



genuine energetic




**AAPT**

ATUG




David Havyatt  
7 March, 2006

smart

irreverent





straight up



*If I have seen further, it is by standing on the  
shoulders of giants.*

Sir Isaac Newton  
Letter to Robert Hooke  
5 February 1675 (or 6)

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*We needed someone to take it from an engineer-driven company to an entirely customer-focused company in a highly competitive marketplace.*

Donald McGauchie  
Australian Financial Review  
27 January 2006

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*His big idea came much later, once he understood that the shopping-centre business really consists of two different types of income streams. ... Financial theory suggests that offering these two income streams separately to the capital markets should lower the overall cost of financing .*

The Economist  
1 June 2002

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*Shortly after he became CEO (of Kimberly-Clark), Smith and his team had concluded that the traditional core business – coated paper – was doomed to mediocrity. Its economics were bad and the competition weak. But, they reasoned, if Kimberly-Clark thrust itself into the fire of the consumer paper-products industry, world-class competition like Procter & Gamble would force it to achieve greatness or perish.*

Jim Collins  
Good to Great

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*Networks will become more intelligent. The network will offer greater functionality – for example, contact centres where the base technology can be delivered through the network with facilities such as call routing, waiting and voice recognition.*

David Thodey, Telstra  
ATUG 2003

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*Stick to the basics - keep the overheads low and keep the network offering simple, stable, fast and cheap.*

*User value construction is happening over the top of the network through overlay structures.*

*The Converged Utopia of the old world carrier industry remains only as a piece of dull, unimaginative, monolithic mythology.*

Geoff Huston

APRICOT Conference

1 March 2006

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*It is not the employer who pays the wages. Employers only handle the money. It is the customer who pays the wages.*

Henry Ford

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**TELL IT LIKE IT IS**