Innovation Districts

A model for a thriving national innovation ecosystem
Australian businesses and governments are beginning to see the learning and growth potential which comes from collaborating and partnering with each other in emerging ‘Innovation Districts’. Recent research Optus Business conducted with Australia’s leading digital start-ups and established organisations revealed that both these cohorts share common goals of long term sustainability, yet both are experiencing unsettling digital disruption in their business. The smart disruptors are those who embrace a new mindset of collaboration and partnership, which enables their businesses to more readily anticipate and respond to changing customer needs for products and services.

Through Optus Business’ partnerships with organisations – large and small, public and private – it is our belief that Innovation Districts are emerging as the new geographies of innovation. These dense clusters of industry bring together complementary business types – institutions, educators and other amenities – to facilitate the flow of knowledge and capability within the economy. Collaboration and partnerships, through networks of people, places and technology, will position Australia strongly for growth in the future and to remain globally competitive.

The challenge now is to ensure that Innovation District outcomes deliver on their economic and social promise by developing new business models and practices that foster a culture of true collaboration leading to increased value for participants. In this spirit of collaboration, I would like to thank Business Models Inc and the group of leaders who came together from around the country to wholeheartedly and openly contribute their passion and ideas to developing this white paper. Our hope is that these ideas and frameworks will help Australia prosper as we develop successful and productive Innovation Districts and capability around our nation.

It should be noted that there are many definitions for Innovation Districts but for me innovation is defined as creating value by doing something differently. This is at the very core of Optus where we as a challenger are co-creating different business models and challenging traditional paradigms for partnerships and business growth.

Innovation Districts are emerging as deliberate and designed clusters of activity, which make it easier for organisations to create, transfer and apply knowledge and knowhow. The management of knowledge, its application and transformation into economic value, is a central challenge not just at a local or individual company level, but also at the regional and national level. As such, we are beginning to see more attention being placed on the ‘(eco)system’ in which innovation occurs and Innovation Districts have quickly become a key focal point for innovators and policy makers alike.

Innovation Districts are principally concerned with the knowledge and knowhow of collaboration. They are key features of a broader business and socio-cultural ecosystems that are bigger than campuses or centres, but smaller than cities. Ever since the rise of ‘Silicon Valley’, governments, urban planners and economic development agencies have all scrambled to organise their industries into more effective systems to encourage and accelerate innovation locally, nationally and globally.

As notable Australian Innovation Districts are now beginning to emerge and mature, an understanding of what success looks like “along the journey” is critical to ensure the investment of time and capital of partners can be allocated appropriately to deliver results.

There are some promising models globally to examine for signposts to success, whether they are primarily driven by government, university, corporations or groups of entrepreneurs. Ultimately, we need to develop new models and practices to succeed in our increasingly complex business world.

Innovation Districts are well placed to become the petri-dishes of Australia’s ideas boom.

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We must collaborate to compete and get comfortable with ‘co-opetition’ – Innovation Districts are well placed to foster this

As ideas are stabilised in an economy, the networks of inputs and information that contribute to their creation create complex dynamic webs of inter-personal, inter-firm and government relationships. This is what César Hildago refers to as ‘crystallised imagination’. These relationships and networks are integral to business success in the future, as they enable knowledge to flow between firms, and create resiliency in economies, businesses and people.

As such we are witnessing the creation of a new literacy and mandate for innovation. To create, deliver and capture value in the future, we must collaborate to compete. In Australia, the challenge has never been more apparent, as Australia currently ranks last in the OECD tables for industry-academic research collaboration, despite ranking 7th in OCED+ countries by share of the world’s top one per cent of highly cited academic publications attributed to international collaboration.

The challenge of collaboration is not just one of person-to-person, but collaboration between research, private enterprise and government. Australia currently ranks last (27 of 27) in the OECD for industry-academic research collaboration.

Collaboration is a common thread in all top benchmarks of competitiveness and innovation (reference section on ‘Understanding value proposition of Innovation Districts’).

Bridging the skills gap

In an increasingly globally competitive world, countries and organisations alike need to find their niche. At the centre of a productive ‘knowledge based’ economy are transferrable, enterprising skills where knowledge and ideas are blended effectively to create new value. These skills help to connect how information ultimately drives innovation.

As the world becomes more connected by technology, the distribution and use of information and ideas also increases, this ‘knowledge economy’ has brought about change from a scarcity of knowledge to one of abundance. Add to this the increasing uncertainty and unpredictability of the global economy and you are left with complexity which offers opportunity that should be embraced, not avoided.

As Ikujiro Nonaka wrote in 1991, “knowledge is born in chaos”. Complexity creates new perspectives, and it often forces us into these perspectives. Building on the idea that ‘creativity is just connecting things,’ as proposed by Steve Jobs, uncertainty becomes highly generative via the ‘new connections’ it enables.

So, the challenge becomes not the simple generation of an idea, but stabilising it and scaling it to effectively create, deliver and capture value in the economy while maintaining enough fluidity to adapt in volatile times. These are the transferrable enterprising skills that Innovation District designers and participants must promote.

With so many future and current workers in roles that will be inexorably disrupted by emerging technologies, the ability to learn, re-learn and share learning is another key factor in the rise of Innovation Districts, with their characteristic diversity of age, experience, interest, capital and appetite for risk.

Australia currently ranks last (27 of 27) in the OECD for industry-academic research collaboration.

References:
2 Drucker, P. The age of discontinuity (1969)
What is an Innovation District?

Innovation Districts are important features of innovation ecosystems. They are defined by certain characteristics (see text box). Stephen Johnson crafted a perfect metaphor for this density of activity in his book 'Where Good Ideas Come From', where he describes the ideal conditions for innovation as being a ‘liquid network’, as compared to gaseous states, in which energy is high, but new atomic formations are rare, and solid states, in which combinations and structures are stable, but unchanging.

In the 2015 Crossroads report prepared by StartupAus – one of Australia’s most comprehensive and action-oriented innovation ecosystem status updates – their number one recommendation was to invest in the development of a “national network of ambitious Innovation Districts in major cities” to act as a focal point for Australia’s innovation agenda in major centres and address the fragmentation of ecosystem and its supporting institutions (incubators, knowledge workers, investors, consultants, research partners, etc).

A key challenge for these urban constructs however, is the lack of amenity and community outside the work environment – in a sense, the lack of social fabric and essential public services.

Today’s Innovation Districts are still geographically defined in most cases, but are more grounded in community. Most feature high tech working spaces, offices, retail spaces, transport and housing, and many encourage engagement with cultural activity spaces for community use.

The Brookings Institution, a public policy organisation in Washington DC, has also developed a useful framework for Innovation Districts that focuses on three types of assets as prerequisites: economic assets, physical assets, and networking assets.

1. Economic assets include innovation drivers (high value, research oriented firms focused on cutting-edge technologies), innovation cultivators (incubators, accelerators, co-working spaces, education and training centres), and neighbourhood-building amenities (bookstores, bars, grocery shops and restaurants).

Characteristics of an Innovation District

- At a minimum include more than two anchor institutions (one academic, one industry, one government)
- Have a formal governance agreement between parties that aligns their purpose and goals
- Actively curate collaborative research initiatives between academia and industry, and address more than one disciplinary area
- Focus on a certain set of industries, topics, or the unique features of the local economy
- Bring together ‘hotspots’ of activity which bridge local interests with national economic / research agendas and international trade opportunities
- Create an environment for diverse interactions between individuals, organisations and institutions.

"Develop a national network of ambitious Innovation Districts in major cities" - StartupAus

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2. **Physical assets** include public parks and city-owned infrastructure including lighting, wifi and waste collection, but also include privately-owned spaces and places that have been designed specifically with the intent of providing value to the community, these can include event spaces, labs and semi-public office spaces. Bookings make the point that physical assets can be deliberately manipulated to be more encouraging of new relationships and greater community connectivity.

3. **Networking assets**, the final dimension, relates to the formation of strong and weak ties in and around the district with the ultimate aim to build social capital and robust communities of practice.

However, we are now beginning to see new models for Innovation District design emerge, in which universities, and private enterprises are taking the lead role in their development.

Despite the conceptual porousness of organisations, it is important not to confuse ‘centres’, ‘incubators’ or co-working spaces with Innovation Districts. There are many types of ‘innovation places and spaces’ in the modern business ecosystem, going by a variety of names, including:

![Diagram with various icons representing Economic Assets, Physical Assets, Networking Assets, and Innovation Ecosystem]

Nevertheless, it is useful to consider these centres – even the fleeting events and hotspots – as their communities and activities may produce valuable insights into the future of (and location of future) Innovation Districts.

In Business Models Inc’s review of regional innovation ecosystems completed for the Queensland State Government in early 2016, Communities of Practice were identified as key informal features of productive and innovative regions. These social learning settings are characterised by their self-organisation or loose governance and ‘interest-driven’ motivations. In other words, ‘communities of practice’ develop when citizens engage with a diverse range of people and organisations, share ideas, work and learn with – and from – each other. The activities and projects pursued can be highly technical and involve a degree of discipline or domain expertise, but participants acquisition of the skill is not ‘tested’ in the formal sense of a structured evaluation, rather, developed through applied projects that the community complete together.

Yigitcanlar identified a scaling effect originating from intense and localised innovation activities. This trend shows that the district level may be a useful starting place to affect meaningful change in national innovation systems. As information grows, and innovations disseminate through the economy, the flow of knowledge that begins in fleeting hotspots inform the creation or organisation of centres (eg, the Stone & Chalk Financial Technologies centre in Sydney’s finance quarter, Circular Quay). These centres may later mature into campuses, as more partners and organisations join, and scale up to precincts or districts within cities that drive the economy of regions and nations.

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There are also many other examples – beyond ‘Silicon Valley’ – of localities that have succeeded in developing ecosystems that support new business creation, and innovation. The Compass Report on Global Startup Ecosystems\(^{16}\) is one of the most comprehensive studies into the conditions necessary for new business success ever completed. It provides a promising view of the opportunity for Australia, rating Sydney in their top 20 most conducive locations for startups. However, Australia needs to galvanise its commitment to secure its position in this index, both Sydney and Melbourne (the only Australian cities studied by Compass) lost places between the 2012 and 2015 study (12th in 2012, to 16th in 2015 for Sydney, and 18th in 2012 to 21st in 2015 for Melbourne).

Innovation Districts require vision

Today’s best performing innovators realise that to succeed they must have a clear vision and be more responsive, adaptive and iterative in their strategic decision-making. The challenge here is to align the activities of District Coalitions, shape a point-of-view, build understanding of the joint-value propositions and business models of their partners, and work together to validate their individual efforts to meet the operational and strategic goals of the district. This has been identified by Harvard Business School Professor, Roger L. Martin as the first of five key ‘strategic questions’ representing an organisational ‘purpose’ or ambition\(^{17}\).

In developing their purpose, Innovation District leaders must look further than technology trends and conditions affecting business and industry, and instead focus on the changing nature of human needs. Taking a human-centred design approach ensures that Innovation District designers can bring together new combinations of industries and design for future human needs and solve problems that have the potential to make a positive impact in the world.

A. Cairns
- Cairns Innovation Centre
- Australian Tropical Science and Innovation Precinct

B. Brisbane
- Brisbane City Council “The Capital”
- QLD Startup Precinct
- Springfield IDEA City

C. Gold Coast
- Gold Coast Health and Knowledge Precinct
- Bond Business Commercialisation Centre

D. Hunter Region
- Hunter Innovation Precinct

E. Sydney
- Westmead Innovation District
- Macquarie Park Innovation District

F. Canberra
- CBR Innovation Network
- Canberra Science Innovation Precinct
- New Acton Precinct
- RPDE – Defence Australia

G. Melbourne
- Carlton Connect Initiative
- South East Melbourne Innovation Precinct

H. Adelaide
- Tonsley

I. Perth
- Technology Park Bentley WA
- Cisco IOT Innovation Centre Curtin University

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Who is leading their development?

In Australia, most emerging Innovation Districts are either industry-led, university or government-led. The leading organisation is typically the sponsor or administrator of a Memorandum of Understanding (MOU), with partner organisations who each normally contribute a nominal amount to support the costs of combined strategic planning initiatives and shared administrative overheads.

In the case of the Macquarie Park Innovation District (MPID), the district is led by a coalition of corporations, administered by Macquarie University. In the case of Westmead, the district is led by the 'Westmead Alliance'18 which is comprised of Westmead Precinct stakeholder organisations.

There is value however, in having the governance of an Innovation District managed by an interdependent third-party. Such as in the case of Switzerland (an international example of best practise, by virtue of its consistent high performance on innovation, economic complexity and UN Happiness indexes), the countries Innovation Districts are co-ordinated at the national level by ‘In the Swiss Innovation Park Foundation’ (aka ‘Switzerland Innovation’).

These independent, non-government bodies can be facilitated and supported through federal and state policy decisions (such as Switzerland’s revision of its Research and Innovation Promotion Act19 of 2012, or Australia’s National Innovation and Science Agenda of 2015) but must not be prescriptive, allowing for the focus areas and partners of districts to be determined at a local level, with the governing body enacts and administers programs of support to co-ordinate, invest and better connect each of the districts.

Educational institutions such as universities have a vested interest in the governance of Innovation Districts. There is a widely accepted skills gap in most developing economies20 and increasing public advocacy towards interdisciplinary entrepreneurial capability development, over traditional fixed term ‘education stocks’ like degrees and coursework masters programs21.

Reference Optus’ Submission to House of Representatives Standing Committee on Education and Employment: Inquiry into Innovation and Creativity: A new workforce for the economy

Ensuring that graduates are work ready and well-integrated with the needs of local business is a role shared by universities and corporations as Australian business grapples with the challenge of bridging the skills gap with Australian graduates.

Universities are also interested in commercialising the proceeds of their research. In 2016, the Commonwealth Science and Research Agency announced a $200 million fund to address this specific challenge, aiming to encourage the joint application of university research in industry through investment stimulus.

Innovation Districts Opinion Paper

Understanding the value proposition of Innovation Districts

Precisely how these Innovation Districts create, deliver and capture value is highly variable, and depends upon the participants of the district. There are several international measures of ‘best-practice innovation’, collaboration, competitiveness, and productivity available today. Although each of these is focused at quite high levels of national innovation and competitiveness, they provide useful perspective to the challenge of Innovation District design. These international measures and guidelines include:

- The Global Innovation Index
- World Economic Forum Global Competitiveness Report
- Compass Global Startup Ecosystem Report
- NESTA CITIE Framework
- European Commission GRIPS Study and RIS3 Index
- MIT Atlas of Economic Complexity
- OECD Oslo Manual

When comparing the results of the larger studies, some interesting similarities can be found. In the World Economic Forum’s benchmark of global competitiveness, ‘innovation’ is measured as a composition of:

- Capacity for innovation
- Quality of scientific research institutions
- Company spending on R&D
- University-industry collaboration in R&D
- Government procurement of advanced technology products
- Availability of scientists and engineers
- PCT patents applications/million population

In its research into innovation ecosystems, Business Models Inc identified five key features that can be considered the building blocks of maturing regional innovation ecosystems. For comparison, we have aligned these to the Brookings Institute Model (in brackets).

Innovation regions tend to have developed maturity in:
1. Places and Spaces (Physical Assets)
2. Communities of Practice (Networking Assets)
3. Connectivity (Networking Assets)
4. Collaboration (Economic and Networking Assets), and
5. Leadership (Economic Assets)

In our roundtable of Australian Innovation Ecosystem and Education leaders (Melbourne, January 2017) we articulated a proposed vision for Australia’s national Innovation District strategy and identified seven key themes to inform development of future initiatives.

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Taking all dimensions into account, WEF’s top ten overall are: Singapore, and Denmark. According to the World Economic Forum’s (WEF) 2016-17 report, the top ten counties as measured by the innovation dimension were Switzerland, Japan, Germany, Sweden, Finland, the United States, and Singapore; almost all countries (seven) appear in both top ten lists: Switzerland, Japan, Germany, Sweden, Finland, the United States, and Singapore. Switzerland appears in the top two of both lists. Switzerland also ranks 2nd in the United Nations Happiness Index. Comparatively, the Compass Report ranks the top ten ecosystems for new businesses (startups) as being:

1. Silicon Valley
2. New York City
3. Los Angeles
4. Boston
5. Tel Aviv
6. London
7. Chicago
8. Seattle
9. Berlin
10. Singapore

Sydney appears at 16th, one place above Toronto.

According to the World Economic Forum’s (WEF) 2016-17 report, the top ten counties as measured by the innovation dimension were Switzerland, Israel, Finland, United States, Germany, Sweden, Netherlands, Japan, Singapore, and Denmark.

Taking all dimensions into account, WEF’s top ten overall are: Switzerland, Singapore, United States, Netherlands, Germany, Sweden, United Kingdom, Japan, Hong Kong SAR, and Finland.
Australian examples: Macquarie Park Innovation District

The Macquarie Park Innovation District (MPID) is a university and enterprise led Innovation District north of Sydney, Australia covering some 350+ hectares and playing host to over 180 large international and 200 small businesses. The key partners of the district include Optus, AMP Capital, National Australia Bank, Abbott, Johnson & Johnson, Konica Minolta, and Macquarie University.

The key assets of MPID include a series of large and small collision spaces on campus where events can be designed to draw in different types of people, as well as safe and accessible public transport to move people around these spaces.

MPID is based on four fundamentals:

1. Collaboration: Through events, forums, research, networking, hackathons, and sharing
2. Creation: Incubators, intrapreneurship, and entrepreneurship programs
3. Connection: Event spaces, SMART digital infrastructure, and transportation
4. Community: International network, outreach, and pop-up innovation activities

In the next ten years, the Macquarie Shopping Centre (an asset of AMP Capital) will grow to cater for 40,000 more people living in the area; residential development will grow; and new incubators, collision spaces and community activation facilities will be continuously established. A feature of the precinct is the collaborative events space which is open to all park members and a base on which to build MPID’s community engagement with the site.

As an organising body, the MPID partnership has a determinable business model. It is principally concerned with bringing together the biomedical research, technology and financial services industries to foster and commercialise innovative ideas. There is a high-level mix of three value propositions:

1. Community solutions
2. Networking solutions
3. Physical hubs high level business model overview

The MPID + Solution
High level mix of solution:

<table>
<thead>
<tr>
<th>Community Solutions</th>
<th>Networking Solutions</th>
<th>Physical Hubs</th>
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<tbody>
<tr>
<td>• Innovation training programs</td>
<td>• Solutioning events</td>
<td>• SMART district coffee shops (collision spaces)</td>
</tr>
<tr>
<td>• Community engagement programs</td>
<td>• Networking events</td>
<td>• Theme specific hubs</td>
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<tr>
<td>• Innovation directory</td>
<td>• Discovery events</td>
<td>• Incubator and business hubs</td>
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Greater Springfield: A city of cities

Greater Springfield in South East Queensland is the largest master planned city in Australia outside of Canberra. It was created through the Springfield Act passed unanimously in Queensland Parliament in 1997. Springfield Land Corporation (SLC) is the master developer of the 2,860 hectare Greater Springfield land parcel which has become home to over 30,000 residents since it was established in 1992.

As part of its development plan, SLC has Innovation Districts 'baked in' with defined precincts for their 'sub-city' strategies Health City, Education City and IDEA City.

Within the Springfield CBD, the Springfield Education City (SEC) has been designed to support a vision of lifelong learning that embraces a goal to deliver one job for every three residents of Greater Springfield. SEC functions as a focal point in the broader educational services offered throughout Greater Springfield, with a central campus already home to numerous education providers including University of Southern Queensland, TAFE Queensland South West, Union Institute of Language, The Studio of Performing Arts Springfield and two Kindy Patch Early Education Centres.

The IDEA City precinct – a new development zone – has been designed to engage and encourage innovation, design, entrepreneurship, and the arts. As an emerging Innovation District, IDEA City will have its own defined precinct within the city centre but purposefully operate without physical boundaries, providing seamless connection and support to surrounding health and education zones. IDEA City will maintain a strong research focus to commercialise innovation in partnership with government and business — particularly focused on the physical-digital fusion happening between old and new sectors of the economy. The governance of IDEA City is managed via the creation of a ‘Living Lab’ to which several major private, public and education institutions have contributed, including GE, Mater, QUT, Little Tokyo Two, CSIRO’s Data61 and UNSW.

The Living Lab is designed to fulfil the biological needs of a ‘living city’ and is organised to align its projects with the goals of supporting the perception and understanding of the city by its citizens. In this sense, the Living Lab partners aim to give rise to a ‘sense-able city’. By doing so, the community and citizens can have a say in the management of the spaces in which they work and reside and pursue activities, resources, services, and information that they need to do this.

Community Bridges

Bridging the established districts, such as MPID, and emerging districts, such as in Greater Springfield, are several fundamental community assets that connect the dots between localised communities of practice and broader regional programs. An example of these community bridges are co-working networks such as ‘Little Tokyo Two’ and ‘Fishburners’ and accelerators such as ‘BlueChilli’. Through the Little Tokyo Two network for example, members at their Springfield site can actively connect and collaborate with members of ‘The Capital’, based in Brisbane's CBD and co-located with Fishburners. Fishburners in turn can connect through its initiatives and network of supporters (including Optus) through to the Macquarie Park Innovation District. As such, these community networks are vital facilitators of growth, enabling new centres such as ‘The Capital’ to support collaborative knowledge sharing, drive regional economic growth and attract new businesses to their hubs.

Sustainability (and purpose) of Innovation Districts

Despite often being considered ‘supporting industries’ the importance and cohesive value of the creative industries, hospitality, culture and lifestyle amenities cannot be understated. Indeed, as proposed by Richard Florida26, there is strong evidence to suggest that these elements are not only necessary, but core to the initial attractiveness and growth of a district in its early days. Without these things, Innovation Districts risk becoming ‘after-hours ghost-towns’ and setting up some unintended consequences such as crime and general perceptions of unsafety outside of normal business hours.

A good way to address this challenge is to position Innovation Districts with a distinctive ‘point-of-view’ and vision of the future that candidate companies can be invited to share in. This ‘purpose-led’ view of Innovation District design sets the expectations and agenda for new community members and encourages creative contribution around a set of core themes.

The most promising models of district sustainability are built on much more than a joint value proposition, but rather are a promise that is a blend of the needs of the community and resident businesses. These can be dually addressed through education and government services, but must also facilitate active business and community engagement in the development of solutions for government and academic institutions. They require new ways of working, and new governance to facilitate the requisite transparency and be designed to meet the needs of all partners, as diverse as they inevitably are.

The conclusion – take a human centred design approach to Innovation Districts

The challenge of building an Innovation District is both a systems design and cultural challenge. If relationships have value, and systems can be designed to coordinate these kinds of relationships, then the task of creating new value becomes a strategic systems-design challenge. Designing systems requires designers to intentionally consider what conditions, strategies, and interactions will be most productive in achieving the desired aims of the region.

Whether Innovation Districts are led by governments, business or academia, their sustainability and long term success will depend entirely on how they meet the needs of the precinct users. By taking a human-centred design approach, the Innovation District designers and partners can create agreed value propositions that embody a shared vision for how their ideas, capital and technology might address the changing needs of the community.

Considering creating or joining an Innovation District? Consider the below ‘district development lifecycle’ to identify key activities for consideration in your planning.

How will we know when an Innovation District is successful?

Innovation Districts are new geographies for innovation, their intention is to bring about fruitful collaboration between diverse industries, business types and governments and ultimately drive the successful application of knowledge and knowhow in an economy. With this in mind, the simplest way to understand if an Innovation District has been successful is if there are numerous thriving communities of practice present in the local area, leveraging the available economic and physical assets of a place to create, deliver and capture new value in the community.

In our discussion of the value propositions of Innovation Districts above, we identified several measures that are often used to ‘benchmark’ Innovation Districts. Ultimately, the ‘success’ of any district will be contingent on the clarity of its purpose, goals and ambitions. This is the responsibility of the district planning group, and could be supported at a national economic level by an independent third party support organisation. We see university and industry research collaboration as a necessary part of the collaborative architecture of a district, thus a measure of research activity and spending on collaborative R&D would also be useful in determining progress of a district.

Innovation Districts should also encourage the development of enterprising skills. Their organising collectives should be vocal advocates for entrepreneurship and support both individuals and ‘intrapreneurs’ in their efforts to develop new value through new enterprise.

What to do next

There are several tools available to help you host strategic conversations and develop your Innovation District. A sample of some of the tools can be found in the Appendix below. Contact us to understand how you can design a strategic conversation with your team and partners to set up your Innovation District for success.

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Innovation Districts Opinion Paper

Vision map
If you want to make positive, future-oriented change in your organisation you’ll need to go beyond writing long-winded paper visions and come to a shared agreement about what you are going to fight for together, and what steps you are going to take to get there. The 5 bold steps canvas is a perfect tool to align your teams in your organisation. The 5 Bold Steps Vision® Canvas was created by David Sibbet, of the Grove International.

Team charter
So, you’ve gathered a team of unusual suspects and diverse characters. How will you agree on your goals, expectations, and values? And how will you deal with challenging situations? Design a team charter together to avoid unnecessary counter productivity or unwanted surprises.

Appendix A: Tools

Team charter

Vision map
## Business Model Canvas

![Business Model Canvas](image)

### Business Model

The Business Model Canvas is a great tool to help you understand a business model in a straightforward, structured way. Using this canvas will lead to insights about the customers you serve, what value propositions are offered through what channels, and how your company makes money. You can use the business model canvas to understand your own business model or that of a competitor! The Business Model Canvas was created by Alexander Osterwalder, of Strategyzer.

### Acknowledgment:

Business Models Inc over the past eight years has designed, developed and evolved its own innovation process combining the best of visual strategy, design thinking and lean startup principles. We have developed a series of tools and techniques for strategic design, these are compiled in our latest book, Design A Better Business – along with a series of case studies and stories of international best practice, contributed by our friends and collaborators including Steve Blank and Ash Maurya.

www.businessmodelsinc.com

Ben Hamley – Partner & Strategy Designer (Business Models Inc)

Ben is a Partner in the Australian office of Business Models Inc. He helps his clients to design better businesses through Value Proposition Design, Design Anthropology and Business Model Innovation. He specialises in not specialising, though has deep professional experience in the patterns of industry disruption in creative, cultural, technology and media businesses.

In 2016, Ben led a research project commissioned by Advance Queensland (The Queensland Department of Science, Information Technology & Innovation) to design the framework for their $7.5 Million Regional Innovation Hubs program, drawing on international best practice in innovation ecosystem design.

As the producers and co-creators of the book ‘Business Model Generation’ (>1M copies sold) which first introduced the Business Model Canvas to the world, Business Models Inc has continued to build on its strengths as international thought-leaders in design-led innovation. Their third book, Design A Better Business was published in September 2016.

For more information on how to use

www.designabetterbusiness.com | www.businessmodelsinc.com

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### Appendix B: Roundtable attendees


<table>
<thead>
<tr>
<th>Name</th>
<th>Position/Institution</th>
<th>Organization</th>
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</thead>
<tbody>
<tr>
<td>Samantha Kennedy</td>
<td>Director, Strategy &amp; Innovation</td>
<td>Optus</td>
</tr>
<tr>
<td>Katrina Reynen</td>
<td>CEO</td>
<td>NESLI</td>
</tr>
<tr>
<td>Dr Rob Brown</td>
<td>VP, Government Relations</td>
<td>Victoria University</td>
</tr>
<tr>
<td>Professor Frances Shannon</td>
<td>DVC and CIO</td>
<td>University of Canberra</td>
</tr>
<tr>
<td>Professor David Wilkinson</td>
<td>Deputy Vice Chancellor, Corporate Engagement and Advancement</td>
<td>Macquarie University</td>
</tr>
<tr>
<td>Mayor Karen Williams</td>
<td>Mayor</td>
<td>Redlands City Council</td>
</tr>
<tr>
<td>Suzanne Roche</td>
<td>General Manager, Government and Policy</td>
<td>Australian Information Industry Association</td>
</tr>
<tr>
<td>Ian Klug</td>
<td>Chair</td>
<td>Brisbane Marketing</td>
</tr>
<tr>
<td>Kevin Noonan</td>
<td>Lead Analyst, Government</td>
<td>Ovum</td>
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<tr>
<td>Dr Catherine O’Sullivan</td>
<td>DVC</td>
<td>Bond University</td>
</tr>
<tr>
<td>Margaret Hudson</td>
<td>Director, Corporate Engagement</td>
<td>Macquarie University</td>
</tr>
<tr>
<td>Ben Hamley</td>
<td>Partner</td>
<td>Business Models Inc</td>
</tr>
<tr>
<td>Mayor Paul Pisasale</td>
<td>Mayor</td>
<td>Ipswich City Council</td>
</tr>
<tr>
<td>Dr Sarah Pearson</td>
<td>Founder and CEO</td>
<td>Canberra Research Innovation Centre</td>
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<tr>
<td>Dr Dixon</td>
<td>Vice Chancellor</td>
<td>Griffith University</td>
</tr>
<tr>
<td>Dr Sherman Young</td>
<td>Pro Vice-Chancellor, Learning and Teaching</td>
<td>Macquarie University</td>
</tr>
<tr>
<td>Simon Wilkins</td>
<td>Manager, Carlton Connect</td>
<td>University of Melbourne</td>
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<tr>
<td>Jenny Dodd</td>
<td>General Manager</td>
<td>TAFE QLD</td>
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<tr>
<td>Beau Tydd</td>
<td>General Manager, People and Technology</td>
<td>QLD Airports</td>
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<tr>
<td>Amanda Briggs</td>
<td>Industry Partnerships and Projects</td>
<td>Griffith University</td>
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<td>Michael Eales</td>
<td>Partner</td>
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<td>Professor Iain Gordon</td>
<td>Deputy Vice Chancellor</td>
<td>James Cook University</td>
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<tr>
<td>Mariae Leckie</td>
<td>CEO</td>
<td>RDA Logan and Redlands Committee Inc.</td>
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<tr>
<td>Dr Jens Tampe</td>
<td>Deputy Director, Griffith Enterprise</td>
<td>Griffith University</td>
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<td>Mark Weaver</td>
<td>Manager, Growth Centres Policy</td>
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</tbody>
</table>

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