

The Central Coast Challenge of Turning Broken Dreams into a New Reality

**Presented by Dr Anton Kriz
Chair of Central Coast Innovation Strategy**

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Supported by RDACC

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Destination Central Coast

- 70km North of Sydney (God's Own Country)
 - Originally rural backdrop and holiday village
 - Gosford, Wyong, The Entrance, Avoca, Terrigal
- Icons
 - Hawkesbury, Broken Bay, Mariners, Bryce Courtney, Ken Duncan, Country Music, Reptile Park
- 315,000 people plus and growing
 - Estimated 40,000 commuters daily
- Enterprise Connect Innovative Region Centre
 - Mixture of SMEs, youth unemployment, aging pop., low tertiary education levels
 - Broad cross-section of industry

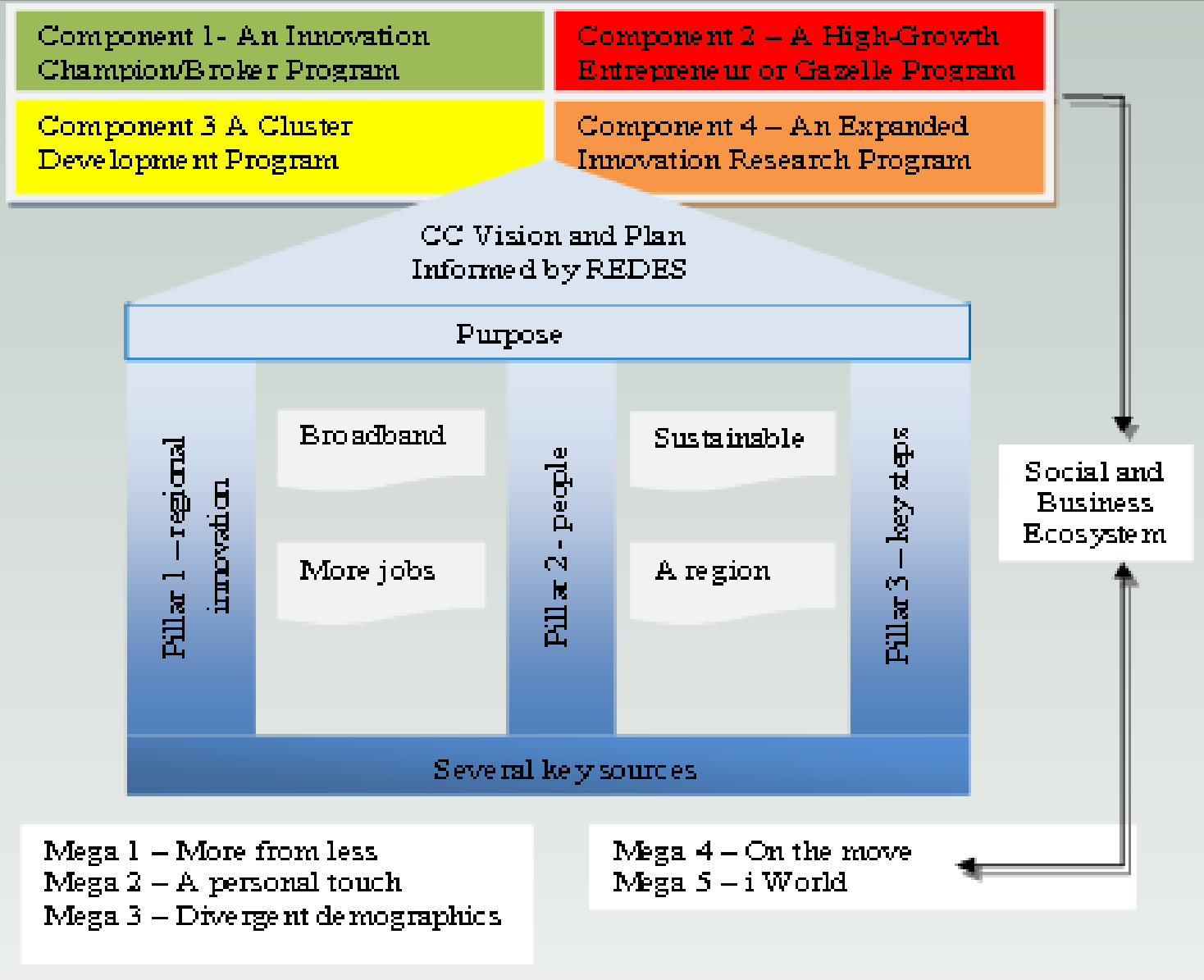




What has stimulated change?

- Central Coast has experienced major agglomeration
 - Flat (modern communication) and spikey (Sydney's doorstep)
- Finally been recognised by the ABS as a distinct region
- State Government:
 - Development of Regional Economic Development and Employment Strategy (REDES)
 - Gosford Landing Project
- Federal Government
 - The Innovative Regions Centre has been a catalyst – Graham Baker (Political entrepreneur/champion) – momentum and tipping point
- University of Newcastle and RDACC
 - Central Coast Campus linkage a key -50 metre walk - number of PhDs

The CC Innovation Strategy



THE
SIXTH
wave

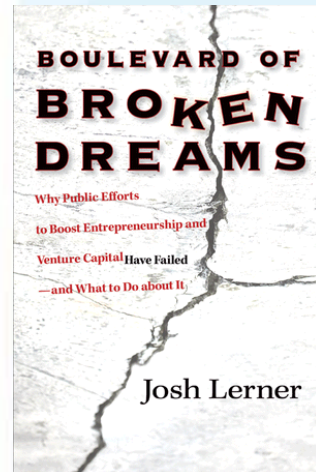


How to build a smarter, better world.

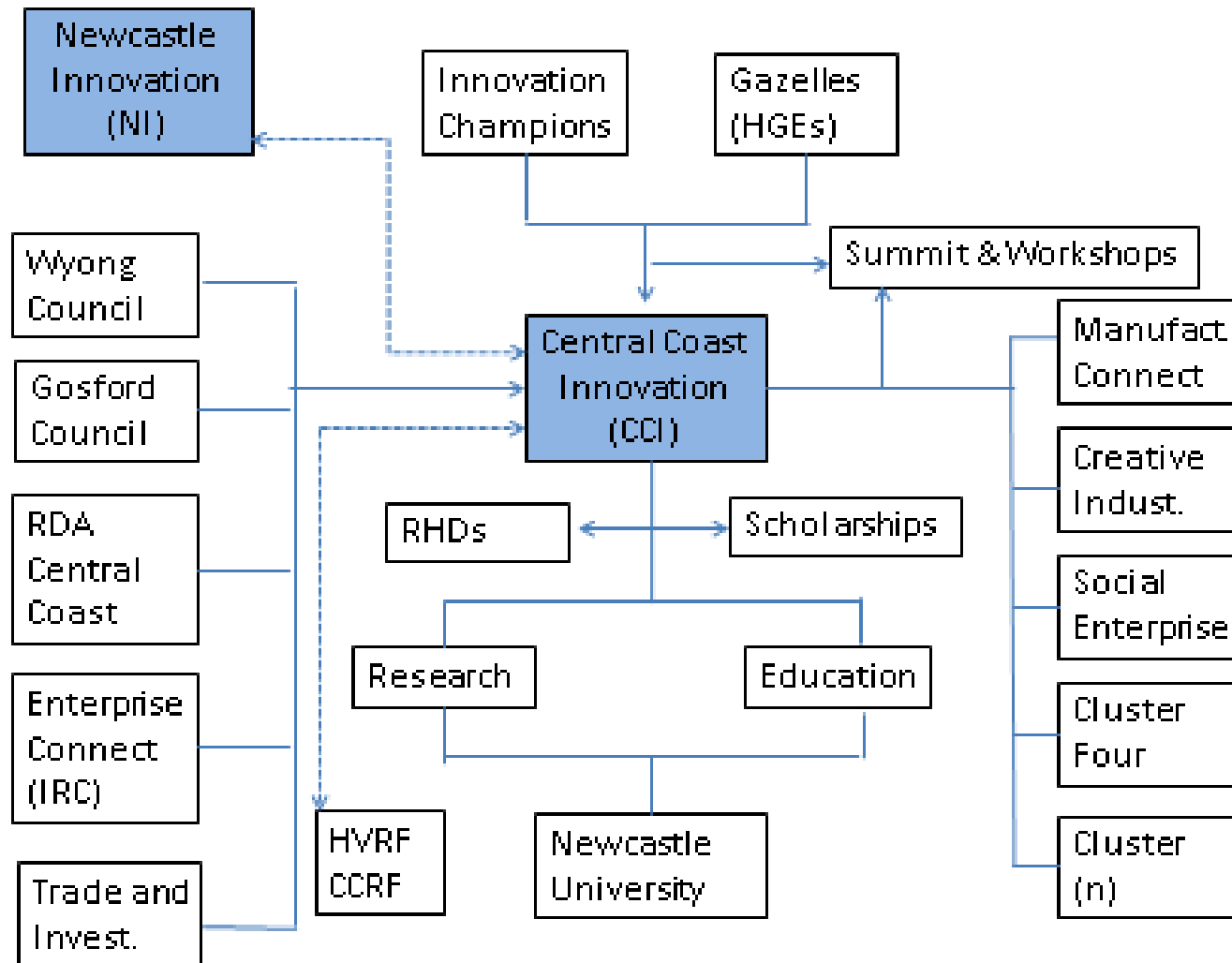
JAMES BRADFELD MOODY
& BIANCA NOGRADY

Conscious of Broken Dreams

- Boulevard of Broken Dreams (Lerner 2009) suggests that transforming regions is an unenviable challenge
- Key differences here:
 - Facilitate rather than interventionist
 - Knowledge rather than simply finance
 - Targeted programs for specific needs (entrepreneurs need management and reverse)
 - Greater role for University (S&T - R&D)
 - Collaboration, connectors and champions
- No “silver bullet”:
 - Central Coast has looked at multiple programs
 - Four key innovation initiatives identified and developed (as identified in the Map)



Major stakeholder support



An Innovation Champions Program

- Background research:
 - Innovation Champions (Howell & Higgins, 1990)
 - ‘Boundary spanning individuals’ or ‘stars’ (Tushman & Scanlan 1981) - bring ideas and spread
 - Shane (1995, p. 49) referred to four champions: network facilitator, transformational leader, organizational maverick and organizational buffer
 - Corporate entrepreneurs (often informal) also start up/development entrepreneurs (definitional issues)
- Program
 - Innovation Summit (Steven Lundin), innovation circles and workshops (3*10 Champions), stimulate company innovation and champion network



Innovation Champions

“Just imagine if you could capture all of the hidden wealth that sits inside your organization in the form of latent imagination-all that passion and energy that was never turned on...”

Skarzynski and Gibson (2008)

A High-growth (Gazelle) Entrepreneur program

- Background research: (Dr David Cunneen)
 - The term “gazelle” was coined by David Birch in the late 1980s (Mice & Elephants)
 - Compound annual sales growth after startup above 40% (Cunneen and Mankelow, 2010).
 - Most potent force in economic development with 4% of firms contributing over 70% of new jobs
- Program:
 - Define and identify potential gazelles
 - Workshops around management skills and lean, not simply innovation (gazelles have innovation in their DNA)



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Up Close Feature



A Cluster (Sector) Development Program

- Background research:
 - Enterprise Connect priority for Innovative Regions Centres (Map clusters)
 - Michael Porter's notion of the importance of clusters and Alfred Marshall's late 1800 idea of agglomeration
- Clusters have major benefits
 - Silicon Valley, Cambridge University in the UK
 - Australia has important clusters
 - Hunter Valley, Barossa/ Mining (Central Queensland, WA)/ Melbourne sporting cluster
- Sectors could be a more accurate description
 - Inclusive of Government and industry bodies

Clusters underway

- Central Coast Manufacturing Connect (Frank Sammut)
 - Already operational
 - Appointed a Program Coordinator
 - Over 70 participants and major manufacturers
- Social Enterprise Connect
 - Building momentum
 - Strategy development
- Creative Industries Connect
 - Commenced
- Others targeted over the next 5 years
 - Tourism, IT, Telecommuting, Health and Aging, Green Building, Retail and Education



An Innovation Monitoring Program

- Background research: (Caroline Veldhuizen)
 - Working with Central Coast Research Foundation
 - OECD study of innovation and other relevant instruments
 - Aware of the impact of improving productivity through application of technology to smarter people
 - PhD around analysing key elements of the ecosystem
- Program
 - Important to show policy makers and key stakeholders what innovation is doing to the region
 - Annual survey on innovation plus a mapping exercise of the connections



Social and Business Ecosystem

- The aim overall of the map and its components is to build a more innovative community
- The region is a complex system built on social and business needs
- Working closely with social enterprises and community
- Not simply “It’s the Economy Stupid”
 - But a community stimulated by economics, social enterprise, the arts and a growing creative class
 - Starting to “steal” back our professionals from Sydney
 - Home based start ups/capture telecommuters
 - Lifestyle but commercial options close to Sydney



Thankyou

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Dr Anton Kriz
Senior Management Consultant
Newcastle Innovation
Chair: Central Coast Innovation Project



Senior Lecturer in
Marketing/Entrepreneurship/Innovation
University of Newcastle
Tel: +61 2 4348 4107
Email: anton.kriz@newcastle.edu.au