SUBMISSION

Connecting Australia to Global Capability

An Abundium Perspective on Productivity, Business Dynamism and Economic Growth

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Opening Thought

Every organisation has knowledge worth sharing. Every organisation has something to learn.

Executive Summary

A Different Way of Thinking About Productivity

Australia's productivity challenge is one of the defining economic issues of our generation. Productivity underpins higher wages, stronger living standards, greater competitiveness and Australia's long-term economic prosperity.

It influences the ability of businesses to grow, governments to invest in essential services and Australia to attract the capital needed to compete in an increasingly dynamic global economy.

The Productivity Commission's *Business Dynamism Inquiry* provides an important opportunity to examine how Australia can strengthen productivity, encourage investment and support long-term economic growth. Abundium welcomes the opportunity to contribute to that discussion.

Our objective is not simply to identify challenges. It is to contribute practical ideas that strengthen Australia's long-term economic success.

Much of Australia's productivity debate understandably focuses on structural reform. Taxation, regulation, planning systems, infrastructure and workplace relations all play an important role in creating the conditions in which businesses can invest, innovate and grow. These policy settings remain fundamental to Australia's long-term competitiveness.

However, while governments create the conditions for economic success, improvements in productivity are ultimately realised inside organisations.

Every day, leaders make decisions about how work is organised, how technology is adopted, how people are developed and how resources are allocated. Organisations decide whether to embrace innovation, simplify processes, invest in new capability and continuously improve the way they operate. Collectively, these decisions determine whether productivity improves over time.

This paper begins with a simple proposition.

Australia's future prosperity will depend less on creating more ideas, and more on ensuring proven ideas move more quickly throughout the economy.

Australia has never lacked ingenuity. Across the country, Australian businesses, entrepreneurs, universities, researchers and public institutions continue to develop world-class ideas, technologies and solutions.

Multinational organisations operating in Australia contribute another important perspective. Through their experience across multiple international markets, they observe, adapt and transfer successful ideas, technologies and management practices between countries, while also sharing Australian innovation across global networks.

Multinational organisations do not possess all the answers, nor are they the sole source of innovation. Australia already possesses extraordinary capability. Multinational organisations contribute something different: they help connect Australia to global capability.

This exchange of knowledge strengthens businesses, develops people, improves supply chains and accelerates the adoption of successful practices throughout the economy. Australia does not simply import productivity. It imports, adapts and contributes to the capability that creates it.

History demonstrates that nations become more productive not only because they invent, but because they learn, adapt and adopt. Economies that enable good ideas to move quickly between organisations, industries and markets are better placed to innovate, attract investment and improve living standards.

This is not a task for governments alone. Nor is it a responsibility for business in isolation.

Productivity is a shared national endeavour.

Governments establish the conditions for growth. Australian businesses innovate and invest. Universities and researchers generate new knowledge. Entrepreneurs challenge established thinking. Multinational organisations contribute global experience, international perspective and the transfer of proven capability. Each contributes something valuable. Together, they create a stronger, more dynamic economy.

This paper explores a practical framework built around four interconnected drivers of long-term prosperity: capability, confidence, investment and productivity. Together, these drivers support prosperity.

It also proposes the development of an ***Australian Productivity Playbook***.

The Playbook would provide a practical mechanism for accelerating the exchange of successful ideas across the Australian economy. It would capture examples of leadership, technology adoption, artificial intelligence, operational excellence, workforce capability and innovation from organisations across Australia, including multinational businesses, Australian companies, universities and research institutions.

The Playbook is not proposed as a government program, nor as an Abundium initiative alone. It is offered as a collaborative national resource that encourages organisations to learn from one another and strengthens Australia's long-term competitiveness.

At its heart, this paper asks one simple question:

How can we help good ideas move faster?

1. Why This Paper

Our objective is not simply to identify challenges. It is to contribute practical ideas that strengthen Australia's long-term economic success.

Australia's productivity challenge has become one of the defining economic conversations of our time. Improving productivity is fundamental to higher living standards, stronger wages, increased competitiveness and Australia's ability to attract the investment needed to support long-term prosperity.

The Productivity Commission's *Business Dynamism Inquiry* provides an important opportunity to examine the factors that influence Australia's productivity performance and to consider practical ways of strengthening the nation's economic future.

This paper has been prepared in response to that opportunity.

As Australia's leadership community for multinational organisations, Abundium brings together senior executives from businesses that operate across many of the world's most dynamic economies.

Through those conversations, one theme consistently emerges: while every country faces its own economic challenges, the organisations that achieve sustained success are those that remain open to learning, adapting and sharing ideas.

Much has already been written about the policy settings that influence productivity, including taxation, regulation, infrastructure, skills and workplace relations. These issues remain critically important and have been examined extensively by governments, industry groups and the Productivity Commission itself.

Rather than revisiting those debates, this paper seeks to contribute an additional perspective.

Australia's future productivity will depend not only on creating new ideas, but also on ensuring proven ideas move more quickly throughout the economy.

Across Australia, businesses, entrepreneurs, universities, researchers and governments are already generating extraordinary capability. At the same time, multinational organisations operating in Australia are continually connecting local businesses with ideas, technologies and management practices developed across international markets, while also taking Australian innovation back to the world.

Viewed together, these strengths represent a significant opportunity.

The challenge is not simply to generate more innovation. It is to strengthen the connections that enable successful ideas to be shared, adapted and adopted more quickly.

This paper does not suggest multinational organisations hold all the answers, nor does it seek to elevate one part of Australia's economy above another. On the contrary, it starts from the belief that Australia's future prosperity will be built through collaboration between government, Australian businesses, multinational organisations, universities, researchers, entrepreneurs and the broader community.

Each has a role to play. Each contributes something valuable. Progress occurs when those strengths are connected.

Accordingly, this paper explores how Australia can strengthen the exchange of knowledge, capability and experience across the economy, and how multinational organisations can contribute positively to that objective as partners in Australia's long-term success.

It concludes by proposing a practical initiative, the ***Australian Productivity Playbook***, designed to encourage the sharing of proven practices and accelerate the diffusion of successful ideas across Australian organisations.

The intention is not to provide all the answers. It is to make a constructive contribution to an important national conversation.

2. Australia's Productivity Opportunity

Productivity is not simply an economic measure. It is the foundation of Australia's long-term prosperity.

Australia has entered a period in which productivity growth will play an increasingly important role in determining the nation's economic future. Over recent decades, productivity improvements have underpinned rising living standards, stronger wages, increased business profitability and the capacity of governments to invest in essential public services. Few economic indicators have a greater influence on Australia's long-term prosperity.

The importance of productivity extends well beyond economics. It influences Australia's ability to compete for global investment, respond to technological change, support a growing population and maintain the quality of life Australians have come to expect.

In an increasingly competitive global economy, countries that improve productivity are better positioned to attract capital, create high-value employment and generate sustainable growth.

This challenge is not unique to Australia. Many advanced economies have experienced slower productivity growth over the past decade as they navigate demographic change, digital transformation, supply chain disruption and the transition to new technologies, including artificial intelligence. At the same time, global competition for investment, talent and innovation has intensified.

Australia enters this period with significant advantages. Our economy is supported by strong institutions, a highly educated workforce, internationally respected universities, a stable legal and regulatory framework and a history of innovation across sectors including healthcare, mining, financial services, agriculture and advanced manufacturing. Australian businesses have consistently demonstrated resilience, adaptability and a willingness to embrace change.

These strengths provide a solid foundation for future growth.

However, maintaining Australia's competitive position will require more than relying on past success. Future prosperity will increasingly depend on our ability to adopt new technologies, strengthen leadership capability, improve management practices, invest in workforce skills and create an environment in which innovation can move quickly from idea to implementation.

Artificial intelligence provides a clear example of both the opportunity and the challenge. AI has the potential to transform productivity across almost every sector of the economy, but its benefits will not be realised through technology alone. They will depend on organisations successfully integrating new tools into the way they work, equipping people with new skills and redesigning processes to unlock greater value.

Similar opportunities exist across digital transformation, advanced manufacturing, sustainability, health, education and professional services.

Productivity growth is rarely driven by a single breakthrough. More often, it results from the cumulative effect of organisations continually improving the way they operate: adopting better technologies, learning from successful practices, developing capable leaders and sharing knowledge across industries and markets.

For this reason, productivity should not be viewed solely as a matter of economic policy. It is equally a question of business capability, leadership and the ability to adapt.

The Productivity Commission's *Business Dynamism Inquiry* provides an opportunity to examine how Australia can strengthen these foundations while continuing to support investment, innovation and competition. It also provides an opportunity to consider how knowledge, capability and proven ideas can move more effectively throughout the economy, enabling businesses of every size to learn from one another and respond more quickly to change.

Australia has every reason to approach this challenge with confidence.

The nation already possesses the talent, institutions, entrepreneurial spirit and global connections needed to succeed in a rapidly changing economy. The opportunity is not to reinvent those strengths, but to build stronger connections between them.

Viewed through this lens, Australia's productivity challenge becomes something more positive.

It becomes Australia's productivity opportunity.

3. A Different Way of Thinking About Productivity

Innovation creates possibility. Diffusion creates impact.

Australia's productivity debate has traditionally focused on the policy settings that enable businesses to succeed. Taxation, regulation, infrastructure, skills development, competition policy and workplace relations all influence the environment in which organisations operate. These remain essential components of any long-term productivity strategy and continue to warrant careful attention.

Policy settings are only part of the productivity equation.

Productivity is ultimately realised through the decisions organisations make every day. It is reflected in how leaders develop people, adopt technology, improve processes, invest in innovation and continuously refine the way work is performed. While governments create the conditions for growth, productivity gains are delivered when organisations improve the way they create value.

This distinction broadens the productivity conversation.

Rather than asking only how Australia can create more innovation, we should also ask how Australia can become better at adopting, adapting and sharing innovation. Productivity does not increase simply because a new technology exists or a better management practice has been developed. It improves when those ideas are implemented, refined and adopted more widely across the economy.

Economists often describe this process as ***diffusion***: the spread of successful ideas, technologies and practices between organisations, industries and markets. Historically, some of the greatest improvements in productivity have come not from breakthrough discoveries alone, but from the widespread adoption of ideas that have already proven successful elsewhere.

Innovation creates possibility. Diffusion creates impact.

A new technology developed by one organisation has limited economic value if it remains confined to a single business. Its broader contribution occurs when other organisations learn from it, adapt it to their own circumstances and apply it successfully within their own operations.

The same principle applies to leadership, organisational culture, management capability and operational excellence. Many of the practices that distinguish highly productive organisations are not proprietary innovations. They are proven approaches that have been refined over time, shared across industries and adapted to different organisational contexts.

Viewed through this lens, productivity becomes a collective endeavour. It is not solely about invention. It is also about learning, curiosity, connection and creating an environment in which organisations are willing and able to learn from one another.

Across every sector of the economy, businesses, universities, researchers, entrepreneurs and public institutions are generating knowledge, developing technologies and improving the way work is performed. The challenge is not a lack of ideas. Rather, it is ensuring those ideas move more efficiently between organisations and industries so that their benefits can be realised more broadly.

Emerging technologies such as artificial intelligence reinforce this point. AI will create new opportunities for productivity growth, but its economic impact will depend less on the technology itself than on the speed and effectiveness with which organisations adopt and integrate it into their operations.

The same can be said of digital transformation, advanced manufacturing, sustainability initiatives and new approaches to workforce development.

Business dynamism depends on this capacity to learn and adapt.

Organisations that remain open to new ideas, benchmark themselves against leading practice and continuously improve their operations are more resilient, more innovative and more productive over time. Likewise, economies that encourage the exchange of knowledge and experience are better placed to respond to changing technologies, evolving customer expectations and global competition.

This broader perspective does not diminish the importance of policy reform. Rather, it complements it. Strong policy settings create the conditions for success. The effective movement of knowledge, capability and proven practice enables organisations to make the most of those conditions.

Strengthening Australia's ability to share, adapt and adopt successful ideas represents one of the nation's greatest opportunities to improve long-term productivity.

The next chapter considers one important contributor to that process: the role multinational organisations can play in helping connect Australia to global capability and accelerating the exchange of knowledge across the economy.

4. Connecting Australia to Global Capability

The most productive economies are not those with the most ideas. They are those that connect ideas, capability and experience most effectively.

Australia has always been an outward-looking economy.

Our prosperity has been built on our ability to engage with the world: to trade internationally, attract investment, encourage migration, build world-class research institutions and compete in global markets. Throughout our history, Australia has benefited from the exchange of ideas, technologies, skills and expertise across borders.

Openness remains one of our greatest strengths.

In today's economy, knowledge travels faster than ever before. New technologies, management practices and business models can emerge in one part of the world and rapidly influence industries across multiple continents. Artificial intelligence, advanced manufacturing, digital platforms and new approaches to leadership are reshaping organisations at a pace that would have been unimaginable only a decade ago.

The countries that benefit most from these changes are not necessarily those that invent every new idea themselves. They are those that remain connected to global developments, adapt quickly and create environments in which successful ideas can be adopted, refined and shared.

Australia is well positioned to do exactly that.

Alongside our own strengths in research, innovation and entrepreneurship, multinational organisations provide another important connection to the global economy.

Operating across multiple countries, they observe how similar challenges are addressed in different markets. They experience first-hand the implementation of new technologies, evolving management practices, changing customer expectations and innovative operating models. They also witness which approaches succeed, which fail and how successful ideas are adapted to different economic and cultural environments.

This experience provides a valuable perspective.

Rather than viewing individual markets in isolation, multinational organisations bring together lessons from across the world. They help connect Australia with global capability while also ensuring Australian ideas, expertise and innovation contribute to international business.

The exchange works in both directions.

Ideas developed overseas are introduced into Australian operations, where they are adapted to local conditions and often improved further. Equally, Australian innovation influences global organisations, shaping products, services and business practices adopted in other markets.

Importantly, this is not about suggesting multinational organisations possess greater capability than Australian businesses.

Australia already has extraordinary capability.

Australian companies continue to innovate across industries including healthcare, mining, agriculture, education, financial services, advanced manufacturing and technology. Universities and research institutions generate world-leading research. Entrepreneurs challenge established markets. Small and medium-sized enterprises remain among the most innovative parts of our economy.

Multinational organisations contribute something different. They provide perspective.

They connect Australian organisations with international experience. They help successful ideas move more quickly between markets. They broaden the range of proven practices available to Australian businesses.

In doing so, they complement Australia's existing strengths rather than replace them.

This contribution becomes increasingly valuable as the pace of change accelerates. No organisation, industry or country will develop every solution to every challenge. Future competitiveness will depend on how effectively businesses learn from one another, adapt successful practices and continue improving over time.

Australia's opportunity is not simply to strengthen individual organisations. It is to strengthen the connections between organisations: between business and universities, entrepreneurs and established industries, researchers and practitioners, Australian businesses and global markets, local capability and international experience.

Those connections are where new ideas become practical outcomes. They are where innovation becomes productivity. They are where knowledge becomes economic value.

Abundium believes multinational organisations can make a positive contribution to strengthening those connections. Not because they hold all the answers, but because they help Australia remain connected to a constantly evolving global economy.

Strengthening those connections is one practical way Australia can improve business dynamism, accelerate the adoption of proven ideas and support long-term productivity growth.

5. Capability • Confidence • Investment • Productivity

Capability builds confidence. Confidence attracts investment. Investment drives productivity. Productivity generates prosperity.

Improving Australia's productivity requires more than sound policy settings. Strong institutions, effective regulation and competitive markets remain essential foundations, but long-term prosperity is ultimately shaped by the decisions organisations make every day: how they develop people, adopt technology, invest in innovation and continuously improve the way they work.

These decisions are interconnected.

Capability builds confidence. Confidence encourages investment. Investment strengthens productivity. Productivity creates prosperity. As prosperity grows, organisations and governments are able to invest further in capability, creating a continuous cycle of improvement.

This provides a practical framework for thinking about Australia's long-term competitiveness.

Rather than viewing productivity as an isolated economic outcome, it encourages us to see productivity as the result of a connected system in which governments, businesses, universities, researchers and communities all play an important role.

The framework begins with capability.

Capability

Capability is Australia's greatest long-term competitive advantage.

It is created through skilled people, effective leadership, strong management, modern technology, research, innovation and a commitment to continuous learning. Every organisation, whether public or private, large or small, depends on capability to adapt to changing markets and improve performance.

Australia already possesses extraordinary capability. Our universities produce internationally recognised research. Australian businesses continue to innovate across diverse industries. Entrepreneurs challenge established markets. Governments invest in institutions that support long-term economic growth.

Capability also grows through connection.

When organisations share knowledge, benchmark against leading practice and remain connected to developments around the world, they expand the range of ideas available to them and strengthen their capacity to innovate.

***Capability gives organisations confidence to invest in the future*.**

Confidence

***Confidence is the bridge between capability and action*.**

Businesses invest when they are confident in their people, their strategy and the broader economic environment. Governments invest when they have confidence in future growth, and employees embrace change when they are confident they possess the skills needed to succeed.

Confidence is influenced by stable policy settings, regulatory certainty, access to talent and clear long-term direction. It is also shaped by business capability. Confident organisations are more willing to innovate, adopt new technologies and pursue opportunities for growth.

***Confidence attracts investment*.**

Investment

***Investment is confidence translated into action*.**

It enables organisations to expand, innovate and improve. It funds research, develops workforce capability, supports new technologies and strengthens productivity over time.

For multinational organisations, investment decisions are made in a highly competitive global environment. Australian operations compete alongside other markets for capital, research mandates, new products and regional responsibilities. Maintaining Australia's competitiveness therefore requires not only strong policy settings, but confidence that Australian organisations possess the capability to deliver long-term value.

Investment extends beyond financial capital. It includes investment in people, leadership, technology, partnerships and organisational capability. These investments create the conditions in which productivity can flourish.

***Investment accelerates productivity*.**

Productivity

***Productivity is the outcome of capable organisations operating within a confident investment environment*.**

It reflects the ability to create greater value through better leadership, improved technology, stronger management and more effective ways of working.

Importantly, productivity is rarely transformed by one breakthrough innovation. More often, it improves through the steady accumulation of better decisions, stronger capability and the adoption of proven ideas.

When organisations remain connected to knowledge, continue learning and adopt successful practices more rapidly, productivity improves.

Productivity strengthens prosperity.

Bringing the Framework Together

Capability, confidence, investment and productivity should not be viewed as separate policy objectives. They are mutually reinforcing.

Greater capability builds confidence. Confidence encourages investment. Investment improves productivity. Higher productivity generates stronger businesses, higher wages, increased competitiveness and greater national prosperity.

That prosperity creates the opportunity to invest further in capability, beginning the cycle again.

Australia's long-term competitiveness will not be determined by government or business acting alone. It will be strengthened when governments, Australian businesses, multinational organisations, universities, researchers and entrepreneurs work together to build capability, inspire confidence and encourage investment in the nation's future.

Multinational organisations have an important role to play within that system. Not because they are the sole source of capability, but because they help connect Australian organisations with global ideas, experience and expertise, strengthening the exchange of knowledge that underpins long-term productivity.

6. Insights from Global Business

What multinational leaders told us about Australia's productivity opportunity

The organisations that perform best are those that learn fastest.

The ideas presented throughout this paper have not been developed in isolation.

They reflect conversations held over many months with senior leaders from multinational organisations operating across the Australian economy. These discussions took place through Abundium's executive forums, member engagement, CEO survey and dialogue with representatives of the Commission team working on the *Business Dynamism Inquiry*.

Although these leaders represent organisations operating across diverse industries and global markets, a number of common themes consistently emerged.

Most importantly, these conversations were characterised by optimism.

Business leaders continue to view Australia as an attractive place to invest, employ people and build long-term capability. They spoke positively about Australia's stable institutions, highly skilled workforce, research capability and quality of life. These remain significant competitive advantages in an increasingly uncertain global environment.

At the same time, they also recognised that Australia cannot rely solely on these strengths. Maintaining international competitiveness will require continued investment in capability, greater confidence to pursue innovation and a willingness to embrace new technologies and better ways of working.

The following insights emerged consistently throughout those discussions.

Insight One

Confidence influences where investment flows.

Business leaders consistently observed that confidence is one of Australia's most valuable economic assets.

In a global economy where investment decisions are increasingly made across multiple jurisdictions, confidence influences where organisations choose to allocate capital, talent, research and new opportunities. Stable policy settings, regulatory certainty, workforce capability and a clear long-term economic vision all contribute to that confidence.

Abundium's recent survey of multinational CEOs reinforces this point. Following the 2026 Federal Budget, ***44 per cent of respondents reported feeling less confident promoting Australia as an investment destination to global headquarters***. ***Forty-***

seven per cent reported no significant change*, while* ***9 per cent indicated increased confidence***.

These findings should not be interpreted as a loss of confidence in Australia itself. Rather, they demonstrate how carefully global organisations assess competing investment opportunities and how important confidence remains in influencing future decisions.

Confidence is earned. It should never be assumed.

Insight Two

Capability has become Australia's greatest long-term competitive advantage.

Across every discussion, one message was remarkably consistent: technology alone will not determine Australia's future competitiveness.

Artificial intelligence, digital transformation and automation all present significant opportunities, but their success depends on capable organisations with skilled people, effective leadership and the willingness to adapt.

Business leaders consistently highlighted capability as one of Australia's greatest opportunities for long-term productivity growth.

Capability extends beyond technical expertise. It includes leadership, business culture, workforce development, management excellence, curiosity and an openness to learning from others.

Organisations that invest in capability position themselves to take advantage of future opportunities rather than simply respond to change.

Insight Three

The organisations that perform best are those that learn fastest.

One of the strongest observations from multinational leaders was that high-performing organisations rarely succeed because they invent every new idea themselves.

They succeed because they remain curious. They actively seek out successful ideas. They benchmark themselves against leading practice. They learn from customers, partners, universities, researchers and businesses operating in other markets.

They adapt proven ideas quickly and effectively.

This insight aligns closely with one of the central propositions of this paper: Australia's productivity opportunity lies not only in creating new knowledge, but in accelerating the adoption of successful ideas throughout the economy.

Insight Four

Collaboration strengthens productivity.

No participant suggested that improving productivity was the responsibility of government alone. Nor did business leaders believe it was solely the responsibility of business.

They consistently described productivity as the outcome of collaboration.

Governments create the conditions for investment. Businesses innovate. Universities generate knowledge. Researchers expand understanding. Entrepreneurs challenge established thinking. Multinational organisations connect Australia with international capability.

Each contributes something valuable. Together they create stronger outcomes than any could achieve independently.

This collaborative mindset strongly influenced the thinking behind the Australian Productivity Playbook proposed later in this paper.

Insight Five

Australia has every reason to be optimistic.

Perhaps the strongest message emerging from discussions with multinational business leaders was one of optimism.

Australia is not starting from a position of weakness. It possesses talented people, trusted institutions, globally respected businesses, internationally recognised universities and strong connections to world markets.

The challenge is not to reinvent these strengths. The opportunity is to connect them more effectively.

Participants consistently spoke about Australia's capacity to lead in emerging industries, embrace artificial intelligence, strengthen management capability and continue attracting global investment.

Their optimism was accompanied by a shared belief that Australia can become more productive by becoming more connected: across organisations, industries, sectors and international markets.

Bringing the Insights Together

The conversations informing this paper reinforced a simple conclusion.

Australia does not face a shortage of ideas. It has an opportunity to help successful ideas move more quickly throughout the economy.

Business leaders consistently highlighted capability, confidence, collaboration and continuous learning as foundations of long-term productivity.

These insights also reinforced an important point: ***productivity is not created by any one organisation acting alone***.

It grows when governments, businesses, universities, researchers and multinational organisations each contribute their strengths and work together towards a common objective.

That understanding provides the foundation for the paper's final proposal.

The **Australian Productivity Playbook** is offered as one practical way to accelerate the exchange of ideas, strengthen business capability and help more Australian organisations learn from one another.

7. The Australian Productivity Playbook

A National Initiative to Accelerate the Exchange of Capability

Its purpose is simple: to help good ideas move faster.

The Australian Productivity Playbook is proposed as a practical national initiative designed to strengthen one of Australia's greatest opportunities for long-term productivity growth: the faster exchange of knowledge, capability and proven practice across the economy.

Rather than creating new policy, the Playbook seeks to make existing knowledge more accessible. Rather than asking organisations to reinvent solutions, it encourages them to learn from one another.

Its purpose is simple. To help good ideas move faster.

The Playbook would bring together practical examples of innovation, leadership, technology adoption and business improvement from across the Australian economy. It would capture not only what successful organisations have achieved, but how they achieved it, enabling others to adapt those lessons within their own businesses and industries.

In doing so, it would strengthen ***one of the most important drivers of productivity: the diffusion of successful ideas***.

What makes the Playbook different?

Australia already produces outstanding research, policy papers and industry reports.

The Australian Productivity Playbook would serve a different purpose. It would focus less on analysis and more on application.

Rather than asking what organisations should do, it would demonstrate what organisations have already done successfully.

Its emphasis would be practical, transferable, evidence-based and collaborative.

Every edition would capture examples that organisations of every size could learn from, regardless of industry or sector.

A national collaboration

The strength of the Playbook would come from the diversity of its contributors.

Australian businesses. Multinational organisations. Universities. Researchers. Entrepreneurs. Government agencies. Industry associations.

Every organisation has knowledge worth sharing. Every organisation has something to learn.

The Playbook would become a national platform through which these experiences could be exchanged.

Abundium sees its role not as the owner of the Playbook, but as its convener and steward. Working alongside government, industry and academia, Abundium would help bring together contributors from across Australia's innovation ecosystem while ensuring the Playbook remains collaborative, practical and nationally relevant.

More than a publication

The Australian Productivity Playbook has the potential to become much more than an annual report.

Over time, it could evolve into a broader platform for collaboration, including executive forums, university partnerships, case study libraries, digital resources and practical workshops that encourage organisations to share experience and learn from one another.

In this way, the Playbook becomes more than a document.

It becomes an ongoing national conversation about productivity.

Measuring success

The success of the Australian Productivity Playbook would not be measured by the number of copies distributed.

It would be measured by the number of organisations that adopted a new idea. The number of leaders who discovered a better way of working. The number of partnerships formed between business, universities and researchers. The number of successful practices shared across industries.

In short, its ***success would be measured by how effectively it helps capability move throughout the Australian economy***.

A contribution to Australia's future

Australia's productivity opportunity lies not simply in creating more knowledge, but in enabling knowledge to move more effectively.

The Australian Productivity Playbook is offered as one practical contribution towards achieving that ambition.

It recognises that Australia already possesses extraordinary capability. Its purpose is to help connect that capability more effectively.

Not through regulation.

Not through prescription.

Through the simple act of organisations learning from one another.

Because when capability is shared, confidence grows. When confidence grows, investment follows. When investment increases, productivity improves.

***When productivity improves, Australia prospers*.**

8. Recommendations

Opportunities for Strengthening Australia's Productivity

Australia's productivity challenge is complex and multi-dimensional. No single reform, policy or initiative will determine Australia's future competitiveness. Long-term productivity growth will continue to depend upon sound economic policy, strong institutions, business investment, technological innovation and capable organisations.

Throughout this paper, Abundium has sought to contribute an additional perspective to that discussion. Our central proposition is that Australia's future prosperity will depend not only on creating new ideas, but also on ensuring proven ideas move more quickly throughout the economy.

The following recommendations are offered in that spirit. They are intended to complement existing policy discussions and encourage greater collaboration between government, business, universities and researchers in strengthening Australia's long-term productivity.

Opportunity One

Continue broadening Australia's productivity conversation.

Australia's productivity agenda should continue to recognise that long-term productivity is shaped by more than policy settings alone.

Alongside taxation, regulation, infrastructure and competition policy, continued attention should be given to business capability, leadership, technology adoption, management excellence and the practical exchange of knowledge across the economy.

***A broader understanding of productivity will help ensure policy reforms are supported by organisations capable of translating opportunity into sustained economic performance*.**

Opportunity Two

Place greater emphasis on the diffusion of proven ideas.

Australia has an outstanding record of innovation. An equally important opportunity is to accelerate the adoption of ideas that have already demonstrated success.

Encouraging organisations to learn from one another, adopt proven technologies, strengthen management capability and share practical experience has the potential to improve productivity across businesses of every size and sector.

Business dynamism is strengthened when successful ideas move more quickly.

Opportunity Three

Strengthen collaboration across Australia's capability ecosystem.

Australia already possesses extraordinary capability across businesses, universities, researchers, entrepreneurs, governments and multinational organisations.

Each contributes valuable knowledge and experience.

Creating stronger pathways between these communities will accelerate learning, encourage innovation and improve the nation's capacity to respond to future economic challenges.

Opportunity Four

Support policies that strengthen long-term investment confidence.

Confidence remains one of Australia's most valuable economic assets.

Organisations invest when they have confidence in Australia's economic direction, workforce capability and long-term competitiveness.

Stable policy settings, regulatory certainty and a clear commitment to productivity create an environment in which organisations are more willing to invest in people, technology, research and innovation.

Confidence remains fundamental to Australia's future prosperity.

Opportunity Five

Recognise the contribution of globally connected organisations.

Multinational organisations contribute to Australia's economy through investment, employment and innovation.

They also contribute something less visible, but equally valuable: they help connect Australia with global capability.

By transferring knowledge, leadership experience, technology and proven practice across international markets, they strengthen Australia's ability to learn, adapt and remain internationally competitive.

Recognising these knowledge spillovers as an important component of business dynamism represents an opportunity to broaden Australia's understanding of productivity.

Opportunity Six

Explore the development of the Australian Productivity Playbook.

Abundium encourages consideration of an Australian Productivity Playbook as a collaborative national initiative designed to accelerate the exchange of capability throughout the Australian economy.

The Playbook would showcase practical examples of leadership, artificial intelligence, technology adoption, operational excellence, workforce capability and organisational innovation drawn from businesses, universities, researchers and government.

Rather than prescribing solutions, it would help organisations learn from one another through the practical sharing of proven experience.

Abundium would welcome the opportunity to work collaboratively with government, the Productivity Commission, universities, industry and business leaders to further develop this concept.

Looking Forward

The Productivity Commission's *Business Dynamism Inquiry* presents an important opportunity to shape Australia's long-term economic future.

Abundium welcomes the Commission's commitment to exploring new ideas and perspectives that strengthen Australia's productivity and competitiveness.

These recommendations are offered not as a comprehensive reform agenda, nor as the definitive answer to Australia's productivity challenge. They are offered as practical opportunities to strengthen capability, build confidence, encourage investment and accelerate the exchange of knowledge across the Australian economy.

No single organisation can improve Australia's productivity on its own. But together, we can strengthen the capability, confidence and collaboration that will shape Australia's economic future.

Conclusion

Australia's productivity conversation is ultimately a conversation about Australia's future.

It is about creating the conditions for stronger businesses, higher living standards, increased investment and continued national prosperity. It is about ensuring Australia remains internationally competitive in a world being reshaped by technological change, artificial intelligence, shifting global markets and new ways of working.

Australia enters that future from a position of considerable strength.

Our businesses continue to innovate. Our universities and research institutions produce knowledge that is recognised around the world. Entrepreneurs challenge established thinking, governments invest in the foundations of economic growth, and organisations across every sector continue to develop the people, technologies and capabilities that will shape Australia's future prosperity.

These are not the characteristics of a nation searching for capability. They are the characteristics of a nation rich in capability.

The opportunity before Australia is not simply to create more ideas. It is to ensure that the ideas, experience and expertise already present across our economy move more effectively between organisations, industries and communities.

Productivity should be viewed not only as an economic outcome, but as the product of capable organisations operating within a confident investment environment and connected through the effective exchange of knowledge.

Governments establish the conditions for growth. Businesses invest and innovate. Universities and researchers expand knowledge. Entrepreneurs challenge established thinking. Multinational organisations contribute global experience, international perspective and the transfer of proven capability.

Each has an important role to play. Together, they create an economy that is more dynamic, more resilient and better equipped to compete in an increasingly connected world.

The Australian Productivity Playbook is offered in that spirit. Not as a definitive solution. Nor as a substitute for the important work already being undertaken by governments, businesses and the Productivity Commission.

Rather, it is offered as one practical contribution to Australia's productivity journey: ***a collaborative initiative that seeks to accelerate the exchange of capability, strengthen organisational learning and help successful ideas move more quickly throughout the economy***.

That, ultimately, is the opportunity. Australia already possesses extraordinary capability. Our opportunity is to connect it more effectively.

Abundium is grateful for the opportunity to contribute to the Productivity Commission's *Business Dynamism Inquiry* and looks forward to continuing to work alongside government, Australian businesses, multinational organisations, universities, researchers and the broader community in strengthening Australia's long-term productivity and competitiveness.

Because when capability is shared, confidence grows. When confidence grows, investment follows. When investment increases, productivity improves.

When productivity improves, Australia prospers.