zealand the .kiwi domain has been approved by ICANN, and the specially formed internet registry Dot Kiwi is currently managing expressions of interest from organisations in New Zealand which want to use that address.

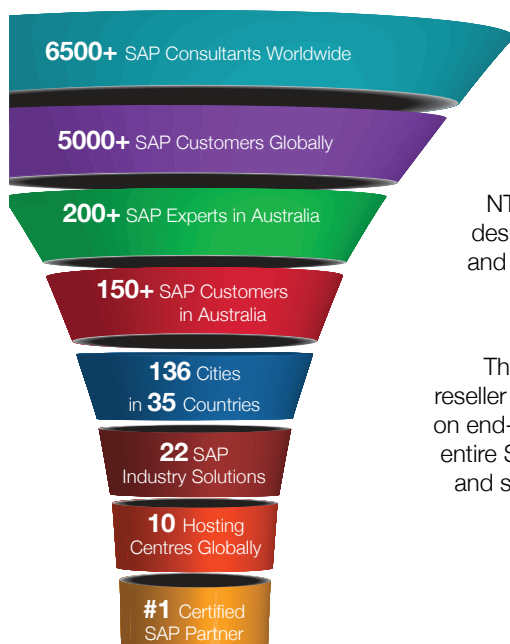
For enterprise CIOs, securing a new top level domain web address takes them into a whole new arena. Monash University CIO and vice president (information) Dr Ian Tebbett said that under the monash.edu.au addressing system the information structures and navigation around the university's million plus web pages could be complex. Moving to .monash would simplify navigation and improve the user experience he said.



"The main challenges are operational rather than technical. Owning a top level domain means operating as the Registrar for the domain, which for an open domain would mean processing requests for delegation of sub-domains. However, the .monash domain has been classified as closed and therefore not open to external requests," he said.

Monash has had to define some new policies and processes to allow it to meet the specifications required from an ICANN recognised Registrar, but nothing significant. Tebbett acknowledged that there was something of a leap of faith involved in applying for the new top level domain.

"We took the view that applying to ICANN was less risky than not applying and missing what we see might be an opportunity that won't come round again for several years. As a leading Australian university, we want to be part of this," he said.



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Liberating productivity: how to mobilise the desktop

*There is a new generation out there: Generation AO, or Generation Always On. Membership of this generation is not defined by birth date, rather it is an attitude and a way of life. As mobile devices become more sophisticated, more of us are joining the ranks of Generation AO and the enterprise needs to keep up. **Clare Coulson** spoke to three experts about the different options for taking the enterprise mobile...*

We are hooked on information and interaction. Hardly a conversation goes by when we don't reach for our phones or tablets to Google something, check our email and social networks, or add something to our to-do lists. It's a world of instant action and immediate results so it is no wonder that we become frustrated when work applications can't support this mobile lifestyle.

The mobile revolution and the BYOD culture have triggered a new working culture and level of productivity that can be transformative. The CEO's panacea is a world where staff are always available and able to take action from wherever they

may be whether they are at home, in an airport lounge or in a lovely green field! Seriously though, for the work-anywhere concept to become reality organisations need to mobilise the desktop and extend it beyond simple email and calendaring capability. Here we speak to three experts in workforce mobilisation; Dimension Data, which was recently appointed to the all-of-government desktop-as-a-service panel in New Zealand; Jade Software which uses its Joob platform to deliver digital experience to the enterprise; and Xero which has proven its mobile credentials time and again. »

“A report by IDG showed that 65 percent of employees who use personal mobile devices for business also experience greater productivity. No longer are companies able to dictate what type of technology is used by their employees.”

James Walls,
technology
manager at
Dimension Data
New Zealand



Virtual desktop infrastructure (VDI) has given organisations the freedom of flexibility. Using VDI employees can work in their preferred style, while being supported by the business. In essence, VDI is desktop infrastructure hosted at a central server and distributed to multiple autonomous virtual machines each running a desktop operating system. Providing staff have got access to the company's network (usually via the internet), they can log in to their corporate desktop at any time, on any device, and from anywhere. Cost management and centralisation used to be the central driver for VDI, but now workforce flexibility is a powerful motivator.

IT ALL BEGINS WITH BYOD

Productivity benefits and cost-savings on hardware make 'bring your own device' or BYOD compelling from a business perspective, while employees are satisfied that they're using the device they prefer and work on most efficiently. It's a win for the worker and a win for the employer. But policy issues do need to be addressed first, and that's why some companies are looking at the 'choose your own device' (CYOD) option as a work-

around - limiting the range of devices to help them better manage their overall systems and security.

There's also the issue of insurance. If we are using our home device for work, we could be seen as using it for work purposes and therefore may not be covered under our home insurance policy. Plus there's the moral obligation: should businesses be (potentially) exploiting their workers in terms of them buying their own equipment, or should they be paying an allowance?

Aside from the inherent benefit of BYOD, VDI has real cost efficiencies from an infrastructure management perspective. With all updates managed by your IT department from one core system, which then filter out remotely to each individual desktop, you achieve an efficiency gain for the business as a whole.

THERE ARE SOME LIMITATIONS

VDI is not a universal panacea for IT. It works well for many organisations where as much as 80 percent of their fleet may be able to use VDI as the primary solution. For others, this may be as low as 20 percent. Either way, VDI cannot be the only solution.

We don't have ubiquitous broadband internet connectivity in New Zealand and because VDI relies on a connection back to the central server, it isn't great if your employees are located where they can't be connected.

The technology is also still not quite up to scratch with regard to streaming full screen video, so IP telephony with video, or unified communications with video (e.g. Skype), is problematic unless you choose some very specific devices.

TOWARD THE CLOUD-BASED DESKTOP

Consumption management highlights an issue with VDI and a benefit of desktop-as-a-service (DaaS) which may see the cloud-based alternative

supersede the former. In fact many companies see VDI as a first step on their journey to the cloud.

When you first set up VDI, you must buy at scale to prepare for when you're going to be the busiest. Not many organisations can be confident that their infrastructure needs will remain steady, which is where DaaS comes into play.

DaaS solutions, like Dimension Data's 3D Workspace, allow for scalability and real cost-efficiencies. It's a consumer-based VDI model that allows you to scale up and down by virtue of being multi-tenanted in the cloud, operating as part of a larger cloud infrastructure. Working on the ebbs and flows of multiple clients at once, it's a benefit of scale that allows aggregation of demand to provide sufficient capacity at all times - basically, you only pay for the resources you need and only when you need them. DaaS also brings the price benefits of economies of scale, and reduces capital expenditure, for large and small companies alike.

We like to say that DaaS gives your business better control, better flexibility for your people to choose their moment of work, and better value for all involved.

David Lindsay,
managing director for
Jade Software



Today employees expect to bring their own smartphones to work, intending to increase productivity and mobility. This BYOD trend may increase enterprise mobility, but it also raises associated complexities. Managing this scenario is the number one IT priority for most companies here in New Zealand and overseas. A report by IDG showed that 65 percent of employees who use personal mobile devices for business also experience greater productivity. No longer are companies able to dictate what type of technology is used by their employees.

So what are some of the ways in which you can effectively mobilise your workforce and provide a mobile desktop experience for your employees?

START WITH A DIGITAL STRATEGY AND ROADMAP

At the start of your journey, it is important to develop a digital strategy and roadmap outlining how you will deliver an engaging mobile experience which provides the digital products and services that add value and will drive business results. Your focus then turns to rolling out the selected digital solutions that deliver on this vision and result in streamlined business processes and improved employee productivity.

INTEGRATE

Ensure your employees get the same quality of access to information in real time so that key tasks that can be done on the desktop are equally possible on mobile devices through the integration of back-end enterprise systems and front-end digital applications. This means having applications that are innovative, intuitive, and developed specifically for each workforce – one size does not fit all!



“ This new way of sourcing and plugging together software means that integration is done vendor-to-vendor, eliminating integration headaches for customers. ”

CHRIS RIDD, MD, XERO

DESIGN INNOVATIVE SOLUTIONS

We often see clients that want enterprise solutions that allow workers to manipulate data as they would at their desk between different screens and sources – however it is one thing to access client emails, ERP, CRM, or financial databases using a keyboard at a workstation and another to do the same on a smartphone with one small screen. Designing innovative solutions allows you to work out how best to re-engineer the desktop experience so checking, for example, lists of leads / qualifiers and budgets on one screen becomes clear and easy to use.

SECURE AND RESILIENT

Employees on the move should be able to work from their mobile devices even when out of network range. This means an application needs to hold data while offline with the data being sent when the phone re-establishes a network connection. All the data stored on the device and transmitted over the network should be encrypted, and provision also needs to be made for handling lost and stolen devices.

PROVIDE GREAT USER INTERFACES

Lastly the key to a productive mobile desktop experience is being able to deliver

brilliant interfaces and digital experiences for all employees. To do this, it pays to use the full range of user interface options available. Any integrated enterprise-to-mobile platform should provide a library of options to allow applications to be linked to a common server – including HTML5 and JavaScript if an organisation wants a single user interface to work across many different mobile devices.

Integrating enterprise systems with mobile devices requires an innovative approach that is designed with the end user in mind so they can get the best out of a range of applications that they need to use day to day.

Chris Ridd,
managing director
for Xero



As an increasing number of businesses take advantage of doing business in the cloud, inevitably we start asking: “what’s next on the horizon?”

The short answer is: a vast and growing ecosystem of apps. Since the early days of games, ring tone editors, calculators and so on, apps have progressed in leaps and bounds. Today, it’s safe to say there’s an app for just about everything.

There are, however, always people inspired to explore new ideas and smarter ways of working and this has led to the creation of the add-on ecosystem. This new way of sourcing and plugging together software means that integration is done vendor-to-vendor, eliminating integration headaches for customers.

At Xero we are embracing this brave new world, forging relationships with companies on the cutting edge of developing apps and add-ons for

small business owners and their financial partners. The Xero API (Application Platform Interface), which launched in 2008, is a digital platform that enables all kinds of add-ons to connect seamlessly to the Xero platform.

In the context of a SME business owner, an app ecosystem enables them to tap into add-on apps that help them work even smarter. So, at the end of a job, a plumber, for example, can sit in his (or her) work ute and invoice for it immediately via an online business platform in the cloud, using their mobile. He/she can also use add-ons, like Shoeboxed, which scans receipts, invoices and documents for secure storage online, or Receipt Bank which converts the information on paper receipts into usable data without any data entry, to make doing admin even easier wherever they are.

The add-on ecosystem takes the hassle out of software updates and integration headaches for SMEs (and their accountants or bookkeepers). Simplified IT, is the mantra behind this new way of working, and the key to success comes down to a seamless integration of apps and add-ons into one easy-to-use platform.

If you are a business-owner or manager seeking to improve efficiency, reduce operating and IT costs (and headaches), the world of apps, add-ons and cloud computing is a sure fire way to go. It not only enables you and your team to connect with data, anywhere, anytime, it gives you the capacity to create a powerful online platform of software, without the hassles of managing different systems, upgrades, backups and firewalls.

Making the move into the cloud, and into the world of apps and add-ons, needn’t be a daunting exercise. Do your homework: talk to other users, read the wealth of content online, try free demos, chat with companies and colleagues, and immerse yourself in the app ecosystem to see what kind of add-ons you can use to enhance your existing digital platform. ■



The fibre acceleration

Paul Brislen *talks about why we can never have enough bandwidth and that's not a bad thing...*

There are a number of people on the internet who seem to think the idea of building a fibre network to three quarters of the country's buildings is a bad idea. I can only assume they don't use the internet today and if they do, they certainly didn't use it when we were all on dial-up.

I'm reminded in many ways of the early days of ADSL broadband. Back in 1999 there were plenty of nay-sayers who couldn't understand why having 'always on' access to the internet was a good thing. They couldn't see the value in having a faster internet connection because their dial-up connection was good enough.

And in many respects it was. I worked from home on a dial-up connection and then on an early ADSL1 service from Telecom that gave me 600MB of data to use every month. I managed to cope with that because in 1999 the amount of video content was limited, my applications (such as they were) tended towards the minimalist because the bandwidth constraints were so great, and nobody really used the internet for anything more than email and bulletin boards.

But I knew then that I wanted more and that if I had more I could do more. TUANZ put together a three-day session to discuss what opportunities lay on the other side of ubiquitous, cheap access to very fast internet speeds and we wrote a book

(*'Survival of the Fastest'*) all about what was, back then, science fiction.

Wouldn't it be good if I could connect with all my friends as they were travelling around the place so I would know who was nearby so I could have a coffee with them? Wouldn't it be good if I could put on a pair of goggles and see the Coliseum in Rome as it was 2000 years ago? Wouldn't it be great if I could video-conference not only from the giant telepresence suite at work but also from my home PC?

We dreamt up the likes of Facebook, 4Square, Google Goggles and Skype but without any real thought to make them into real products (aside from Mark Billingham who now runs augmented reality company HitLab) but we knew that if we had access to good connectivity, these things would be possible.


A fibre network that connects most of us is the start of the future for New Zealand. It will change the way we communicate with each other. It will enhance our business opportunities. It will improve our health system, give us access to better education, redefine the way we as citizens interact with our government at all levels and hopefully a whole raft of things we haven't thought of yet because we're stuck in our 2Mbit/s world.

I could use a 10Mbit/s symmetrical connection today. I'd jump at the chance to get a better upload speed because suddenly I need it. Tomorrow I'll be looking for 50Mbit/s and the day after 100Mbit/s. My

home connection is no longer just something that I use – now my kids use it, my wife uses it, all our devices are constantly going out seeking updates and, if Google gets its way, my house will shortly be connecting to the world, not to mention my car.

In the next decade we'll see 4K television become more accessible, we'll see home automation take off, we'll see the 'internet of things' become a reality and for all of that to happen we need fibre.

The problem as I see it is not that "nobody really wants this stuff" as some would have you believe, but rather that not everyone will have access to it. This isn't a problem of the government demanding industry build a white elephant – it's a problem of haves and have-nots.

I'd like to see technology become a key issue in the upcoming election. I want New Zealand to do better, to have more and to foot it with the best of them. It's high time we had a government that saw the opportunity rather than the cost of all this. 

ABOUT PAUL BRISLEN//

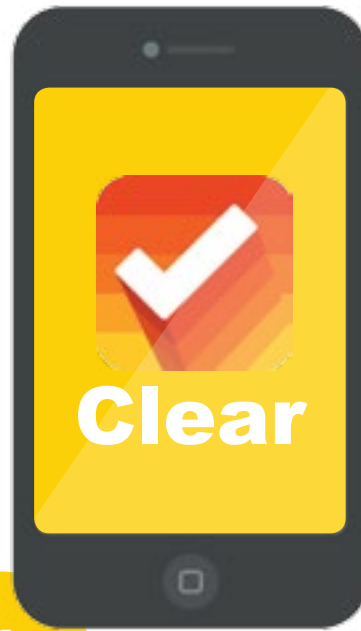
Paul Brislen is the Telecommunication Users Association of New Zealand (TUANZ) chief executive.



PERSONAL PICKS

10 of the best for productivity





1
Clear+



2
Wunderlist

Paul Di Francesco and **Clare Coulson** worked the mobile social media networks to unveil the most popular productivity enhancing apps for work and play...

Last year Apple celebrated its 50 billionth app download while its competitor Google Play announced its 49 billionth download at about the same time. In January this year Apple revealed that its customers spent over \$10 billion on the App Store in 2013, including over \$1 billion in December alone making it the most successful month in App Store history.

Our hunger for apps is not abating. We are downloading them at a rate of more than 800 apps per second. But the question of what to download hasn't really got any easier to answer. Reviews are all very well, but you don't know who has provided the information. Should you trust their opinion?

To help, we reached out to you, our readers, to find out what you are using to boost your personal efficiency, whether you are at work or home. Here, in no particular order, is the cream of the crop.

Perfect for those of us who get a secret satisfaction from ticking tasks off to-do lists. Clear+ is a clear winner when it comes to simple, straight forward to-do apps with no muss and no fuss. *The New York Times* called it "a mighty fine-looking app" well worth checking out for people who want to maintain a simple list of things to do. And who are we to argue with *The New York Times*.

It also makes maximum use of the super sexy and intuitive gesture control options in iOS 7. As it says on its App Store listing: "Pull down to create. Swipe to complete. Pinch to navigate up." In fact almost everything can be controlled by gestures. It's not only tactile but visually eye catching too, colour-coding your most to least pressing tasks from red through to orange. You can also store your lists and tasks in iCloud to sync them across your devices.

There's a cheaper version - 'Clear' - but you can't make multiple lists.

AVAILABLE FROM:



Apple

PRICE:



\$NZ6.49
\$A0.99

Wunderlist is another to-do list app, this time with a few more added features. It's a simple and easy way to create and share daily to-do lists, whatever you have to do. It's visually pleasing and user friendly with tasks and lists inhabiting the majority of your screen real estate. The free version allows you to sync across all your devices and share your lists with friends. You can add due dates, reminders and recurring to-dos. Turn your emails into actions on your list with the 'mailto Wunderlist' function. Upgrade to the Pro version if you want use this in a more project management like style and to attach an unlimited number of files to any to-do task. The Pro version also allows you to assign to-dos to other people and collaborate via the conversation functionality. You can also break down big tasks into smaller sub tasks so you can tick even more things off your list for that secret thrill of accomplishment!

To watch a brief overview, scan the QR code

AVAILABLE FROM:



Apple



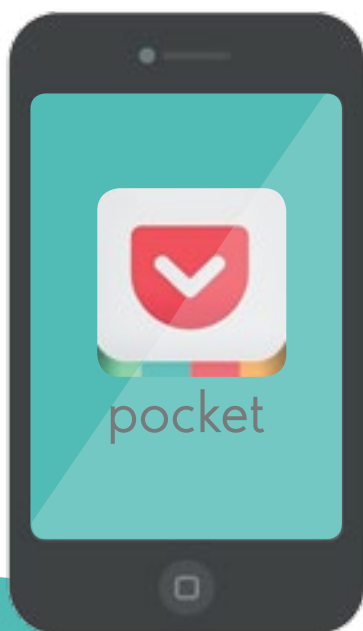
Google

PRICE:



FREE or upgrade to the paid-for Wunderlist Pro





3

Pocket

With lives so full of interruptions this bookmarking / save-it-for-later app is a God-send. There are plenty of bookmarking apps out there but this one is popular because it strips pages of all superfluous information. Gone are the annoying ads and useless navigation menus, leaving you a lovely clean page to read at a later date. It's not just for articles though, you can save videos to it too. And it integrates with apps like FlipBoard, TweetBot, Pulse and Reeder to make saving articles even easier.

It syncs to a central location so if you've put it in Pocket, it's on your phone, tablet, computer and even your kobo. You don't even need an internet connection. This is a must-have for people who love to read and share.

NB Pocket was originally called 'Read it Later'

AVAILABLE FROM:



Apple



Google

PRICE:



FREE



4

Cal

If you want a sleek-looking calendar that syncs all of your most important tasks into one hub and then provides that little bit extra with useful integrations then we think Cal has hit the nail on the head.

It's really easy to create an event – as you type Cal recognises who you want to meet and where you want to go. Contact, location, and social integration allow you to send messages and plan events right in the app itself and it seamlessly syncs with all your existing calendar services. When you are done your events will come to life with smart maps, contacts, apps and social integrations. It also makes it easy to find great places, restaurants and bars nearby for your events. And if you live somewhere that the much-lauded Uber taxi app operates in, then you can call yourself a ride with just one click from Cal.

The makers say it is designed “to help you balance life, work, and ‘me time’ without letting anything slip through the cracks”.

AVAILABLE FROM:



Apple



Google

PRICE:



FREE



5

Inbox Cube

We recently saw some research by Mimecast found that almost half of the emails we receive are useless, unhelpful or just plain spam. Sifting through screeds of emails can be infuriating, especially if you are more of a visual thinker. Enter Inbox Cube which sorts emails into visually pleasing and easy to navigate boxes. Your email will be transformed into a chic photostream where emails you need to reply to can be found in the email cubes, while the attachment cubes keep all your attachments in one place so you don't have to dig around for the email, contacts will be kept in the contact cube... you get the gist. It's hard to explain how good this is, so check out the video by scanning the QR code below. And we have to give the makers extra kudos for their rather risqué advertising videos too!

To watch a brief overview, scan the QR code

AVAILABLE FROM:



Apple



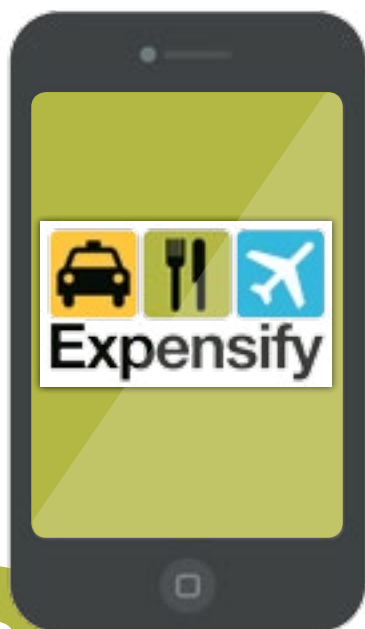
Google

PRICE:



FREE





6

Expensify

Ok, so this one is more for submitting your work expenses, but, the faster you do it then the sooner (hopefully) the money will be in your account - and that's certainly not to be sniffed at. And you can use it for your personal finances too.

There is nothing peskier and more daunting than having to go through piles of receipts and invoices. Expensify easily allows you to digitise receipts for fuss-free cataloguing on the go. In fact the makers take it one step further by integrating with many popular business accounting programs like Xero and Quickbooks and exporting the data as CSV files. All the files are turned into PDFs so you'll always have the option of keeping them in your Evernote or for your own personal finance.

AVAILABLE FROM:



Apple



Google



BlackBerry



Windows

PRICE:



FREE



7

Procraster

Definitely not your average to-do list app. With its minimal iOS7 interface and 'step-by-step' approach, this app is sure to break any nasty procrastinating habits in an instant. The app asks you a series of questions to help you break down larger projects into smaller, manageable steps. Rather than just listing tasks that need to be completed, Procraster focuses on project completion by breaking it down into steps and sessions, reducing your procrastination stress levels. Furthermore, Procraster prompts you to come up with and enter a short-term reward for every end of session, like spending a few minutes on Facebook, as a motivator. What makes this app even more interesting is that it forces you to identify the main reason you have been procrastinating with possible answers such as 'my project is too big' and 'I don't know where to start' before starting every project.

AVAILABLE FROM:



Apple

PRICE:



\$NZ 4.19
\$A2.99

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ERP WITH REAL-TIME
PROJECT CONTROL.**



**FOR
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BUSINESS**



8

Packing Pro

Packing Pro is the perfect app for easing the pre-travel stress and that *'I know I'm forgetting something but what on earth is it?'* feeling we all get. The app allows you to create packing lists and then further categorises items into groups such as 'essentials', 'clothes', 'accessories' and more. The lists are fully customisable so you can really be in control of what you need to remember. But the absolute best part is that it reminds you of what you might be forgetting to pack – a dream for those of us who may have a tendency to leave things to the last minute. An absolute essential next time you are getting ready to fly off on an adventure, business trip or weekend away - this is the king of all packing apps.

AVAILABLE FROM:

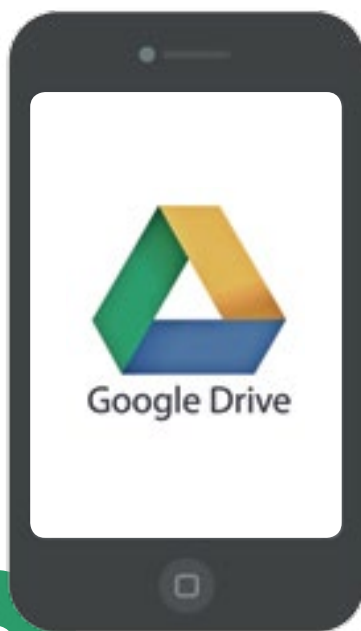


Apple

PRICE:



\$NZ 4.19
\$A2.99



9

Google Drive

Ever so sleek and true to Google's usual aesthetic, the mobile version of Google Drive is easy to use and the perfect cloud-based storage system. Like most cloud systems you can upload anything from notes, PDF files and images which sync with and are accessible from your computer. Added features include an easy to use in-built document editor with a variety of formatting tools as well as real-time collaboration with invited users. This app is a must have simply for the fact that it seamlessly blends storage and document editing. Oh and the best part? Google Drive comes with 15GB of free storage space (this is shared space with Gmail and Google+ Photos) as a starter.

AVAILABLE FROM:



Apple



Google

PRICE:



FREE



10

Duolingo

We might be stretching the term 'personal productivity' here, but if have you always wanted to learn a new language but never quite had the time then this is for you. Now you can use your time on-the-go to do just that. There is a reason Apple named this amazing free language education app its 2013 App of the Year and the results from users have been nothing short of astounding. Duolingo claims to be more effective than a university-level education when it comes to language learning. The main reason for this is that it gamifies the entire process of learning in an ingenious method of rewards, leader boards and video game avatars, obviously understanding that the key to learning a new tongue is repetition and getting you motivated to keep going. Currently the app is teaching Spanish, French, Italian, German and Portuguese to English speakers.

AVAILABLE FROM:



Apple



Google

PRICE:



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