

A photograph of a modern, multi-story building with a glass facade, illuminated from within at night. The building features several large solar panels mounted on its roof. The interior is visible through the glass, showing various rooms and furniture. The building is set against a dark blue sky, and other city lights are visible in the background.

# Leading the Ambidextrous University

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"...everybody knows you're a dog."

--Michael Kinsley, *Slate.com*, 11/27/06



## **Economy of Corporations**

**Problem-driven**

**Operating Model**

**Analysis-intensive**

**Automation**

## **Economy of People**

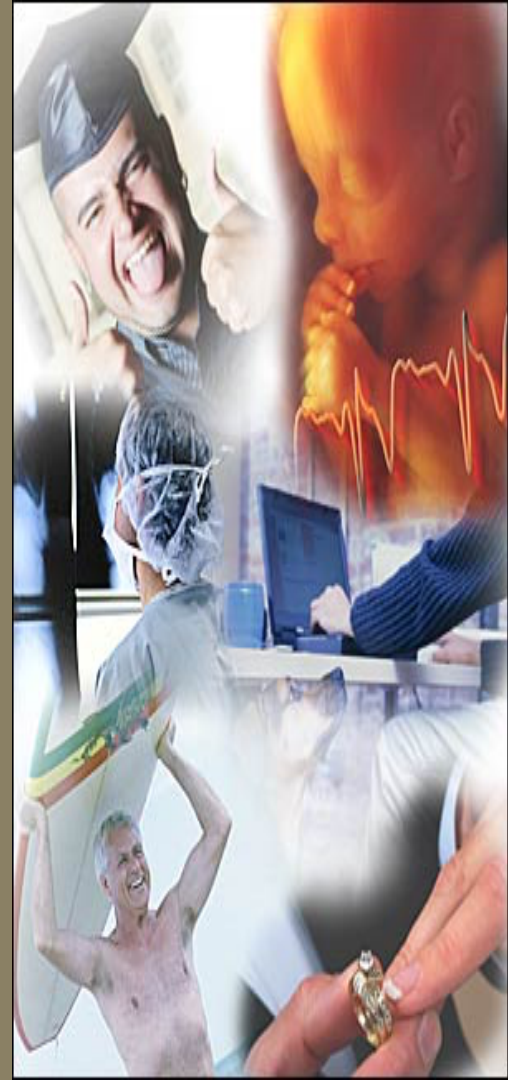
**Opportunity-driven**

**Business Model**

**Design-intensive**

**Digitisation**

*“  
It is not about how customers  
participate in our (business)  
processes,  
  
but about how we participate  
in the customers’ processes.*





# Example: HiQ



# But: Private Digital Capital

- *Bring Your Own Data*



Production

Curation

(Mass) Customization

Individualization

**What is the job to be done, i.e.**

*“Why do you hire a university?”*





# Some of the jobs to be done

- To overcome our **unconscious incompetence**
- To partner (as a knowledge worker) with a knowledge producer
- To access evidence-based, methodological expertise
- To improve our innovation capability and **innovation latency**
- To get access to
  - trans-disciplinary expertise
  - to new talent (students & entrepreneurs)
  - corporate education
  - to possible solutions and future insights
  - a credible assessment (an external mindset)

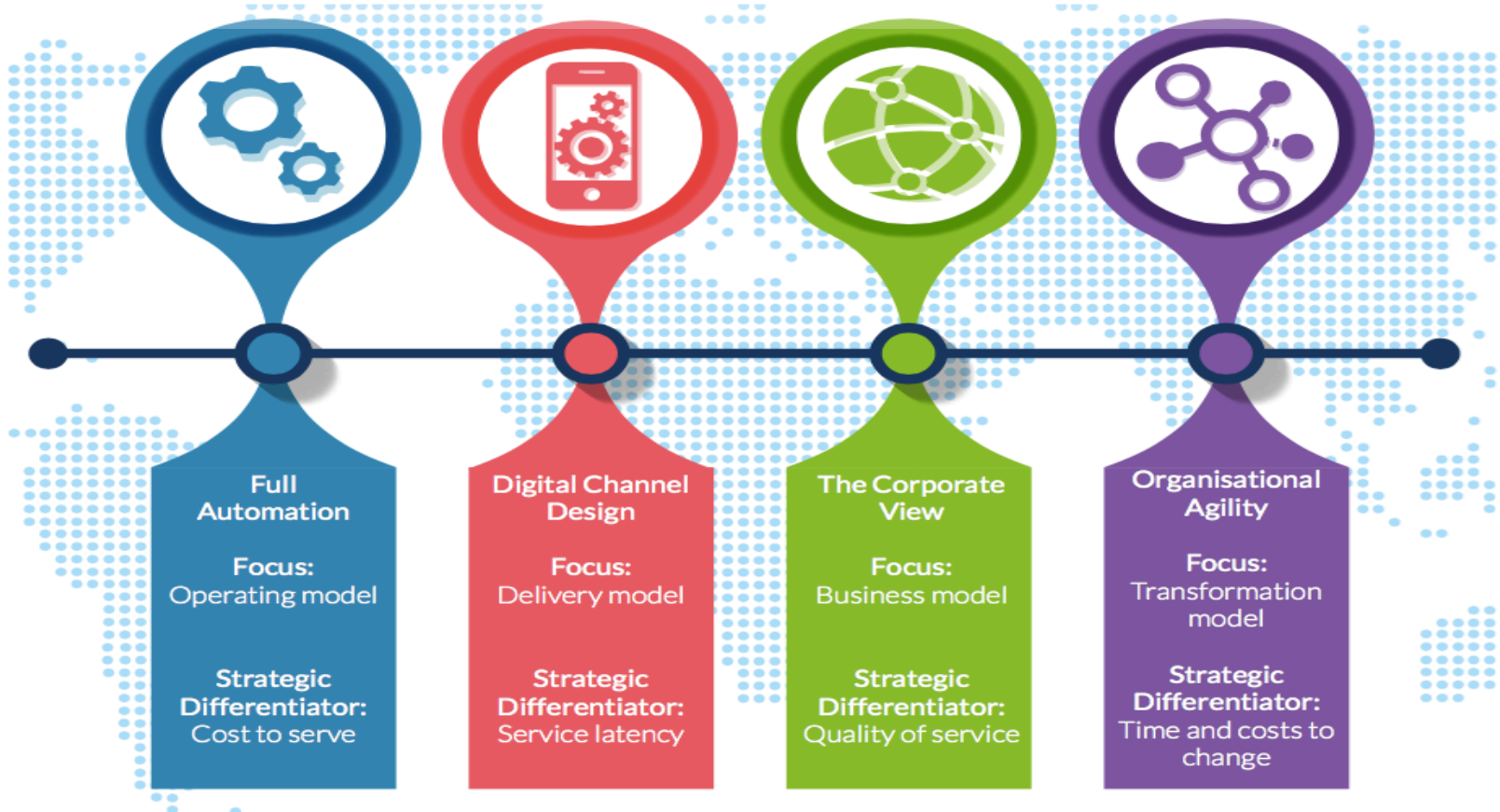


# Why Organisations Innovate....

- They have to...
  - *Burning platform, sense of urgency, VoC*
- They can....
  - *Digital opportunities*
- They want to....
  - *Purpose-led innovation*



# The four stages of digital strategies





# **The Revenue Resilient University**



# Revenue Resilience Assessment – (1) Customers

Customer Changes			
Customers expect all for nothing	Customers are longer locked-in	Customers expect a proactive service	Customers have digital literacy to be autonomous
The customer will have a zero-cost assumption, i.e. expect to get the product/service free of charge (e.g. navigation, messaging).	Customer will no longer be locked-in and switching costs will disappear or be lower (e.g., banks, phones, global retail, short-term insurance).	Customer will have access to proactive service providers (e.g., health care, retail (Amazon Dash), entertainment, NEST).	Customer will not require a service provider anymore due to improved literacy (e.g. flight booking, tax lodgement, translation services).
<b>Threat:</b> Product is still in demand, but customer has been reconditioned (all-for-nothing-expectation): charge-for-product no longer viable.	<b>Threat:</b> Customer can easily change to alternative, more attractive offerings (e.g., usage-based cloud solutions).	<b>Threat:</b> Reactive service models will no longer be demanded and customers interact with partners closer to them.	<b>Threat:</b> Advisory services are no longer required as new technologies have empowered customer.

# Revenue Resilience Assessment – (2) Competitors

Competitor Changes			
Customers are becoming competitors	Employees are becoming competitors	Communities are becoming competitors	Competitors have a lower innovation latency
Peer-to-peer service provision will emerge as a new alternative when assets required are not specific (e.g., taxi, hotel, lending)	The ease of market entry, access to complementary assets and social capital will motivate employees to create competitive entities (e.g., journalists, consultants, lawyers, academics).	Customer will have access to communities to crowd source services and solutions (e.g., Axiom, Design 99, patientslikeme.com).	Existing and new competitors (start-ups, tech companies) will be faster in spotting new opportunities, in building closer customer relationships and in creating new digital services.
<b>Threat:</b> P2P provides better, faster, cheaper, more trusted, unique service.	<b>Threat:</b> Employees can easier offer their services independent of their employer as required complimentary assets are readily available.	<b>Threat:</b> Communities can renew their scalable asset base quicker leading to better offerings.	<b>Threat:</b> Digital savvy competitors have a higher speed of innovation and innovation productivity creating first mover advantages.

# Revenue Resilience Assessment – (3) Products

Product Changes		
Product is replaced by better products	Product is replaced by different products	Product is no longer required
Product innovation could make the existing product obsolete (e.g., letter vs email; Over-the top vs SMS).	The product could be substituted by another product (e.g., advanced video conferencing reduces business travel, 3D printing replaces naturally grown food or parcel delivery).	The product satisfies a secondary need, but becomes non-relevant due to the disappearance of the primary product (e.g., petrol stations, libraries, cheque processing facilities, call centres)
<b>Threat:</b> Current product is becoming obsolete due to digital progression	<b>Threat:</b> Current product is becoming obsolete as customer can satisfy needs in alternative ways.	<b>Threat:</b> Current product is becoming non relevant as customer does not require it anymore.

# Revenue Resilience Assessment – (4) Policy

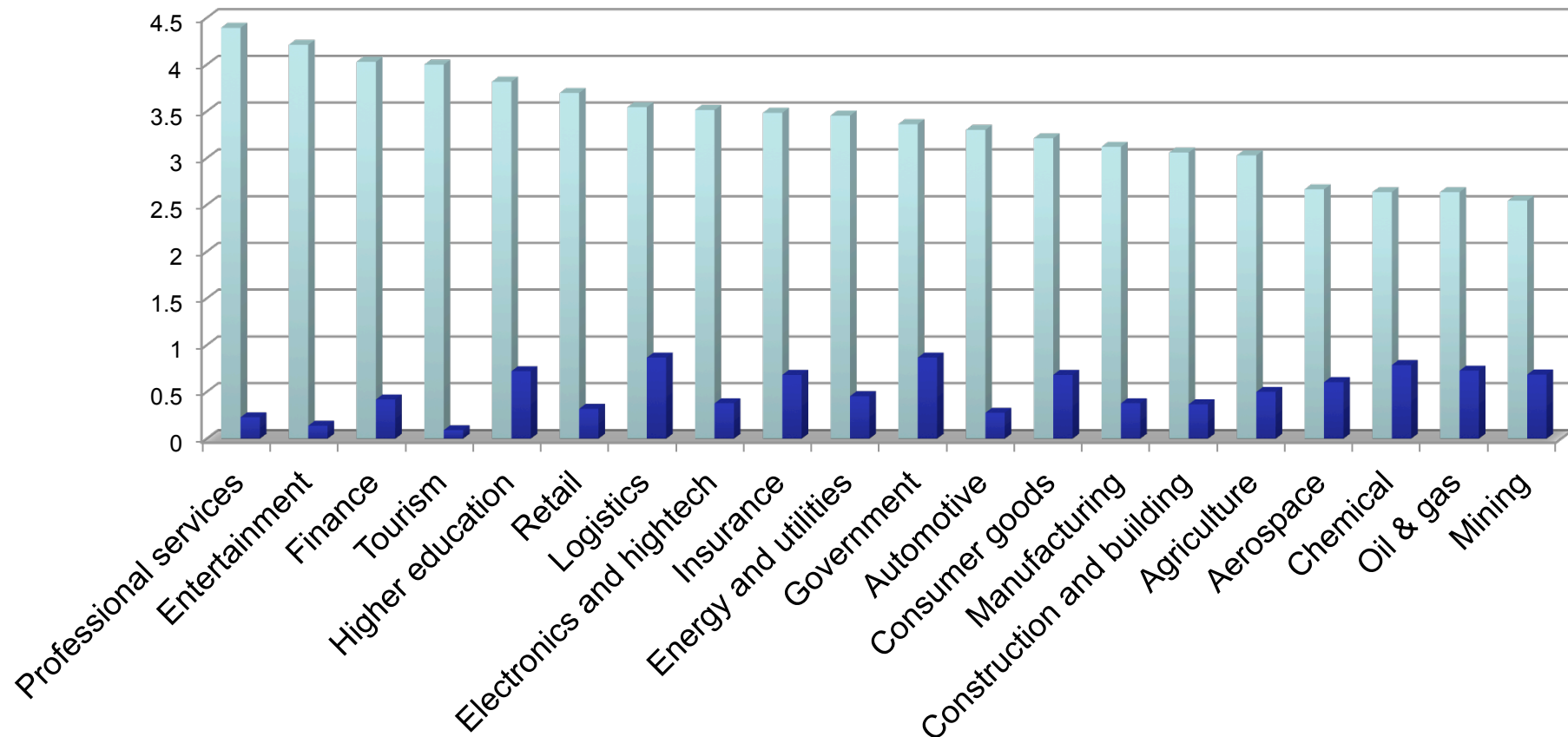
Policy Changes			
Mandatory requirements are removed	Trade agreements with target markets are compromised	Incentives to adopt product expire	Regulation makes products illegal / expensive
Deregulation can erode demand previously protected by compliance requirements (e.g., Blue card training, RSA training, UBER).	The ability to sell into target markets can be prohibited or diminished by changes in government policy and/or community sentiment. (e.g. cattle Indonesia, QATAR no-go zone).	Demand for products decrease when incentives are removed (e.g., rain water tanks, solar panels).	Current revenue streams may be vulnerable to adverse regulatory pressure and changes (e.g., German nuclear power, Airbnb NY, analogue TV, sprinkler sales in drought, tobacco).
<b>Threat:</b> Deregulation eliminates protection or regulatory need for product/service.	<b>Threat:</b> Adverse political or social changes in key trade relationships prohibit sales into valuable markets.	<b>Threat:</b> Customers may forego or delay purchase decisions or demand lower prices when incentives are no longer available.	<b>Threat:</b> Regulatory changes may prohibit or lead to a reduction of sales.



# Revenue Threat Index

(5 – high threat level, 0 – low threat level)

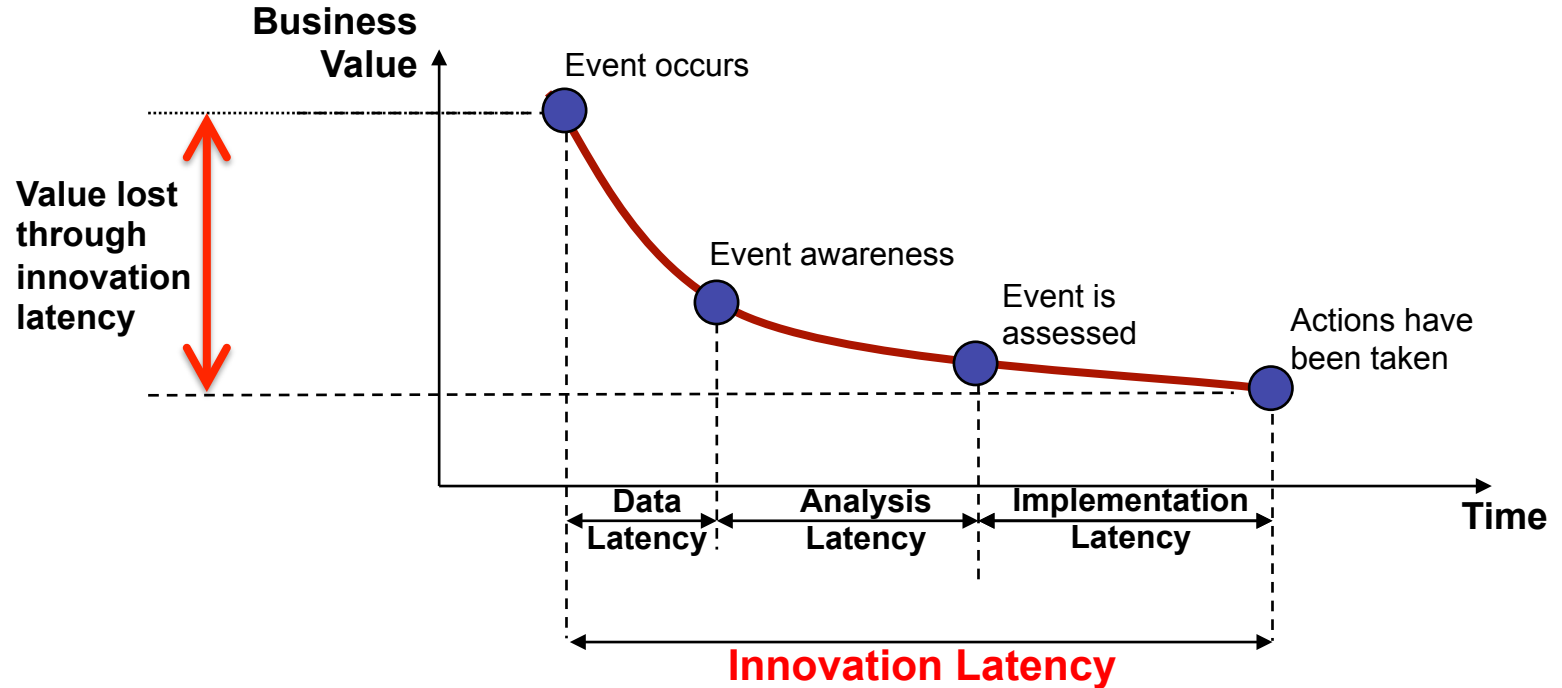
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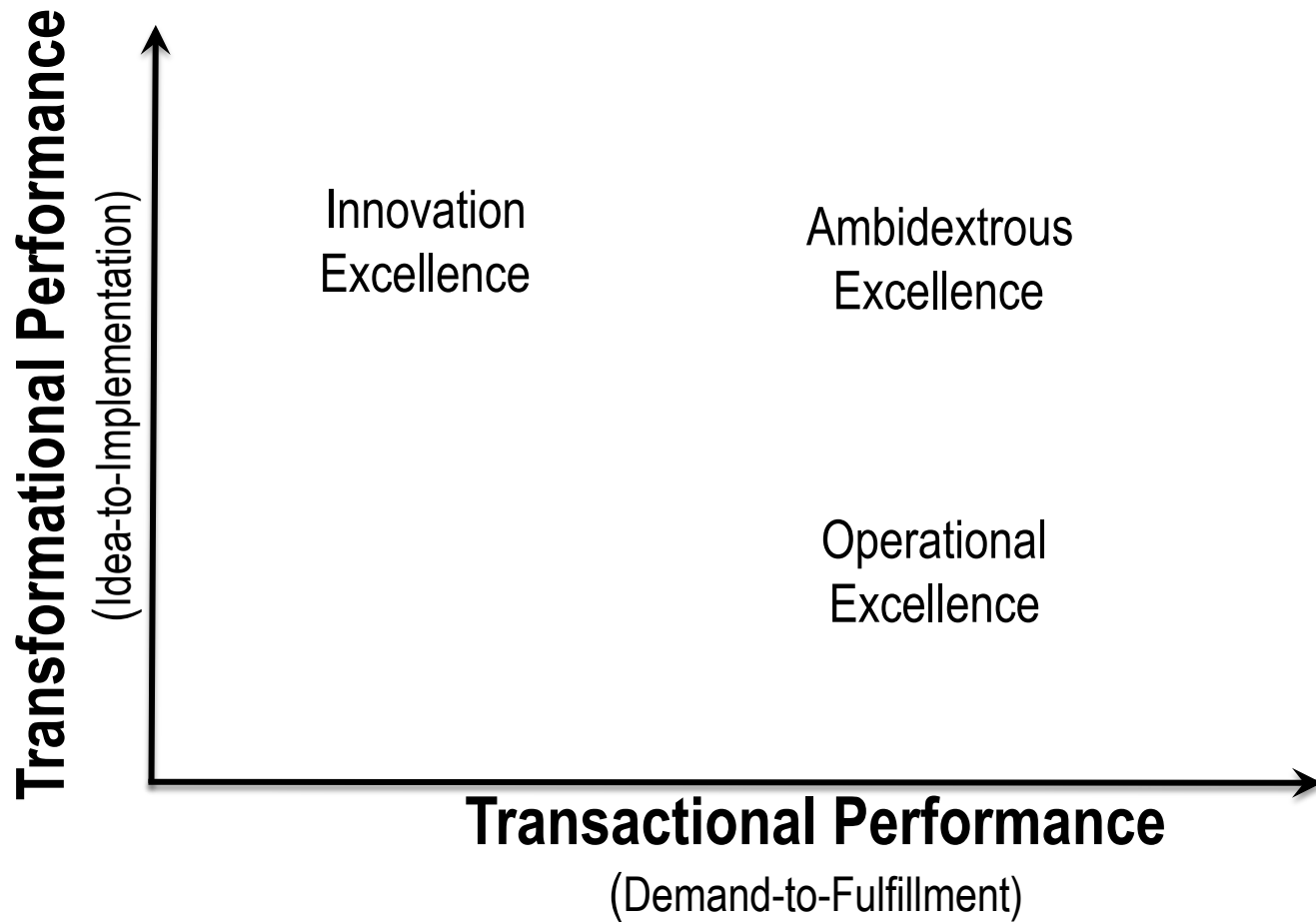




# Innovation Latency

# Innovation Latency





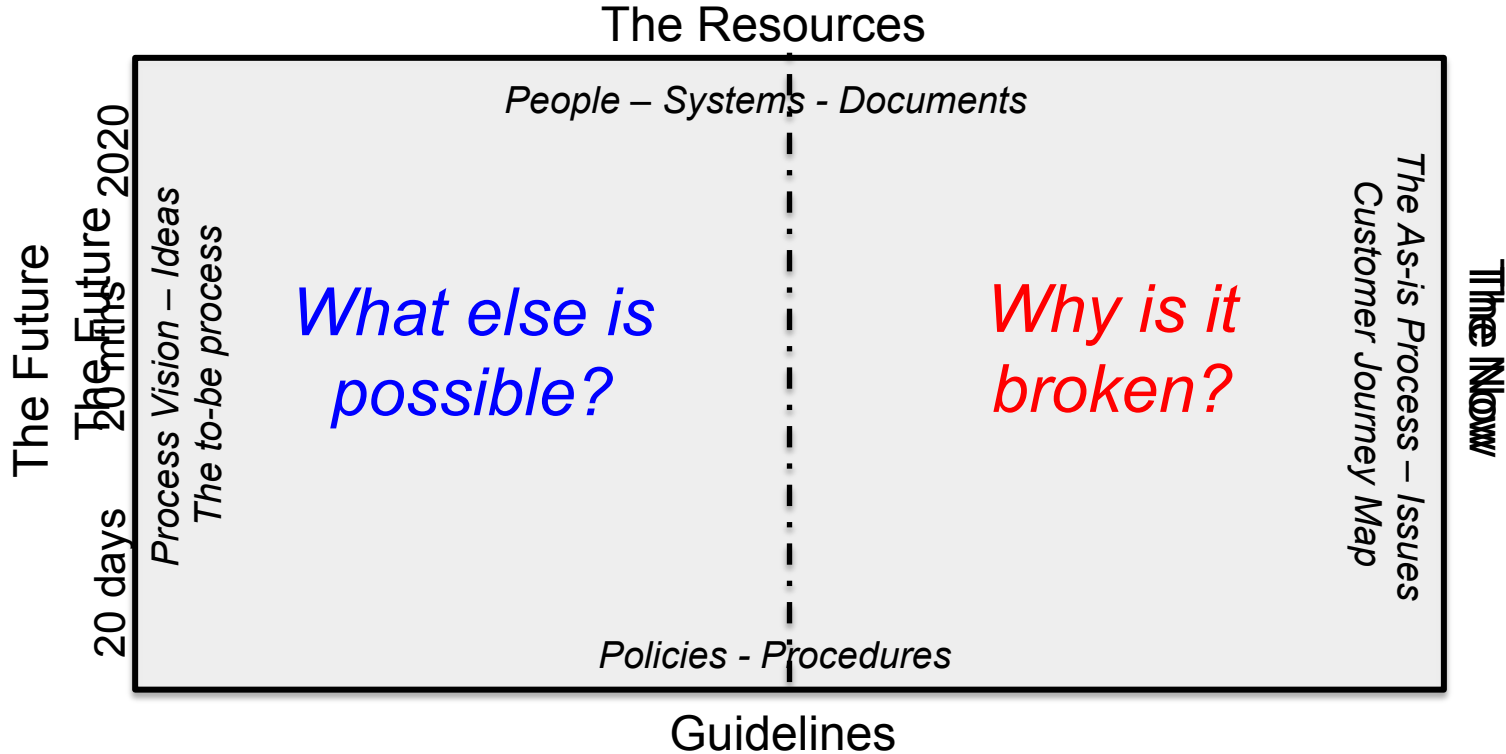


# Ambidextrous Innovation



Problem-driven Innovation	Opportunity-driven Innovation
Today	Tomorrow
Analysis	Design
Cost efficiency	Revenue resilience
Reactive	Proactive
Why (is it broken)?	What else (is possible)?
Existing hypotheses	New hypotheses
Return on project	Return on portfolio
Reports and reviews	Storytelling

# Example: QUT's NESTT



# What's next: QUT's O-NESTT

Employees:  
Professional and Academic Staff

Start-ups: EduTech



Academics

Customers:  
Students, Alumni, Research & Industry Partners

# New Roles: Example QUU

## QUEENSLAND URBAN UTILITIES

### Role Description



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<b>ROLE TITLE:</b>	Chief Opportunity Officer
<b>DIVISION:</b>	Commercial Customer Group
<b>BRANCH:</b>	Commercialisation
<b>LOCATION:</b>	Brisbane
<b>ROLE CLASSIFICATION:</b>	CLC CRC#1609
<b>MANAGER:</b>	Executive Leader, Commercial Customer Group

#### PRIMARY ROLE PURPOSE:

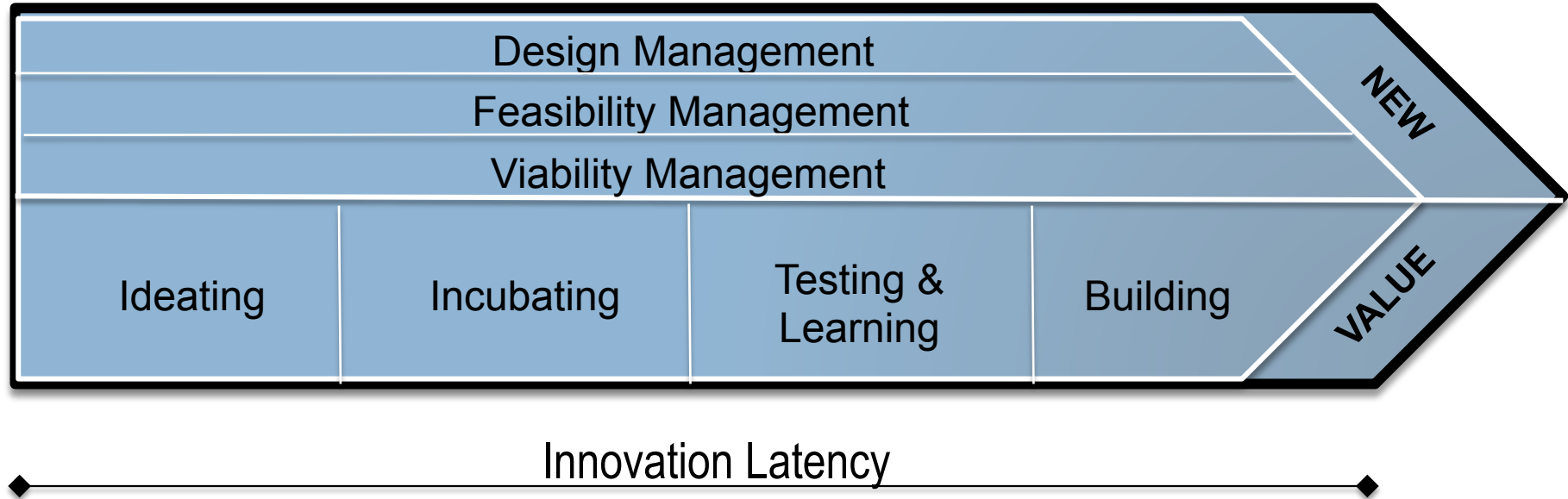
The Chief Opportunity Officer is a key leadership role responsible for the development of Queensland Urban Utilities' priority growth opportunities designed to deliver new value streams to customers, grow non-regulated revenues and deliver tangible benefits to shareholders and Queensland Urban Utilities.

# Innovation Capability Framework

Strategy	Governance	Method & Systems	People	Culture
Innovation Purpose	Innovation Methodology	Idea-to-Implementation Process	Innovation Literacy	Purpose Centricity
Innovation Alignment	Roles & Responsibilities	Desire-Feasible-Viable Assessment	Desire-Feasible-Viable Literacy	Customer Centricity
Innovation Portfolio Management	Innovation Portfolio	Innovation Portfolio Management	Data Literacy	Evidence Centricity
Innovation Benefit Management	Innovation Investment	Innovation Benefit Management	Digital Literacy	Change Centricity
Innovation Ecosystem Management	Innovation Ecosystem	Environmental Sensing	Stakeholder Literacy	External Awareness



# The Innovation Value Chain



# Lessons Learned

- We arrived in the **economy of people**
- **Revenue resilience** becomes the strategic goal
- **Digital strategy** has to **reduce innovation latency** and facilitate new business models
- **Innovation systems** need to be effective and efficient

There is no alternative to the **ambidextrous leader**



Lessons  
Learned

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