TOWARDS A CLEVER AUSTRALIA

LEARNING FROM AUSTRALIA'S GROWTH CHAMPIONS

Strategies for Productivity and Growth in the Business Sector

IT'S HOW WE CONNECT

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OVERVIEW

1

INTRODUCING CLEVER GROWTH

1.1 FOREWORD

CLEVER GROWTH IS POSITIVE EXPANSION WHICH NOT ONLY INCLUDES INCREASING REVENUE, BUT ALSO INCORPORATES PRODUCTIVITY RESULTS AND OVERALL CAPABILITY ENHANCEMENTS

For the past five years Telstra has surveyed the annual productivity performance of Australia's largest organisations. Over that time, the national debate regarding productivity has grown from a discussion topic to a matter of priority for the vast majority of organisations.

This year we have been more ambitious with our research program, extending its focus to look at growth as well as the other organisational outcomes previously surveyed – and, for the first time, looking beyond enterprise to the wider business community. While my conversations with business, enterprise and government customers have shown that many of us are using productivity as a springboard into growth, it is not growth at all costs. In today's uncertain economic climate, the performance they are targeting is intelligent, efficient and sustainable.

What they are interested in is not necessarily growth to get bigger, but growth to get better.

At Telstra we call this 'Clever Growth'. We define this as positive expansion that not only includes increasing revenue but also incorporates productivity improvements and overall capability enhancements.

Getting it right across all three areas is difficult, but it is in tough times that we need to test ourselves on what truly transforms an organisation, taking it from good to great.

As one of our interviewees said, "You might be able to get growth if the market is booming, but if you're going to go up and down the hills of boom and bust then you're not going to get much."

Equally, the best performing organisations know that while reducing costs is sometimes necessary, it is invariably not sufficient for success.

Looking back at our own journey, as well as those of our customers, it is clear that investment strategies should be determined by a wider, long-term focus on outcomes, such as customer connections and staff engagement, as well as financial measures. It is the success of these strategies that gives us the confidence to innovate further.

When we re-commissioned our annual study, we knew we had to look beyond indicators of productivity to uncover the growth secrets of some of Australia's best organisations. Our questions were designed to track and analyse the behaviour of respondents in both the private and public sector, to identify a roadmap for others to follow.

The responses were startling. Just one in every 20 organisations (5%) indicated they were leveraging productivity and generating growth. We call these organisations 'Growth Champions'.

Looking closer at the experiences of this five per cent, we found that there appears to be very little which is accidental about their success. Far from being the 'lucky' beneficiaries of good market conditions, these organisations seem to have taken nothing for granted. They built cultures that set ambitious targets and created innovative, sustainable ways to improve and grow.

The correlation between their choices and their subsequent confidence is overwhelming. They are almost three times as optimistic about their future prospects as the crowd of Productivity Followers that make up the vast majority of the Australian organisations we interviewed.

Growth Champions appear to have found the formula for sustainable growth, using innovative technology to stay relevant to their customers and achieve their wider organisational objectives in a changing world.

We believe these Growth Champions are helping Australia grow from its lucky legacy into a clever country. To improve Australia's future growth performance, we need to find ways to help other Australian organisations emulate the culture of our Growth Champions. I commend their example to you and urge you to find out more.

David Thodey

David Thodey
Chief Executive Officer, Telstra

1.2 EXECUTIVE SUMMARY

AUSTRALIAN ORGANISATIONS ARE GOING FOR GROWTH – IT IS THE TOP PRIORITY FOR AUSTRALIAN ORGANISATIONS THIS YEAR

Growth in context

'Towards A Clever Australia' marks the fifth year Telstra has reported on Australian productivity performance

This year's results show the clear priority for Australian organisations is growth. While the numbers prioritising productivity remain high, 86 per cent of organisations across the private and public sectors are focusing on growth in financial or non-financial terms.

Revenue growth has been a rising priority for the past two years, but we wanted to look beyond pure financials to unlock the secrets of Australia's best organisations.

This year we went further than ever before, surveying senior decision makers in more than 1,000 business, enterprise and government organisations – the most we've ever interviewed. This also marks the first year that the business segment – organisations with between 20 and 199 staff – were polled. Analysing the differences in focus between sectors, we used the research to develop a definition of success that allowed us to identify the behaviour of high performers across both the private and public sector.

We have defined growth to take into account organisations' responses on their productivity improvement as well as uplift in both financial performance and non-financial capabilities. By requiring a combination of these growth drivers, we believe we can discount short-term market and business cycle factors to obtain a clearer view on long-term, sustainable success – this is what we call 'Clever Growth'.

As with previous reports, Telstra's research focuses on:

- **'Productivity Leaders' (Leaders)** – those organisations that measure productivity and have reported achieving a substantial[1] productivity improvement in the last twelve months. They comprise 20 per cent of the sample of organisations
- They are compared with **'Productivity Followers' (Followers)** – those that either do not measure productivity or have not reported achieving a substantial improvement in productivity over the last twelve months. They comprise 80 per cent of the sample of organisations

This year we have also identified a new group within the Leader category:

- **'Growth Champions' (Champions)** – those that state they have measured and achieved substantial productivity improvements in the last twelve months in addition to enjoying substantial growth[2] over the same period. While this group is drawn from the Productivity Leader base, they report significant performance and policy differences. We call them Champions to denote their success across a range of initiatives and outcomes. They comprise five per cent of the sample of organisations, or in other words a quarter of Productivity Leaders

1 For the purposes of this report, substantial means either 'a lot' or a 'great deal'
2 In the private sector, achieving growth requires both financial improvement (increased revenue) and non-financial expansion (increased capabilities or competitiveness). In the public sector, growth requires non-financial improvement such as increased capabilities, improved efficiencies in delivering services, meeting organisational objectives or better collaboration with stakeholders

GROWTH CHAMPIONS HAVE SHOWN GREATER ACHIEVEMENTS IN ALL AREAS

Who are the Growth Champions?

Just five per cent of Australian organisations surveyed leverage productivity and a range of other approaches to generate Clever Growth, helping them build more sustainable performance.

These Growth Champions have measured, managed and achieved substantial productivity improvements in the last twelve months, and enjoyed substantial growth over the same period.

Business accounts for 33 per cent of the Growth Champion group. The remainder is made up of enterprise (55%) and government (12%). The group's composition paints a different picture of a multi-speed economy than the familiar one focused on mining and resources as the primary drivers of growth. Instead, it is interesting to note that industries experiencing profound change provide the greatest proportion of Champions, including retail (18%), health (13%) and banking and finance (10%). This may reflect the nature of these industries, as well as what appears to be Champions' ability to meet the complex and diverse needs of their customers. These results underline how organisations practising Clever Growth can win, regardless of vertical segment, and almost all industry sectors are represented.

The success experienced by Champions can also breed further success. When it comes to hitting their growth targets, Champions are far more confident in delivering services and outperforming the market compared to their competitors.

We believe that other businesses can learn from the success of these Growth Champions. By highlighting the characteristics of Champions, and exploring comparisons with Leaders and Followers, we can provide a roadmap to help organisations achieve growth and productivity.

What makes Growth Champions special?

Together, Growth Champions appear to have found the formula to sustainable growth that works across industries:

1. Customer First pays off

Customer experience and satisfaction is reported as the second highest priority (84%) after growth, but Growth Champions give it much greater focus and are 22 points more likely to have reported improvement in customer satisfaction than Leaders (58% vs 36%).

Their greater focus on customers appears to be linked to achievements in better delivery of services (20 points more) and how positively they are viewed by the community (31 points more).

Most importantly, their focus on the customer has startling results – Growth Champions are 50 points more likely to have increased their number of customers than Leaders (74% vs 24%).

2. Employee collaboration is key

Growth Champions understand that success is driven from within – from the CEO down.

One hundred per cent of Champions see better collaboration as crucial to creating an engaged workforce over the next year, compared to 88 per cent of Leaders. Collaboration can touch on all points of ICT investment, encompassing areas including mobility, video conferencing and cloud computing.

Interestingly, BYOD (Bring Your Own Device) stands out as being one of the keys to improve employee engagement – possibly reflecting its importance in collaboration. Champions appear to have seen greater value from the integration of personal devices than Leaders (83% vs 49%), as well as investments in simplified business systems and processes (94% vs 77%) and flexible working (86% vs 79%).

Furthermore, Champions report seeing significantly greater productivity improvement than Leaders from areas such as staff training (30 points greater achievement) and employee engagement (15 points greater achievement).

That success in aligning ICT strategy with business priorities is driving greater investment. Seventy per cent of Champions report improvement in productivity from ICT investment, compared to just 47 per cent of Leaders.

1.2 EXECUTIVE SUMMARY (CONT.)

3. Investment in network speed and performance

Growth Champions indicate they invest more heavily in network speeds, analytics and performance to help deliver growth. Network speed and performance is critical to collaboration, to deliver services and enable organisations to quickly convert data into business-ready information:

- The network is the backbone of ICT. Eighty eight per cent of Champions have invested in network speed, coverage and performance last year (compared to 70% of Leaders) and seven out of ten will invest again next year
- Champions also seem to be embracing the potential of trends such as big data or better information management, with 90 per cent investing in data management and business analytics last year (compared to 73% of Leaders) and three quarters planning to invest again in the next twelve months

Growth Champions show greater organisational improvement in a number of areas that often benefit from greater technological speed and performance – including being able to quickly respond to challenges and opportunities (23 points greater achievement) and the capability to deliver services (20 points greater achievement).

Champions seem to invest in suites of technologies rather than point solutions, suggesting a trend towards integrated investment programs. More than eight in ten (81%) Champions have implemented at least five ICT solutions over the past twelve months, compared with 65 per cent of Leaders and 52 per cent of Followers.

Australian Business Productivity

In previous reports, Telstra has looked specifically at organisational productivity. In 2012, we found that Leaders' 'productivity advantage' helped give organisations a springboard to achieve their business priorities. In 2013 we again explored the advantages the wider group of Productivity Leaders could exploit – and whether these findings extended to the business segment (employing 20 -199 staff).

While we can learn a lot from Growth Champions as a group, their relatively small numbers mean we cannot analyse their behaviour at a business level, as distinct from enterprise or government Champions. However, with 20 per cent of respondents identified as Leaders, we do have enough organisations to investigate business Productivity Leaders in more detail – a group that includes business Growth Champions.

Australian businesses prioritise growth and customer service

For the business segment, growth remains at the top of the priority list (89%). However, customer experience and satisfaction (85%) is of the utmost importance, ranking as the second highest priority ahead of improving productivity (76%).

Businesses measuring and achieving productivity are more likely to see success across the board

Productivity Leaders – organisations that set and achieve productivity key performance indicators (KPIs) – are more likely to report achieving business success in all surveyed objectives.

In 2013, 20 per cent of Australian businesses are defined as Productivity Leaders. Leaders report more success in improving customer experience and satisfaction (21 point difference), attracting and creating an engaged workforce (22 point difference) and managing risk, business continuity and disaster recovery (10 point difference).

When it comes to customer experience and satisfaction, Leaders' emphasis is on listening. More than three quarters of business Leaders (76%) identify investments in complaints and issues management processes as central to improving customer experience, and two thirds cite simplified business systems and processes as important (67%). A similar proportion (68%) say customer survey and feedback programs have boosted their achievements.

Productivity Leaders recognise ICT is important to maintaining and improving performance

Productivity Leaders in the business sector are more likely than Followers to believe ICT makes a major contribution across all business priorities. In particular, Leaders highlight improving productivity (84% vs 67%), developing new revenue streams (73% vs 55%), and achieving growth (69% vs 51%) as areas where ICT has the most positive impact.

Leaders' future plans include significantly more ICT investments than Followers in network speed and performance (81% vs 62%), cloud computing (63% vs 46%), and managing, distributing, and receiving high-definition, desktop, and mobile video content (57% vs 29%).

Productivity Leaders are significantly more positive about the future

While Australian businesses surveyed are more likely to be optimistic about their business prospects in all surveyed areas for the next twelve months, Leaders are notably more upbeat than Followers when it comes to:

- Increasing capability in service delivery (22 points more optimistic)
- Their ability to respond to challenges and opportunities (19 points more optimistic)
- Achieving growth (17 points more optimistic)

WE NEED TO FIND WAYS TO CHANGE ORGANISATIONAL CULTURE – SO THAT MORE PRODUCTIVITY FOLLOWERS CAN BECOME PRODUCTIVITY LEADERS, AND MORE PRODUCTIVITY LEADERS CAN BECOME GROWTH CHAMPIONS. WE BELIEVE SUCCESS IN THIS WILL LEAD TO SIGNIFICANT AND SUSTAINABLE IMPROVEMENTS IN AUSTRALIA'S ECONOMIC WELL-BEING

A final word on Productivity Followers

Failing to meet objectives

Productivity Followers form four-fifths of the entire respondent base. Relatively few report they are achieving productivity or growth.

Whether a business, enterprise or government organisation, many Followers show flat or declining performance across a range of measures:

- Number of employees (63%)
- Numbers of customers (43%)
- Engaged workforce (42%)

It seems an organisation cannot shrink its way to success.

Inaction not an option

The data shows that most Productivity Followers' performance is at a standstill. We believe most Followers will already feel they are falling behind Leaders and Champions.

While the lacklustre global economy might make inaction a more attractive option, these results demonstrate a correlation between embracing change and achieving growth. Given the size of our sample, the behaviours and attitudes that connect our Champions appear to be more than just coincidence, but are the determinants of growth in an increasingly connected, competitive world.

We hope this study will help organisations evaluate their roadmaps and ensure they are doing all they can to innovate and grow intelligently

GROWTH CHAMPIONS

2

CLEVER GROWTH AND AUSTRALIA'S BEST ORGANISATIONS

2.1 RESEARCH FOCUS

‘Towards A Clever Australia’ marks the fifth year Telstra has reported on Australian productivity performance and the third year in which we have identified and profiled productive Australian organisations: investigating their priorities, areas of investment and future plans to create practical advice for the rest of the economy.

This year we extended our focus further by surveying senior leaders in more than 1,000 enterprise, government, and – for the first time – business organisations, the most we’ve ever interviewed.

Regardless of their size or sector, we know intuitively that Australia’s over-achieving organisations strive for productivity, because productivity is closely associated with sharper financial and non-financial performance. Thousands of conversations with decision makers over the past four years have reinforced the understanding that productivity initiatives are almost always coupled with other outcomes: from market share and financial returns to greater employee engagement or improved customer service.

2.2 GROWTH IN CONTEXT

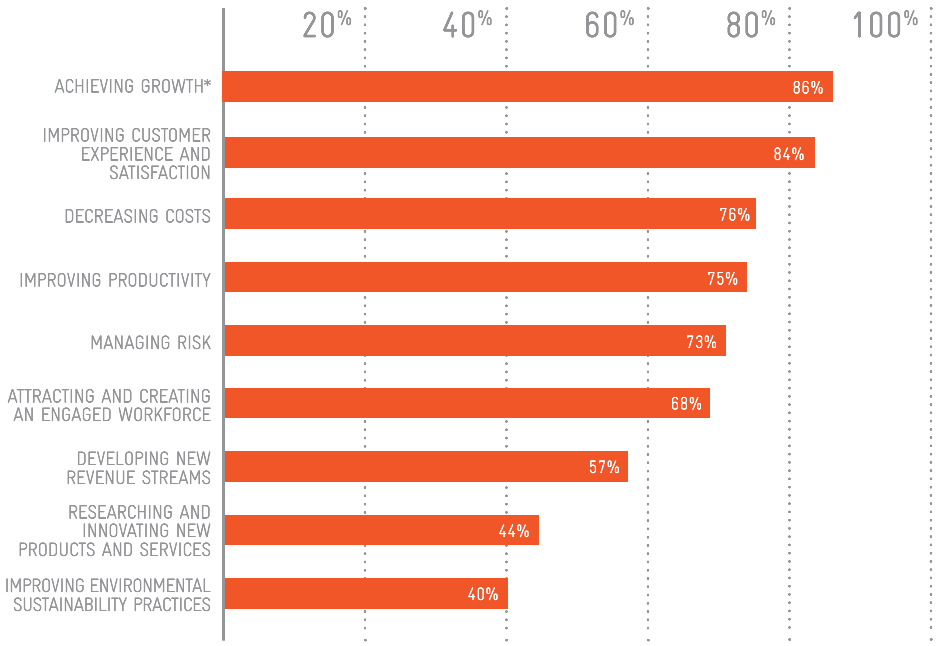
THE AUSTRALIAN ORGANISATIONS SURVEYED HAVE REPORTED GROWTH AS THEIR NUMBER ONE PRIORITY FOR THE FUTURE

In each of the past five years, researchers have asked participants to rate a number of business priorities in terms of their importance over the next twelve months. The results are clear – the organisations surveyed see growth as their overriding priority for the future.

While productivity remains important, 86 per cent of organisations across the private and public sectors are focusing on growth – in other words, improvement in financial or non-financial performance.

Prompted by the increasing priority placed on revenue growth over the past two years by enterprise and government organisations – a priority for 70 per cent in 2011 and 77 per cent in 2012 – we wanted to look beyond pure financials to unlock the secrets of Australia's best organisations.

Figure 1: Australian organisational priorities for the future



Base: All organisations (n=from 1038 to 1060)

Note: Chart shows the percentage of organisations rating a priority an 8 or more on a scale from 0 to 10 where 0 represents only a minor priority and 10 a major priority. Organisations rated those items that were applicable to them

* Growth equates to financial (revenue) and non-financial expansion (increased capabilities or competitiveness) in the private sector, and overall capability improvement in the public sector

"GROWTH MEANS EXPANDING, BUILDING, INCREASING: YOUR CUSTOMER BASE, YOUR REVENUE BASE, PROVIDING A SUPERIOR PRODUCT OR A SUPERIOR EXPERIENCE, A LOT OF THINGS."

National Leisure Brand

2.3 DEFINING CLEVER GROWTH AND GROWTH CHAMPIONS

Our hypothesis has always been that outlier organisations that report powerful productivity performance probably invested more, across more areas, than the average. But we needed to put this assumption to the test.

To ensure this research program continued to provide us with a valuable high-level view of economy-wide trends, we had to discount the effects of short-term fluctuations and individual business cycles to obtain a clearer focus on long-term, sustainable success. We call this Clever Growth.

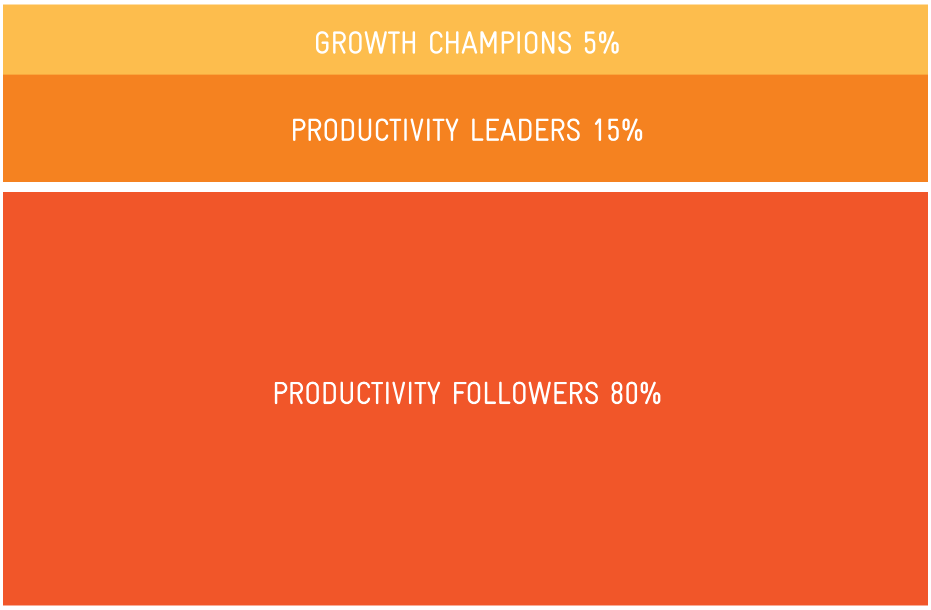
Dependant on the organisation, Clever Growth takes into account productivity advances as well as improvement in financial performance and non-financial capabilities in a way that is broadly comparable between private and public sectors[3].

Simply put, our aspiration was to understand Clever Growth and track its drivers and critical success factors.

The 1,060-strong sample was analysed and three broad categories of organisation emerged.

- ***'Productivity Leaders' (Leaders)*** – those organisations that measure productivity and report having achieved a substantial productivity improvement in the last twelve months
- They are compared with ***'Productivity Followers' (Followers)*** – those that either do not measure productivity or have not reported a substantial improvement in productivity over the last twelve months
- ***'Growth Champions' (Champions).*** Within Productivity Leaders an additional subset can be identified – those that report having achieved both substantial productivity improvements in the last twelve months as well as substantial growth over the same period. While this group comes from the same stable as Productivity Leaders, they report significant performance and policy differences, so we call them Champions to denote their success across a range of initiatives and investment areas

OUR RESEARCH HAS ALWAYS BEEN SINGLE-MINDED: SUGGESTING ROUTES TO SUCCESS TO HELP OTHER ORGANISATIONS ACHIEVE THEIR OWN PERFORMANCE IMPROVEMENTS



3 For the private sector, researchers inserted an additional 'increased revenue' filter into the definition of growth. For the largely non-profit making public sector, growth was defined as an increase in capabilities and efficiencies in delivering services, meeting organisational objectives and collaborating with stakeholders

2.3 DEFINING CLEVER GROWTH AND GROWTH CHAMPIONS (CONT.)

GROWTH CHAMPIONS CAN GROW SMARTLY EVEN IN DIFFICULT TIMES

ONE IN TWENTY ORGANISATIONS SURVEYED PASSED OUR CHAMPION TEST: REPORTING PRODUCTIVITY IMPROVEMENTS, GROWTH IN CAPABILITY AND, WHERE APPROPRIATE, REVENUE

Across the study sample, just 20 per cent of organisations are Productivity Leaders. The remaining 80 per cent of organisations are Productivity Followers.

When we looked at the already small Leaders group, only five per cent (of the total sample) can be defined as Growth Champions – the remaining 15 per cent reported improved productivity but not growth.

Business accounts for thirty three per cent of the Growth Champion group. The remainder is made up of enterprise (55%) and government (12%). While the commonly held perception of the two-tier economy focuses strongly on mining and resources as the driver of growth, our Growth Champions are drawn from a range of industries. Indeed, it's interesting to note that industries experiencing profound change such as retail (18%), health (13%) and banking and finance (10%), provide the greatest proportion of Champions. This underlines how organisations that practise Clever Growth can win, regardless of their vertical sector. Almost all industries are represented within the group.

Regardless of size or industry, our research indicates that Growth Champions aren't born, they're made, investing in a culture which helps them innovate and grow. This survey was designed to reveal the detail of that journey, and analysis identified there are significant similarities in the behaviours and attitudes that differentiate Growth Champions from other organisations.

While there simply aren't enough of this Champion outlier group to analyse definitively at a 'business' level (as against 'enterprise' or 'government'), we can learn a lot from their behaviour as a collective. In particular, they appear to share a number of key characteristics that allow them to make better strategic choices and investments and help lead to better outcomes across a majority of measures.

While a lengthier analysis looking at the productivity results of business organisations (with 20-199 employees) follows, this section looks at the ways in which Champions stand out from the wider group of Leaders across four distinct key areas:

- Differences in the performance of Champions and Leaders
- Differences in the strategies Champions adopt
- Differences in the investment decisions Champions and Leaders take
- Differences in Champions' outlook for the future

2.4 DIFFERENCES IN PERFORMANCE OF GROWTH CHAMPIONS AND PRODUCTIVITY LEADERS: COMPARING GOOD WITH GREAT

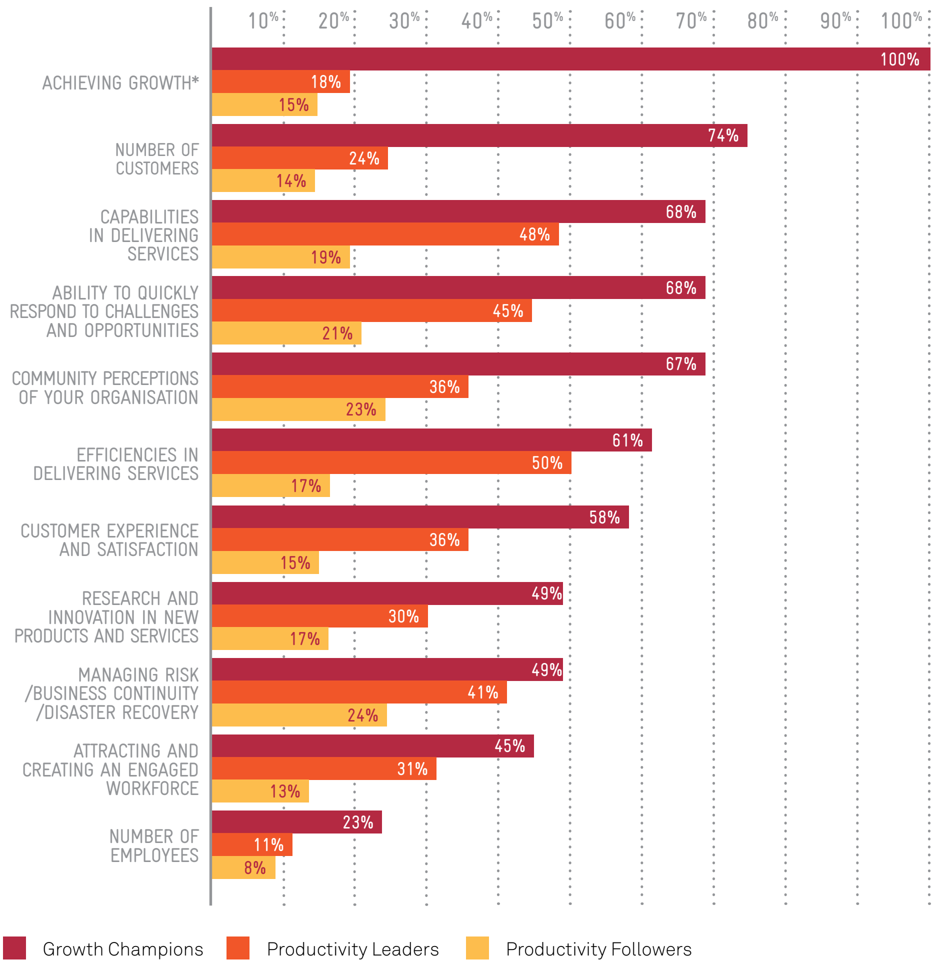
Growth Champions across both the private and the public sector are more likely to report having achieved improvement in all of the key areas we tested.

The difference between Followers and Leaders/Champions in these key areas is a reminder of how the performance of the majority might undermine our overall economic achievements.

Champions report having achieved substantial improvements in both productivity and growth over the past twelve months and they appear to have reported greater success in all other organisational objectives.

Figure 2 shows how Champions are more likely to stand out in all dimensions compared to Followers. Only 15 per cent of Follower organisations achieved growth in the past twelve months, which strongly correlates to their lack of productivity metrics and their inability to show substantial performance improvement.

Figure 2: Improvements in organisational objectives – analysis by Growth Champions, Productivity Leaders and Productivity Followers



Base: Growth Champions, Productivity Leaders, Productivity Followers (n=64, n=141, n=855)

Note: Chart shows the percentage of organisations that reported achieving a great deal or a lot of improvement. Organisations rated those items that were applicable to them

* Growth equates to financial (revenue) and non-financial expansion (increased capabilities or competitiveness) in the private sector and overall capability improvement in the public sector

GROWTH CHAMPIONS ARE MORE LIKELY TO SEE IMPROVEMENTS ACROSS ALL ORGANISATIONAL OBJECTIVES

2.5 THE STRATEGIES GROWTH CHAMPIONS ADOPT

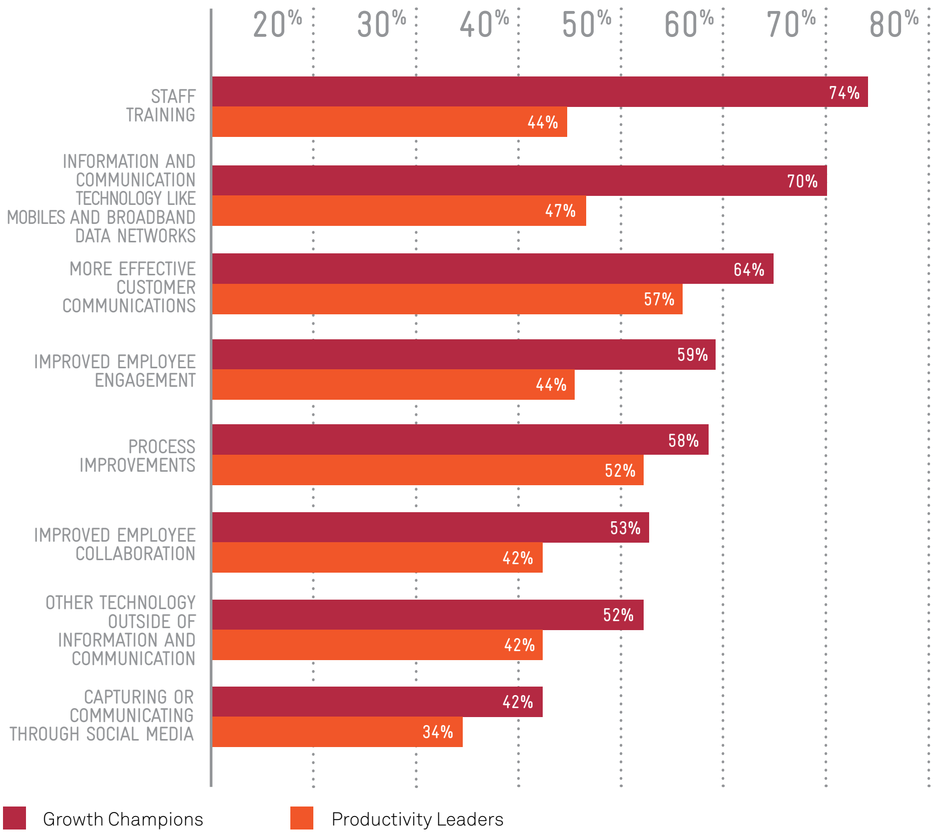
In an economy beset by uncertainty, the decisions of those who have reported achieving organisational goals are telling. To understand their success more clearly, we further analysed the attitudes and investments of Growth Champions.

We found that Champions apply significantly greater focus to critical areas like employee engagement and ICT.

"NOT JUST LOOKING AT WHAT'S GOING TO HAPPEN TOMORROW BUT FURTHER AHEAD, THAT'S HELPED US DEVELOP GOOD STRATEGIES. AND STRATEGIES ARE GREAT, ANYONE CAN PROBABLY COME UP WITH A STRATEGY, BUT IT'S THE IMPLEMENTATION THAT'S THE HARD WORK AND THAT'S SOMETHING WE'VE DONE WELL."

Champion, Construction company

Figure 3: Investments that lead to productivity improvements – analysis by Growth Champions and Productivity Leaders



Base: Growth Champions and Productivity Leaders (n=205)

Note: Chart shows the percentage of organisations that reported enjoying a great deal or a lot of productivity improvement from investment

Over the last twelve months, Champions indicated they were more likely to have experienced a substantial amount of productivity improvement from two focus areas in particular:

- **A 'Customer First' attitude pays off**
  - Champions apply a consistent focus on customer outreach through more effective customer communications (64% for Champions compared with 57% for Leaders)
  - Champions are 50 points more likely to see an increase in their number of customers (74% vs 24%)
  - Champions are 22 points more likely to have achieved improvements in customer satisfaction than Leaders (58% vs 36%)
  - Both Champions and Leaders reported strong improvement in customer satisfaction from investment, but differences were noticed in areas like loyalty rewards (45% vs 34%) and streamlined systems (88% vs 78%). Champions' greater focus appears to be linked to achievements in better delivery of services (20 points more) and how positively they are viewed by the community (31 points more).
- **Employee collaboration is key:**
  - Champions are significantly more likely than Leaders to see investment in staff training (30 points more) and improved employee engagement (15 points more) leading to improved productivity and performance
  - Champions are more likely than Leaders to acknowledge the importance of an engaged workforce to guide their growth. Forty five per cent of Champions note an engaged workforce is very important to growth, compared to 29 per cent of Leaders
  - Better collaboration was particularly important for Champions, with 100 per cent of organisations investing in collaboration to improve employee engagement compared to 88 per cent of Leaders
  - Collaboration can touch on all points of ICT investment, encompassing areas including mobility, video conferencing and cloud computing
  - BYOD (Bring Your Own Device) stands out as being one of the key ways to improve employee engagement – possibly reflecting its importance in collaboration
  - Simplified business systems and processes (94% vs 77%),integrating personal devices into the organisation (83% vs 49%) and flexible working (86% vs 79%) also register differences

GROWTH CHAMPIONS ARE 50 POINTS MORE LIKELY THAN PRODUCTIVITY LEADERS TO SEE AN INCREASE IN THEIR NUMBER OF CUSTOMERS

COLLABORATION IS KEY – EVERY SINGLE GROWTH CHAMPION ORGANISATION NOTED THAT BETTER COLLABORATION WAS INTEGRAL TO CREATING AND MAINTAINING AN ENGAGED WORKFORCE

2.5 THE STRATEGIES GROWTH CHAMPIONS ADOPT (CONT.)

GROWTH CHAMPIONS SEE CONTINUAL INVESTMENT IN PEOPLE AND CUSTOMER SERVICE AS KEY STRATEGIES FOR FUTURE GROWTH

These differences aren't just about improvements experienced over the past twelve months.

When asked to consider strategies that might be important in achieving future growth, Champions are significantly more likely than Leaders to identify attracting and creating an engaged workforce (45% vs 29%) as very important as well as quickly responding to challenges and opportunities (53% vs 37%).Having reported historic success, it seems that Growth Champions are more convinced of the importance of continual investment in both their people and their customers.

Figure 4: Strategies that lead to growth – analysis by Growth Champions and Productivity Leaders

Base: Growth Champions and Productivity Leaders who rated growth as a medium-major priority (n=190)

Note: Chart shows the percentage of organisations that rate a strategy as very important

2.6 THE INVESTMENT DECISIONS GROWTH CHAMPIONS AND PRODUCTIVITY LEADERS TAKE

In the previous section, we saw that many of the investment areas that separated Champions and Leaders revolved around people and processes – from the integration of personal devices and collaboration initiatives to developing new customer channels.

The silent achiever in many of these innovations is technology – whether it be individual solutions like video conferencing or wider infrastructure investments like a high-quality network. Indeed, Figure 3 shows that a focus on productivity-driven ICT investments is also a lead differentiating factor between Champions (70%) and Leaders (47%).

While we can outline a strong Champion investment profile below, the differences between Champions and Leaders appear to be as much about scale as about specific solutions.

Significantly, Champions appear to invest in suites of technologies instead of standalone solutions, suggesting they are quick to embrace the movement toward more integrated investment programs. More than eight in ten (81%) Champions have reported implementing at least five ICT solutions over the past twelve months, compared with 65 per cent of Leaders and 52 per cent of Followers. Similarly, 58 per cent of Champions have reported investing in at least six ICT solutions compared with 51 per cent of Leaders.

Champions indicate they invest more heavily in faster network speeds, analytics and performance to help them deliver growth. Network speed and performance is critical to collaboration, delivering services and quickly converting data into business-ready information.

- The network is the backbone of ICT. Eighty eight per cent of Champions have reported investing in network speed, coverage and performance last year compared to 70 per cent of Leaders
- Champions are also embracing the promise of better information management and big data, with 90 per cent reporting investment in data management and business analytics last year compared to 73 per cent of Leaders

2.6 THE INVESTMENT DECISIONS GROWTH CHAMPIONS AND PRODUCTIVITY LEADERS TAKE (CONT.)

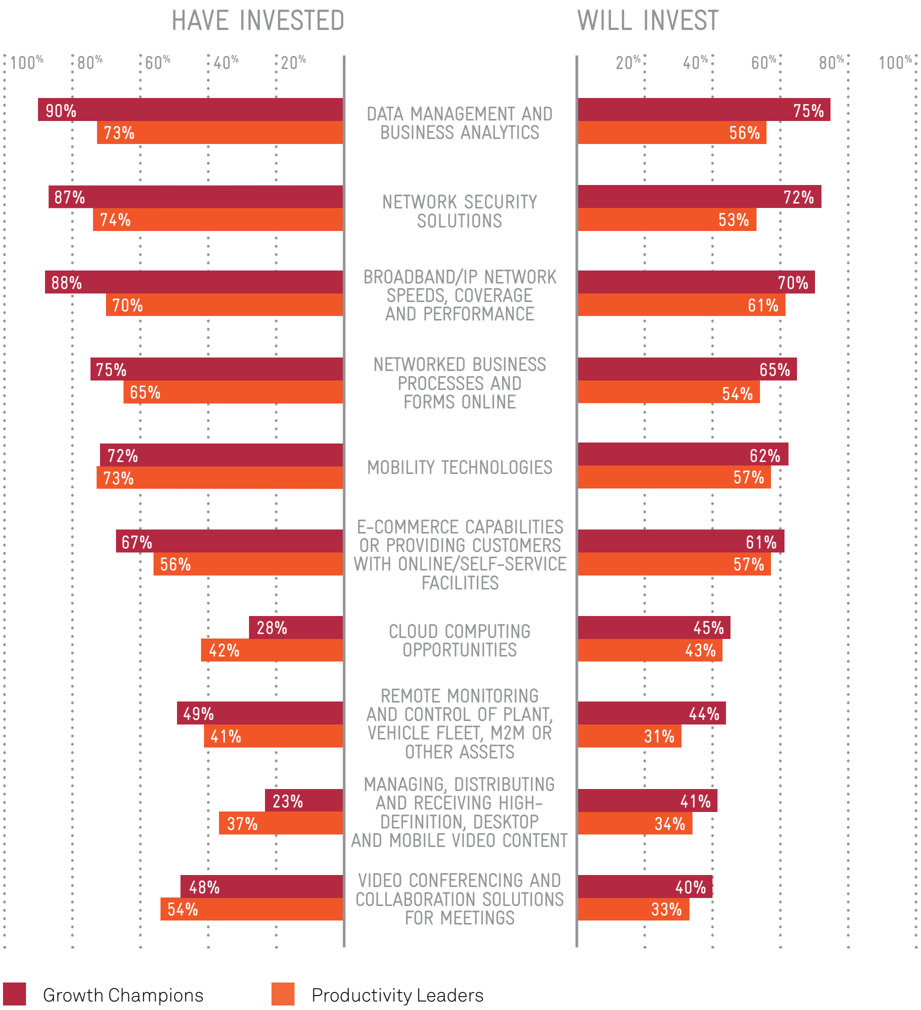
GROWTH CHAMPIONS INDICATE MUCH HIGHER INVESTMENT IN BOTH CLOUD COMPUTING AND HIGH-DEFINITION DESKTOP/ MOBILE VIDEO CONTENT OVER THE NEXT 12 MONTHS

Champions indicate greater organisational improvement in a number of areas that often benefit from technological speed and performance – including improvements in the ability to quickly respond to challenges and opportunities (23 point greater achievement) and the capability to deliver services (20 point greater achievement), as shown in Figure 2.

In the next twelve months of ICT investment, Champions continue to be more likely than Leaders to invest in data management and business analytics (75% Champions vs 56% Leaders), network security solutions (72% vs 53%), and networked business processes (65% vs 54%).

It is important to remember that Leaders also believe that these solutions are important (and some have invested in them), but their support doesn't appear to be as strong or as sustained as that demonstrated by Champions.

Figure 5: ICT investments to improve productivity in last twelve months and next twelve months – analysis by Growth Champions and Productivity Leaders



Base: Growth Champions and Productivity Leaders (n=205)

Note: 'Have invested' chart shows the percentage of organisations that have invested in last twelve months.

Note: 'Will invest' chart shows the percentage of organisations that plan to invest in next twelve months.

GROWTH CHAMPIONS APPEAR TO INVEST IN ICT STRATEGICALLY AND WIDELY LOOKING TOWARD TECHNOLOGY TO CHANGE STAFF OR CUSTOMER EXPERIENCES FOR THE BETTER

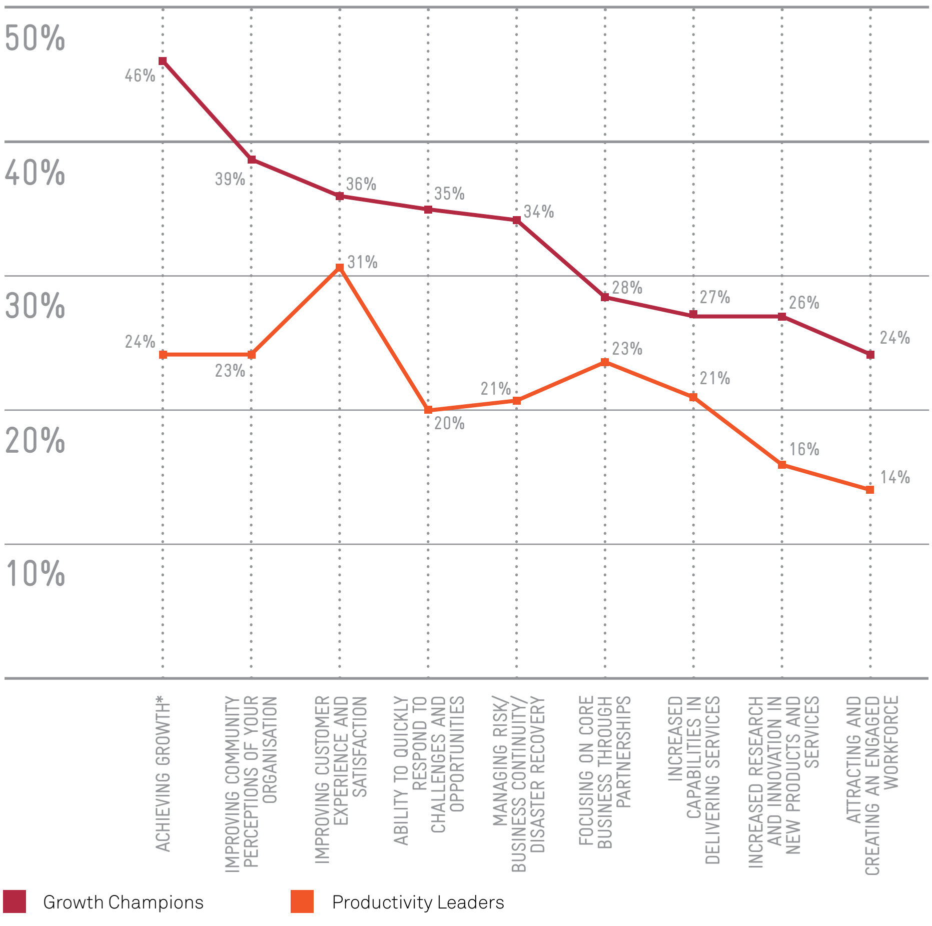
2.7 SUCCESS BREEDS SUCCESS

When it comes to the future, Growth Champions tend to exhibit even greater confidence than Productivity Leaders. It appears success breeds success, or at the very least builds a strong platform for a positive future outlook.

Champions are more likely than Leaders to be very optimistic about their prospects of achieving growth over the next twelve months (46% vs 24%), improving community perceptions of their organisation (39% vs 23%) and increasing research and innovation in new products and services (26% vs 16%).

GROWTH CHAMPIONS HAVE THE CONVICTION TO MOVE BEYOND BELIEF AND INTO ACTION. IT TAKES SUCH ACTION TO HELP CREATE THE RIGHT CONDITIONS FOR INNOVATION, PRODUCTIVITY AND GROWTH

Figure 6: Expected improvements in organisational objectives over next twelve months – analysis by Growth Champions and Productivity Leaders



Base: Growth Champions and Productivity Leaders (n=205)

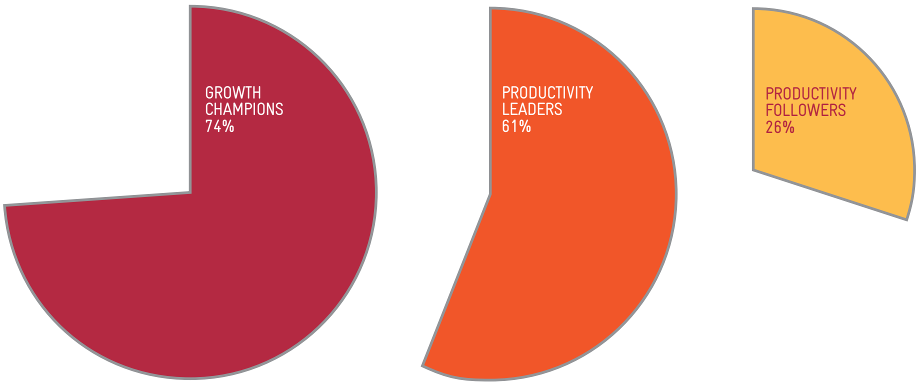
Note: Chart shows the percentage of organisations that are very optimistic about improvement from investment in the next twelve months

* Growth equates to financial (revenue) and non-financial expansion (increased capabilities or competitiveness) in the private sector, and overall capability improvement in the public sector

It is also interesting to note Champions are also more likely than Leaders to expect productivity in their organisations to improve in the next twelve months, even though these same Leader organisations have reported experiencing productivity gains themselves.

Seventy four per cent of Champions expect productivity will improve substantially in their organisation over the next twelve months compared with 61 per cent of Leaders. Compared to Followers, Champions are almost three times as confident about future productivity prospects (74% vs 26%).

Figure 7: Expected productivity improvement over next twelve months – analysis by Growth Champions, Productivity Leaders and Productivity Followers



Base: All organisations (n=1060)

Note: Chart shows the percentage of organisations that expect productivity to improve a great deal or a lot over next twelve months

GROWTH CHAMPIONS ARE ALMOST THREE TIMES AS CONFIDENT ABOUT THEIR FUTURE PRODUCTIVITY PROSPECTS AS PRODUCTIVITY FOLLOWERS

PRODUCTIVITY AND GROWTH

3

AUSTRALIAN BUSINESS ATTITUDES AND BEHAVIOURS TOWARDS IMPROVING PRODUCTIVITY

3.1 WHAT MAKES A PRODUCTIVITY LEADER?

In previous years, Telstra Productivity Indicator (TPI) research has investigated productivity improvement across large organisations (defined as employing 200 or more staff) in the private and public sector.

This year's research replicated key tracking questions from the previous four years and recruited new respondents from the business community. Independent interviews took place with 352 business organisations (between 20 and 199 employees) across Australia. Separate reports are available for enterprises (200 and more employees) and government organisations.

As this is the first set of 'business' productivity results, they are presented without year-on-year comparison, though otherwise we apply the same segmentation used in analysis of the enterprise segment.

While we have learned a lot from Growth Champions as a group, their relatively small numbers mean we cannot analyse their behaviour at a business level, as distinct from enterprise or government. However, with 20 per cent of overall respondents identified as Leaders, we do have enough organisations to investigate business Productivity Leaders in more detail – a group that includes business Growth Champions.

As with previous years, 'Productivity Leaders' (Leaders) are those organisations that use key performance indicators (KPIs) or other metrics to measure productivity and have reported substantial productivity gains in the last twelve months. Comparisons are made with 'Productivity Followers' (Followers) – those organisations that do not have KPIs or other means of quantifying productivity and/or did not report substantial productivity gains in the last twelve months.

In conjunction with the Clever Growth findings, the different trajectories of Leaders versus Followers may help organisations identify initiatives to deliver productivity improvement and competitive advantage.

"PRODUCTIVITY IS A BIG DRIVE NOW BECAUSE WE'RE SUCCESSFUL – [IT'S ABOUT] HOW TO DO THE SAME THINGS, ACHIEVE THE SAME THINGS, BUT DO IT FASTER AND MORE STREAMLINED SO THAT OUR CUSTOMERS HAVE A GOOD EXPERIENCE."

Champion, National Retailer

3.2 FUTURE PRIORITIES FOR AUSTRALIAN BUSINESSES

"THE KEY TO SUCCESS STARTS WITH YOUR STRATEGIC ROADMAP, SO YOU'VE GOT TO MAKE SURE YOU'RE VERY CLEAR NOT ONLY ON WHAT THE BUSINESS HAS IN ITS PLANS, BUT THE SORTS OF THINGS IT ASPIRES TO BE."

Automotive Services

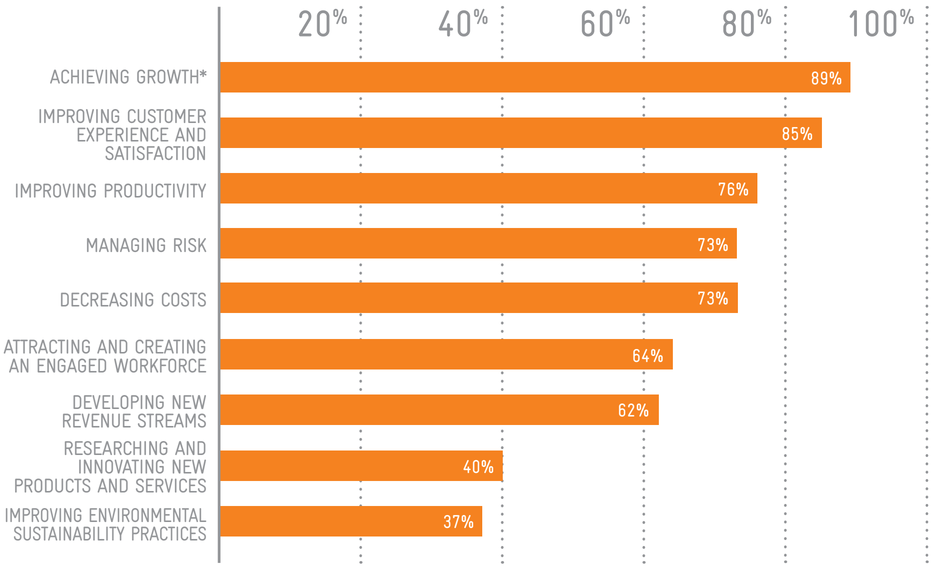
Following the format of previous TPI research, respondents rated a number of business priorities in terms of their importance over the next twelve months – a process that established that growth, whether financial or non-financial, was Australian organisations' highest priority (see Figure 1 in the Growth Champions section).

In the business segment, as in the overall sample, growth remains at the top of the priority list at 89 per cent (compared to 86% for all organisations, and 87% for enterprises). However, customer experience and satisfaction (85%) continues to be of high importance, ahead of increasing productivity (76%) and managing risk (73%).

As productivity policies and investments often drive enhanced customer engagement and cost control, the remainder of this report focuses on the trends and technologies associated with productivity.

Three-quarters of all business decision makers identify productivity as a major organisational priority.

Figure 8: Business organisational priorities for the future



Base: Private organisations with between 20 and 199 employees (n=352)

Note: Chart shows the percentage of organisations rating an issue an 8 or more on a scale from 0 to 10 where 0 represents only a minor priority and 10 a major priority

* Growth equates to financial (revenue) and non-financial expansion (increased capabilities or competitiveness) in the private sector, and overall capability improvement in the public sector

3.3 KPIS, PRODUCTIVITY LEADERS AND PRIORITIES

Measurement matters. The five years of Telstra tracking research shows those organisations that measure productivity also tend to experience greater productivity growth, and, perhaps inevitably, are more optimistic about their prospects.

More than six in ten businesses in Australia (62%) have specific key performance indicator measures (KPIs) to quantify productivity improvements in their organisations. This trails the proportion of enterprise respondents (73%).

When senior decision makers in businesses that use productivity KPIs were asked how they fared, 32 per cent stated that, based on those KPIs, their productivity had increased substantially.

Conversely, 37 per cent of organisations without KPIs reported productivity increased only a little or not at all. Only 21 per cent of organisations that do have KPIs reported similar flatline results.

In previous years, Telstra has measured the Productivity Improvement Deficit - defined as the difference between the proportion of organisations that identify improving productivity as a high priority, and the proportion of organisations with KPIs to measure productivity that have experienced substantial productivity improvements.

In 2013, the proportion of business organisations that identify improving productivity as a high priority was 76 per cent, while the proportion of organisations with KPIs to measure productivity that experienced substantial productivity improvements was 20 per cent. The Productivity Improvement Deficit is therefore 56 points.

This is an important benchmark, given the select group who do measure and report achieving productivity – this 20 per cent – make up the Productivity Leader group.

A proactive focus appears to drive much of their activity, and this differentiates them from the crowd of Followers who make up the remainder of the Australian business segment.

Although growth is a shared priority across the two groups, Leaders continue to place more emphasis on other strategic objectives than Followers, with the largest differences being:

- Researching and innovating new products and services (19 point difference)
- Improving productivity (15 point difference)
- Attracting and creating an engaged workforce (15 point difference)

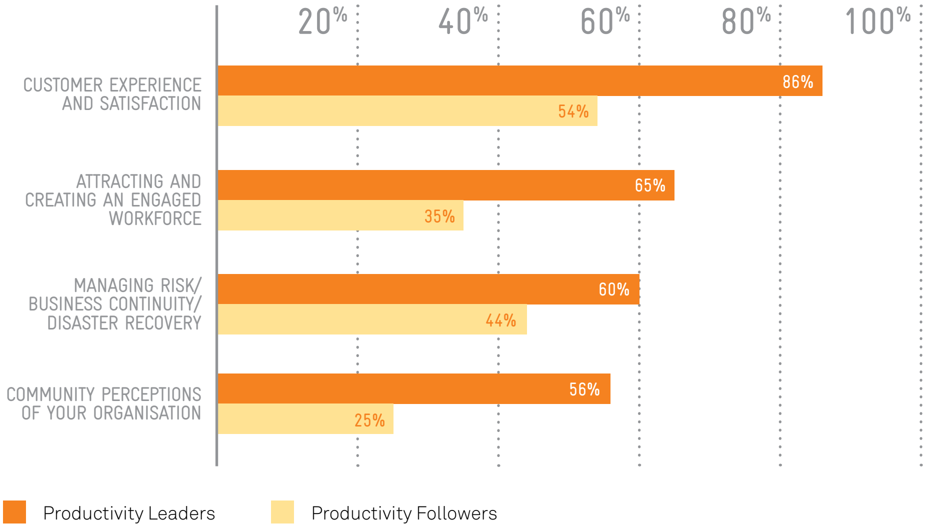
"YOU HAVE TO BE FASTER; PROACTIVE RATHER THAN REACTIVE IN THE MARKET PLACE. RATHER THAN BEING STANDARDISED, WE CUSTOMISE AND WE TRY TO BE VERY COMPETITIVE."

Champion, Construction

3.4 MEASURING IMPROVEMENTS ACROSS ORGANISATIONS

Proving once again that you can't effectively manage what you don't measure, Leaders are also significantly more likely than Followers to measure performance across all key areas.

Figure 9: Presence of KPIs to measure organisational improvements – analysis by Productivity Leaders and Productivity Followers



Base: Private organisations with between 20 and 199 employees (n=352)

Note: The Productivity Leader base includes all business Growth Champions, outlined in Section 2

TO SYSTEMATICALLY SUCCEED IN ANY GIVEN GOAL, MEASUREMENT IS ESSENTIAL

4

ORGANISATIONAL GOALS

4.1 PRODUCTIVITY LEADERS FIND SUCCESS IN ACHIEVING ORGANISATIONAL GOALS

Looking beyond productivity, it is clear that the last twelve months have presented businesses with a challenging environment across a range of key organisational objectives. Across all areas surveyed, only a minority of businesses reported improvement. This is a similar trend to that reported by enterprises.

While more businesses reported substantially increased financial and non-financial growth than reported decreasing growth (14% vs 6%), more reported declines than improvements in indicators such as employee numbers.

Although only a quarter of Leaders have reported both financial and non-financial growth (25%), this is significantly greater than the number of Followers who have experienced a comparable uplift (11%).

In addition to growth improvements, business Productivity Leaders appear to have been more successful than Followers in:

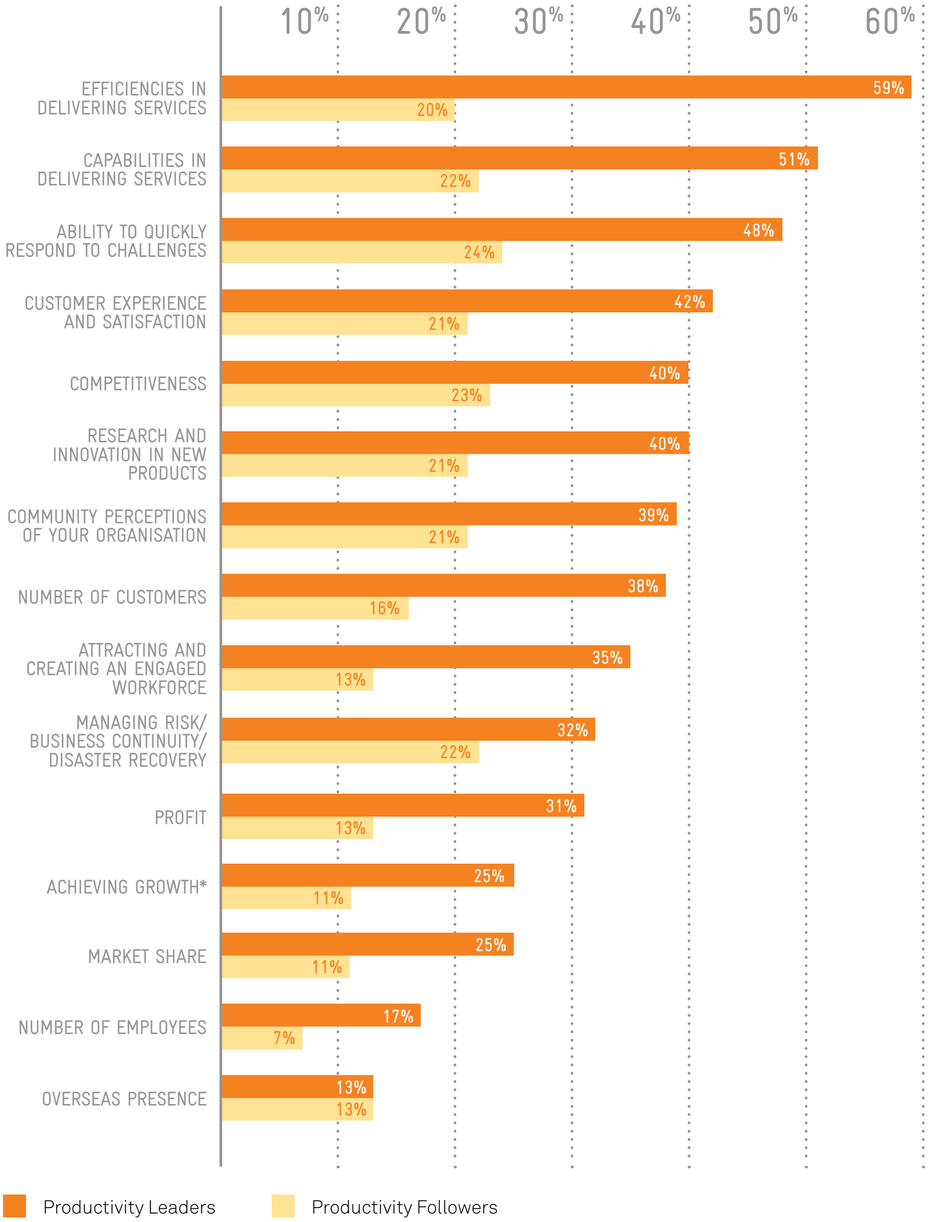
- Efficiencies in delivering services (39 point difference)
- Capabilities in delivering services (29 point difference)
- Quickly responding to challenges and opportunities (24 point difference)

4.1 PRODUCTIVITY LEADERS FIND SUCCESS IN ACHIEVING ORGANISATIONAL GOALS (CONT.)

"ONE OF THE ASPECTS WE'VE INVESTED IN HEAVILY WAS CUSTOMER SERVICE...OUR PRIMARY FOCUS IS ON CREATING A GOOD EXPERIENCE FOR THE CUSTOMER."

Automotive Services

Figure 10: Performance against organisational objectives over last twelve months – analysis by Productivity Leaders and Productivity Followers



Base: Private organisations with between 20 and 199 employees (n=352)

Note: Data shown excludes 'can't say' responses

Note: The Productivity Leader base includes all business Growth Champions, outlined in Section 2

* Growth equates to financial (revenue) and non-financial expansion (increased capabilities or competitiveness) in the private sector, and overall capability improvement in the public sector

When we scratch beneath the surface an interesting picture emerges – a majority group of Followers dragging down the base, while a smaller Leader group stays out in front across almost all organisational objectives.

While these proportions mostly hover around the low-mid ratings, it demonstrates how the right approach can help drive achievement. However, Followers form four-fifths of this segment: if they are not achieving productivity or growth (and relatively few report they are) the impact of the majority could have the effect of undermining the efforts of the successful Leader group.

The difference in achievement seems to have been brought about more by design than accident, with a strong consensus around key performance drivers for success. For example, businesses reporting a substantial amount of success attracting and creating an engaged workforce cite better collaboration (88%), staff training (87%), and reward and recognition programs (81%) amongst the most important investments.

When it comes to customer experience and satisfaction, the emphasis seems to be on listening, with three quarters (76%) of businesses who have achieved improvements reporting investments in complaints and issues management processes as key and two thirds saying that customer survey and feedback programs (68%) have boosted their achievements.

PRODUCTIVITY LEADERS BASE THEIR CUSTOMER FOCUS AROUND LISTENING – USING GREATER INVESTMENT IN COMPLAINTS PROCESSES AND CUSTOMER FEEDBACK PROGRAMS TO IMPROVE CUSTOMER EXPERIENCE AND POTENTIALLY INFLUENCE FUTURE STRATEGY

5

ICT INVESTMENTS

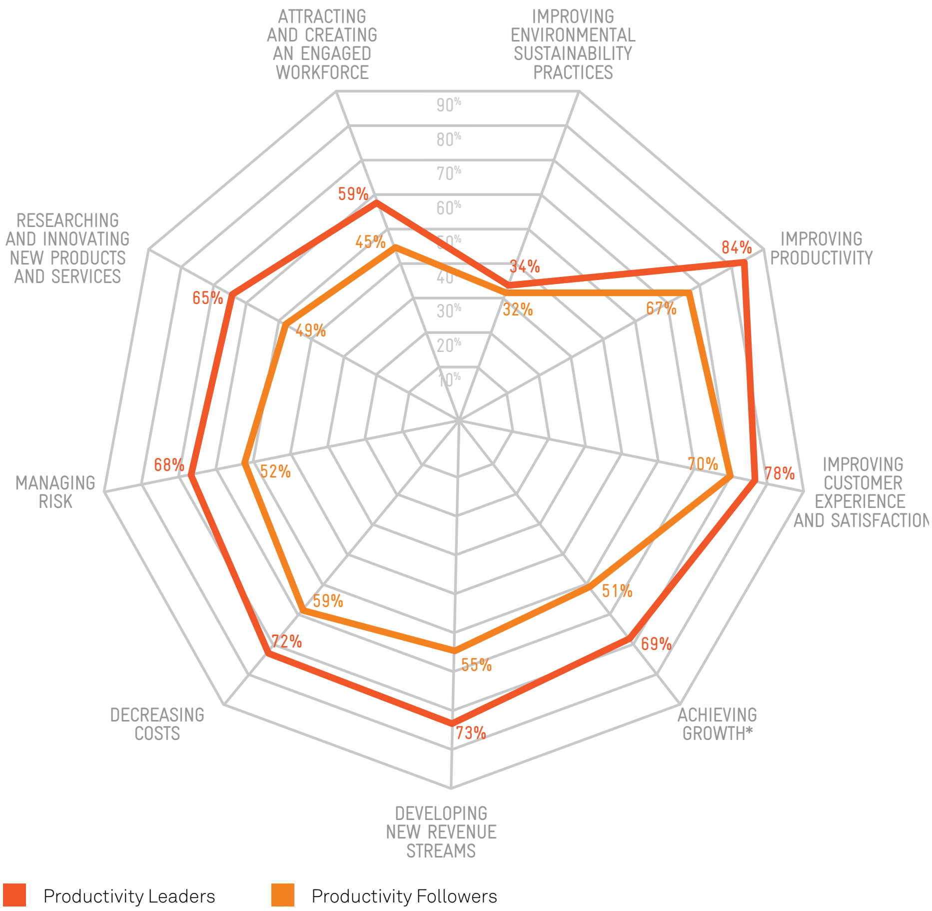
5.1 ICT STRATEGY AND JOURNEY

ICT has long been recognised as a key enabler for business transformation in related areas such as customer experience and employee engagement. It's no surprise then that the Australian businesses surveyed see technology making a major contribution to their business priorities.

In particular, 70 per cent of businesses believe ICT will be critical to improving productivity, and 71 per cent believe it has a very important role in improving customer experience and satisfaction.

Across all priority areas, Leaders are also more likely to see ICT playing a very important role than Followers. The greatest differences between the importance Leaders and Followers place on ICT is in achieving growth (18 point difference) and in developing new revenue streams (18 point difference), followed by improving productivity (17 point difference).

Figure 11: Importance of ICT investments in achieving business priorities – analysis by Productivity Leaders and Productivity Followers



Base: Private organisations with between 20 and 199 employees (n=352)

Note: Chart shows those organisations who identified each issue as at least a medium priority – rating them in a previous question as a 5 or more on a scale from 0 to 10 where 0 represents only a minor priority and 10 a major priority

Note: Data shows the percentage of organisations that identify ICT as very or extremely important

* Growth equates to financial (revenue) and non-financial expansion (increased capabilities or competitiveness) in the private sector, and overall capability improvement in the public sector

"BETTER INFORMATION INTERNALLY ALLOWS US TO MAKE BETTER DECISIONS FASTER, AND GET INFORMATION INTO THE HANDS OF PEOPLE WHO CAN MAKE DECISIONS QUICKLY...TO BE REALLY IMPACTFUL."

Automotive Services

5.2 THE ICT INVESTMENT JOURNEY

Having looked at perceptions of ICT's impact, we also wanted to investigate actual investments. In the last twelve months, more businesses report they have invested in network security solutions and mobility technologies (both 59%), broadband/IP network speeds, coverage and performance (57%) and data management and business analytics (55%).

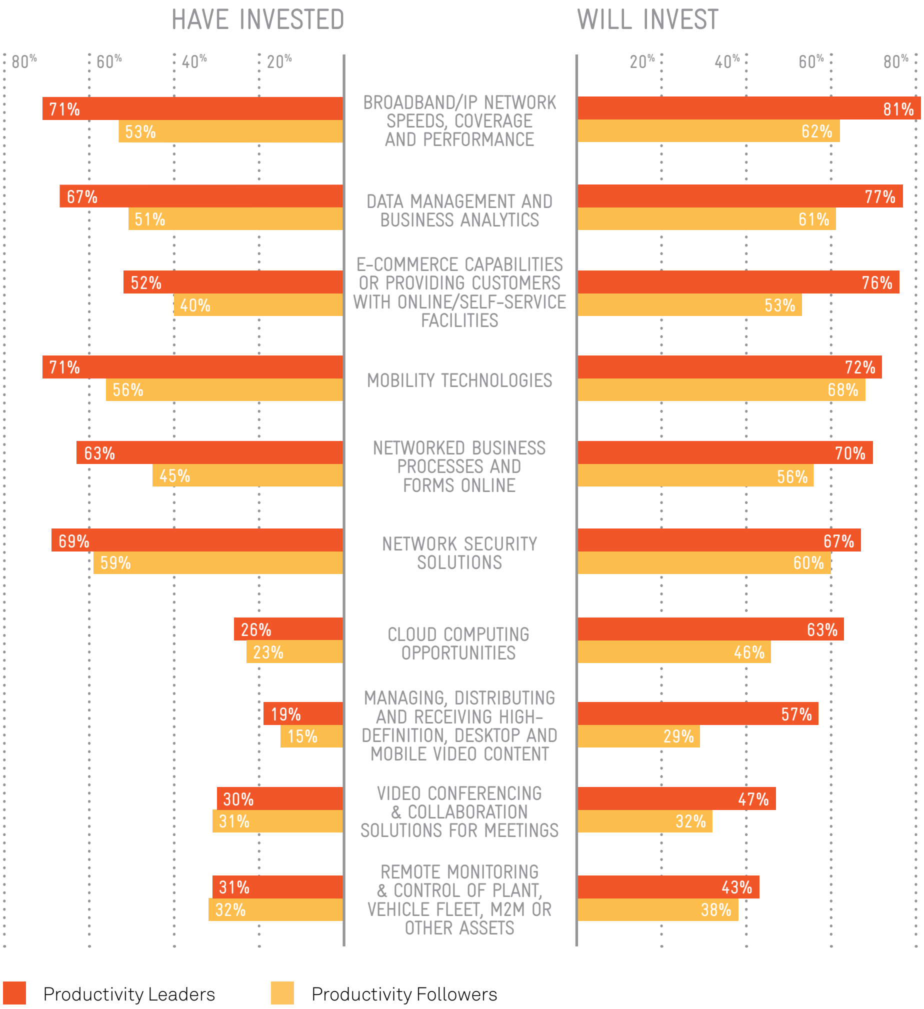
Leaders tend to invest more in ICT than Followers, with significant differences in the proportions that have invested in:

- Mobility technologies (15 points higher)
- Broadband/IP network speeds coverage and performance (18 points higher)
- Data management and business analytics (16 points higher)
- Networked business processes and forms online (18 points higher)

"I'VE GONE VERY MUCH WITH THE PARTNERSHIP MODEL...WE'VE GOT THE BENEFITS THAT A LARGE ENTERPRISE WOULD HAVE IN TERMS OF ITS MANAGEMENT PRACTICES AND QUALITY OF INFRASTRUCTURE WITHOUT NEEDING A BIG TEAM."

Automotive Services

Figure 12: ICT investments over last twelve months and the next twenty four months – analysis by Productivity Leaders and Productivity Followers



Base: Private organisations with between 20 and 199 employees (n=352)

Note: Data shown excludes 'can't say' responses.

Note: The Productivity Leader base includes all business Growth Champions, outlined in the Section 2.

Australian businesses surveyed intend to invest more in ICT over the next two years, relative to the last twelve months. This indicates growing confidence in the ability of ICT to contribute to productivity and growth. While the most popular future technologies are similar to those with the greatest investments in the past year, notable growth areas include:

- Cloud computing opportunities – 49 per cent of businesses intend to invest in this area in the next two years compared, with 24 per cent in the last year
- E-commerce capabilities or providing customers with online and self-services – 57 per cent intend to invest while 42 per cent invested in the last year
- Managing, distributing, and receiving high-definition, desktop, and mobile video content – 35 per cent intend to invest and 16 per cent have invested in the last year

The distinctions in ICT investment among Leaders compared with Followers is even more pronounced when looking at future ICT investment, with significantly higher ICT investment plans for Leaders in six areas including:

- Managing, distributing, and receiving high-definition, desktop, and mobile video content – 57 per cent of Leaders intend to invest in the next two years compared with 29 per cent of Followers
- Cloud computing opportunities – 63 per cent and 46 per cent respectively
- Broadband, IP network speed, coverage and performance – 81 per cent and 62 per cent respectively

"ICT HAS A LOT TO DO WITH MAKING PEOPLE'S JOBS EASY TO UNDERSTAND AND EASY TO PERFORM."

Champion, National Retailer

6

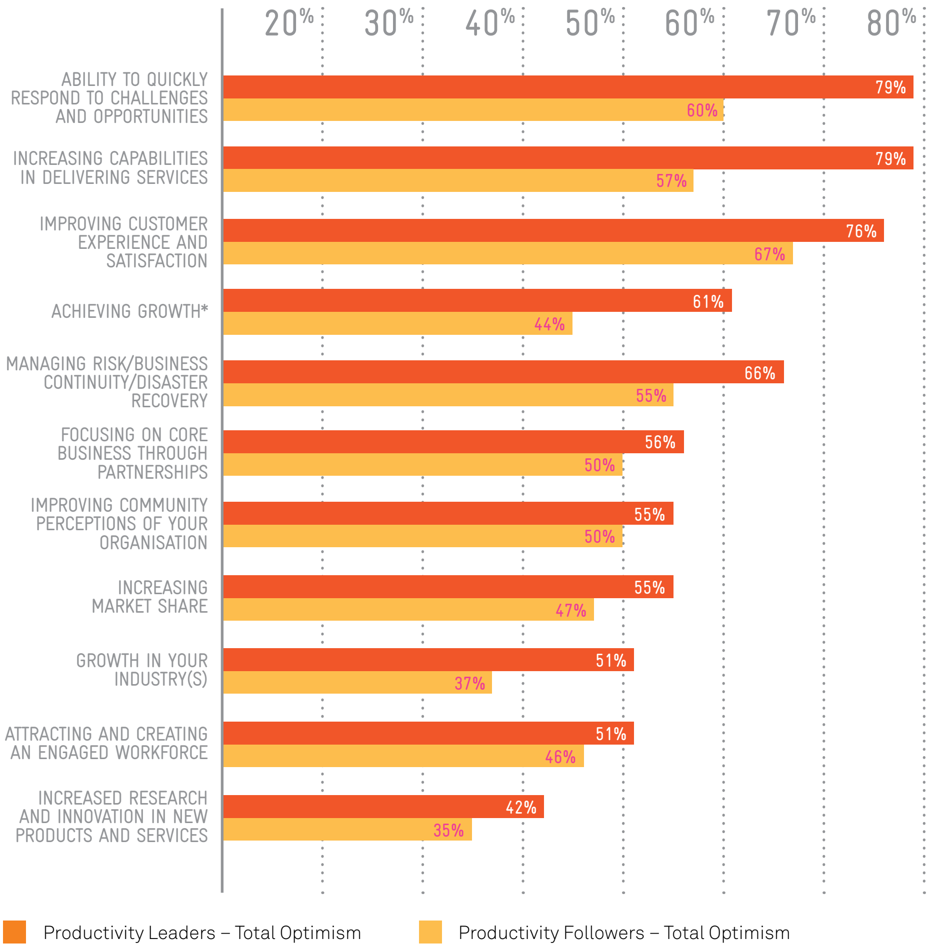
OPTIMISM

6.1 ORGANISATIONAL OPTIMISM: THE YEAR AHEAD

While it is impossible to fully predict the effect of the tough external conditions currently affecting Australian businesses, Leaders are more positive than Followers across all areas covered in the study, perhaps buoyed by their reported previous success.

Leaders are notably more optimistic for the next twelve months than Followers regarding achieving growth (17 point difference). Another area in which there is a confidence disparity is in increasing capability in delivering services (22 point difference).

Figure 13: Optimism about outlook for next twelve months – analysis by Productivity Leaders and Productivity Followers



Base: Private organisations with between 20 and 199 employees (n=352)

Note: Data shown excludes 'can't say' responses. Responses for 'Total Optimism' are calculated by adding together responses from those who indicated they were somewhat optimistic or very optimistic

Note: The Productivity Leader base includes all business Growth Champions, outlined in Section 2

* Growth equates to financial (revenue) and non-financial expansion (increased capabilities or competitiveness) in the private sector, and overall capability improvement in the public sector

CONCLUSION

7

GROWTH CHAMPIONS AREN'T BORN, THEY ARE MADE

7.1 HOW TO CHAMPION CHANGE WITHIN YOUR OWN ORGANISATION

Organisations are often told to 'adapt or die' – but adaptation can be a slow and difficult process, especially when economic uncertainty makes holding steady feel like a safe option.

While it can be tempting to hold a conservative course, the Clever Australia data demonstrates the correlations between embracing change and achieving effective growth, with the lesser fortunes of our Followers indicating the risks of inaction. Given the size of our sample, the behaviours and attitudes that connect our Champions are more than just coincidence. They show many of the determinants of growth in an increasingly connected, competitive world.

While some of these approaches may seem intuitive – focus on your people, put your customer front and centre of your efforts – it's the quantifiable differences in plans, policies and performance that differentiates the most successful organisations, making a compelling case for the majority who are still playing catch up.

Statistics tell us that the majority of readers of this report will not be Champions – in fact, across the broad spectrum of all organisations surveyed, only one in five surveyed are likely to even attain Leader status. However, having mapped out the path taken by the high performers we have surveyed, we hope the 'Towards A Clever Australia' report makes it easier for other organisations to assess where they sit and how they can improve.

With five years of research investigating enterprise and government, as well as business for the first time this year, it seems that Champions aren't born, they are made. It takes collective effort, collaboration and investment throughout a business to build an organisational culture that sets ambitious targets and relentlessly drives towards them, creating innovative, productive ways to improve and grow.

If organisations use the findings presented in this report, more Followers can become Leaders and more Leaders can become Champions. By finding the formula of the Champions, and then implementing the results, we may be able to improve productivity and growth.

For those who are to yet to unlock sustainable growth and competitive advantage, we strongly encourage you to engage further with the report's findings – both online and in conversation with Telstra's team of Account Executives:

- Understand the value that can come from both sector specialisation and cross-industry perspectives, by requesting a Clever Growth consultation. These sessions take advantage of Telstra's five year track record in productivity and performance monitoring, using a range of discovery sessions, workshops and site visits to help organisations develop their own Innovation roadmap
- For more information, contact your Account Executive or Telstra Business Centre, or visit www.telstra.com/cleverausreport

WHILE MORE MONEY CAN ALWAYS BE SPENT, OUR ANALYSIS SUGGESTS THAT SMARTER SPENDING ACROSS THE SPECTRUM OF ORGANISATIONS CAN MAKE A MAJOR CONTRIBUTION TO IMPROVED PERFORMANCE. THIS IS WHAT WE EXPECT TO ACHIEVE WITH 'CLEVER GROWTH'

WHETHER YOU ARE OPTIMISTIC ABOUT THE YEAR AHEAD OR DAUNTED BY THE CHALLENGES STILL TO COME, THIS REPORT PROVIDES USEFUL INTELLIGENCE FOR ANYONE INTERESTED IN THE RELATIONSHIP BETWEEN STRATEGY AND PERFORMANCE

8

8.1 RESEARCH METHODOLOGY

Since 2009, Telstra has commissioned an independent annual survey of senior leaders in the enterprise and government space. This year the sample was extended from those segments to include businesses of 20-199 employees. The sample polled directors, senior executives and managers who have an in-depth knowledge of the workings of their organisation, providing a unique insight into productivity-related performance.

Confidential phone interviews took place from September to November 2012 to build a statistically representative cross-section of Australian leaders. A total of 1,060 interviews were undertaken, with conversations lasting an average of 20 minutes.

Key tracking questions from previous years' surveys were included, alongside new lines of enquiry which allowed for analysis of the total sample by both productivity and growth criteria.

For the private sector, growth was defined as 'better, more competitive and increasing capabilities and revenue'. For the public sector, it was defined as 'increasing capabilities and efficiencies in delivering services, meeting organisational objectives and collaborating with stakeholders'. An organisation was defined as a Growth Champion if it was both a Productivity Leader (has productivity KPIs and has achieved substantial productivity improvements in the past twelve months) and had also grown substantially in that same time period.

Data was weighted by industry and organisation size to reflect the business population and to ensure comparability with studies from previous years.

BASE SIZES (N=)	TOTAL	PRIVATE		GOVERNMENT	
		Enterprise	Business	Large	Medium
Total	1060	348	352	154	206

The breakdown of respondents in 2013 and 2012 is shown below

	TPI 2013 (N=1060)			TPI 2012 (N=700)		
Organisation size (employees)	Interviews #	Unweighted %	Weighted %	Interviews #	Unweighted %	Weighted %
<200*	558	53	40	174*	25	60
200-300	108	10	60	150	21	
301-500	109	10		87	12	
501+	285	27		289	41	40

* In 2012, the 174 interviews with <200 employee government organisations was only used in Productivity Leaders vs Productivity Followers analysis to get a sufficient sample (n=313)

ABOUT TELSTRA

Telstra provides network solutions and services to more than 200 of the world's top 500 companies across 240 countries and territories, and to all levels of government in Australia. Through its world-class Telstra Next IP® network and Next G® network, Telstra connects customers to an innovative portfolio of secure and reliable solutions and services that maximise their business performance. Together with its skilled team, including one of Australia's largest and most qualified field and technical workforces, Telstra is committed to improving the way people and organisations work.

ABOUT AMR

AMR is a full-service market research company that provides innovative research-based solutions for marketers. It is also a pioneer in using the Internet as a research tool to provide strategic input for marketing, distribution and managing customer relationships online. AMR is at the forefront of developments internationally, accessing emerging technologies and world's best practice as well as providing expert analysis of Australian markets – particularly e-commerce, IT, telecommunications, banking and finance, retail, pharmaceutical, automotive, media and communications. With over 25 years experience, and a client list of top-tier organisations in Australia, AMR is all about research directions that matter.

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