

Sub No. 122

ID No. 1988

Phone: (02) 9498-4757  
 Fax: (02) 9499-2062  
 Mobile: 0414 747 707

3/38 Cecil Street  
 Gordon NSW 2072

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 Amended from 29<sup>th</sup> May.

The Productivity Commission,  
 Level 28, 35 Collins Street,  
 MELBOURNE. 3000

Attn: Professor R. Snape.  
 Mr. S. Simson.

### THE BROADCASTING SERVICES ACT

Dear Sirs,

The article in the Weekend Australian (29<sup>th</sup> May) gave me some hope for this nation. I do hope you exercise to the maximum your ability to change present policies, at best ill-informed, but mainly mindless or beyond the concepts of the Minister.

The enormous impact of Television on every person of any age makes it vital that it is more than a business venture, it is our nations future. I enclose a letter written nine months ago. No adequate reply was received from Mr Alston.

While I commend S.B.S. for content such as The Journal, Business Tonight, or this evenings Dateline, all other programs are repetitive in factual information. While the ABC gives some artistic information the other free to air channels paint a world that to me is closely related to **depression, violence, and youth suicide.**

In ownership and editorial power I can only judge Murdoch on what he is happy to give away to make money; nationality, integrity (BskyB becomes Star). Mr Packer I have respect for (one day cricket), but not his producers. Mr Stokes must correct the offensive volume increase between program (poor) and advertising, which his engineers deny.

The difficulty is that market freedom is chained to money, yet regulation should not dictate content. If a new channel showed nature, animals, and **educational non-violent knowledge** I for one would welcome it, and support it in every way for the mental health and successful future of all in this nation. The Information Revolution is gathering speed.

I contend that **knowledge** is increasingly coming from electronic rather than past scholastic means, at a rapid acceleration. There is no way, nor purpose or fruit, to deny information from any source, hence from computer literacy as low as six years of age our children may learn and equip their minds as to progress and vital choice, in content and truth.

The age of consent, and violence, is now near 14yrs and lesser later. The regulators must grow in mind as well, accept and improve the vital gift of knowledge, give understanding as well as fault and fact, there are no secrets, just trust and future.

A Super Regulator could, and must, impose the content of a new digital channel giving **CURRENT** encyclopaedic knowledge available to all.

With every hope for success in your work.

Peter Hessey  
 Former Manager Flight Training, Qantas

## **B**USINESS IS GOING TO CHANGE MORE IN THE NEXT TEN YEARS THAN IT HAS IN THE LAST FIFTY.

If the 1980's were about quality and the 1990's were about re-engineering, then the 2000's will be about velocity. About how quickly the nature of business will change. About how quickly business itself will be transacted. About how information access will alter the lifestyle of consumers and their expectations of business. When the increase in velocity of business is great enough, the very nature of business changes. A manufacturer or retailer that responds to changes in sales in hours instead of weeks is no longer at heart a product company, but a service company that has a product offering.

These changes will occur because of a disarmingly simple idea: the flow of digital information. We've been in the Information Age for about 30 years, but because most of the information moving among businesses has remained in paper form, the process of buyers finding sellers remains unchanged.

Even companies that have made significant investments in information technology are not getting the results they could be. What's interesting is that the gap is not the result of a lack of technology spending. In fact most companies have invested in the basic building blocks: PCs for productivity applications; networks and electronic mail for communications; basic business applications.

The typical company has made 80 percent of the investment in the technology that can give it a healthy flow of information yet is typically getting only 20 percent of the benefits that are now possible. The gap between what companies are spending and what they're getting stems from a combination of not understanding what is possible and not seeing the potential when you use technology to move the right information quickly to everyone in the company.

The job that most companies are doing with information today would have been fine several years ago. But here on the edge of the twenty-first century, the tools and connectivity of the digital age now give

us a way to easily obtain, share and act on information in new and remarkable ways.

Already the Web workstyle is changing business processes at Microsoft and other companies. We have infused our organisation with a new level of electronic based intelligence. To function in the digital age, we have developed a new digital infrastructure. It's like the human nervous system. The biological nervous system triggers your reflexes so that you can react quickly to danger or need. It gives you the information you need as you ponder issues and make choices. You're alert to the most important things and your nervous system blocks out the information that isn't important to you.

As I was considering these issues and putting the final touches on my speech for the CEO summit, a new concept popped into my head: "the digital nervous system." A digital nervous system is the corporate, digital equivalent of the human nervous system, providing a well-integrated flow of information to the right part of the organisation at the right time. A digital nervous system consists of the digital processes that enable a company to perceive and react to its environment, to sense competitor challenges and customer needs, and to organise timely responses. A digital nervous system requires a combination of hardware and software, it's distinguished from a mere network of computers by the accuracy, immediacy and richness of the information it brings to knowledge workers and the insight and collaboration made possible by the information.

The successful companies of the next decade will be the ones that use digital tools to reinvent the way they work. These companies will make decisions quickly, act efficiently and directly touch their customers in positive ways. I hope you'll come away excited by the possibilities of positive change in the next ten years. Going digital will put you on the leading edge of a shock wave of change that will shatter the old ways of doing business.

A digital nervous system will let you do business at the speed of thought - the key to success in the twenty-first century.

Extract from *Business @ The Speed of Thought: Using a Digital Nervous System* © 1995 by William H Gates III. Published by Penguin Books Australia.

From Dell and Compaq to Coca Cola and Johnson & Johnson, Microsoft is helping companies worldwide develop a digital nervous system to take advantage of the new economic era. If you would like to find out more about doing Business @ The Speed of Thought you can visit [www.microsoft.com/australia/dns/](http://www.microsoft.com/australia/dns/)

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