



Indicators of Good Practice in Collaborative Ventures **1st CRCA Benchmark Report**

Gordon Stone, Jeff Coutts / Directors, QualDATA Pty Ltd



This presentation

This morning:

1. Project Aim – of this 3-year project
2. The Key Findings – from Year 1 (2010/11)
3. What do these findings mean – to CRCA ... and to individual CRCs

Look at Next Steps – individual CRCs can get personalised reports ... and for this project.

1. Project Aim

Key objectives:

1. Acquire one set of overall **definitive CRC data** – technologies, management, people, funding, etc
2. Create the **first Benchmark** – in 2011/12
3. Support CRCA – to **demonstrate Impact** / address key emerging issues
4. So individual CRCs – can **access / set benchmarks** of importance to them
5. Over 3-years – consider **change over time** using key benchmarks as a guide.

Methodology

Five steps:

- 1. Working Group** – to define relevant data
- 2. Reviewed MDQ data** – from each CRC
- 3. Reviewed Annual Reports** – each CRC
- 4. Web Survey** – to gain supplementary data specific to the project; salaries, collaboration and general feedback
- 5. Report at Conference** – providing a snapshot.

Methodology – cont'd

Key issues:

- Relevant / useful data
- Confidentiality
- Web survey + *personal contact*
- Analysis – by sector, by life stage, no. of rounds
- Uncertainty – due to concurrent Impact Project commissioned by DIISRTE.

2. Key Findings

Categorised by:

1. CRC structures and partners
2. CRC funding and spending
3. Salary levels
4. Collaboration and engagement
5. Outputs
6. Evaluation
7. Impacts
8. Issues and opportunities
9. Observations.

Not all CRCs provided data on all issues – and – may have been variations in how data was acquired / reported.

2.1 CRC structures and partners

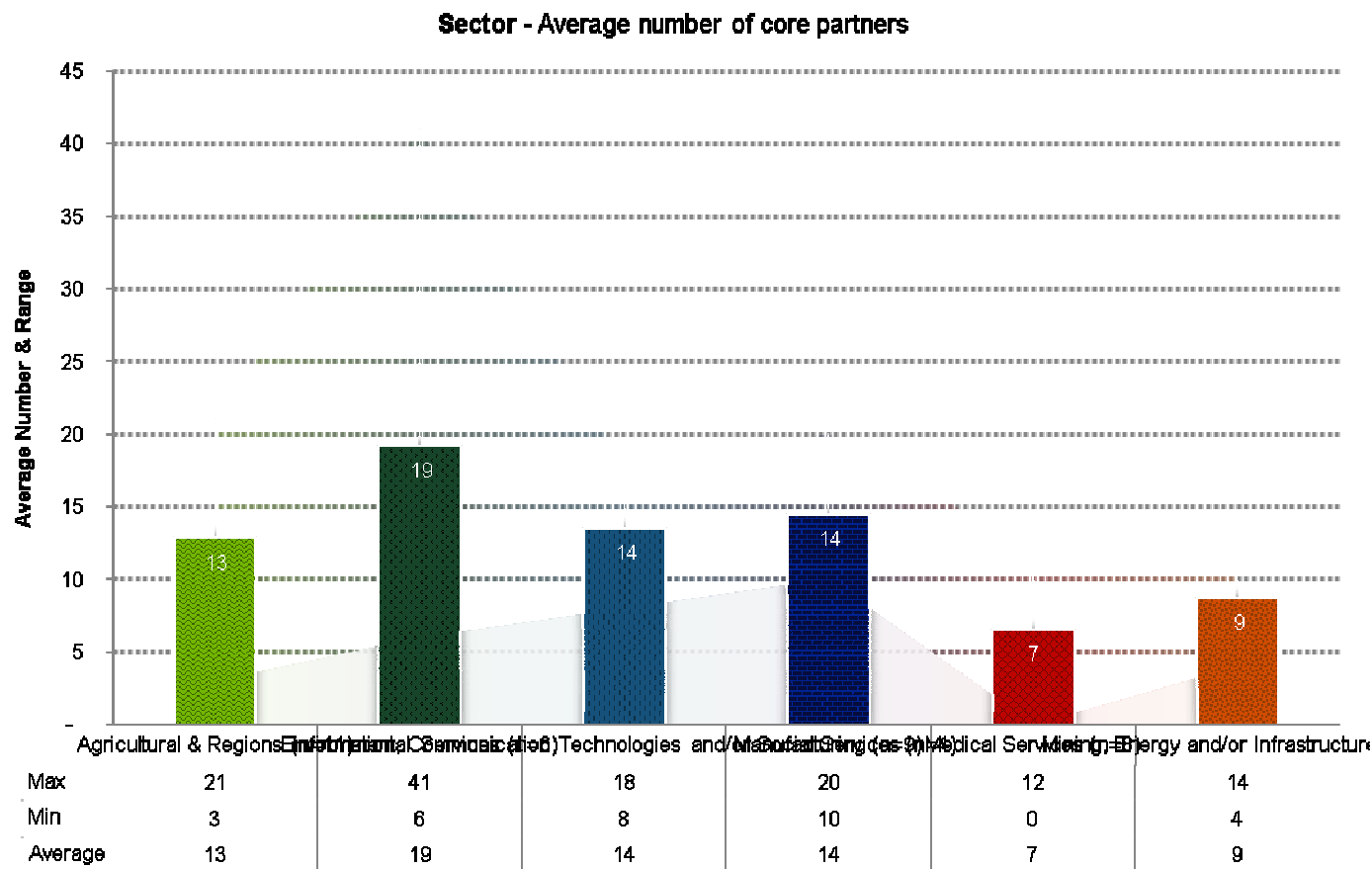
Snapshot *(not all this info follows):*

- Core partners – follows
- Affiliates – follows
- Board Directors – averaged 7-9
- Board meetings – 4-10pa, varied roles 2-10pa
- Management software – varied; Centric??.

(Please note the colour coding used for sectors.)

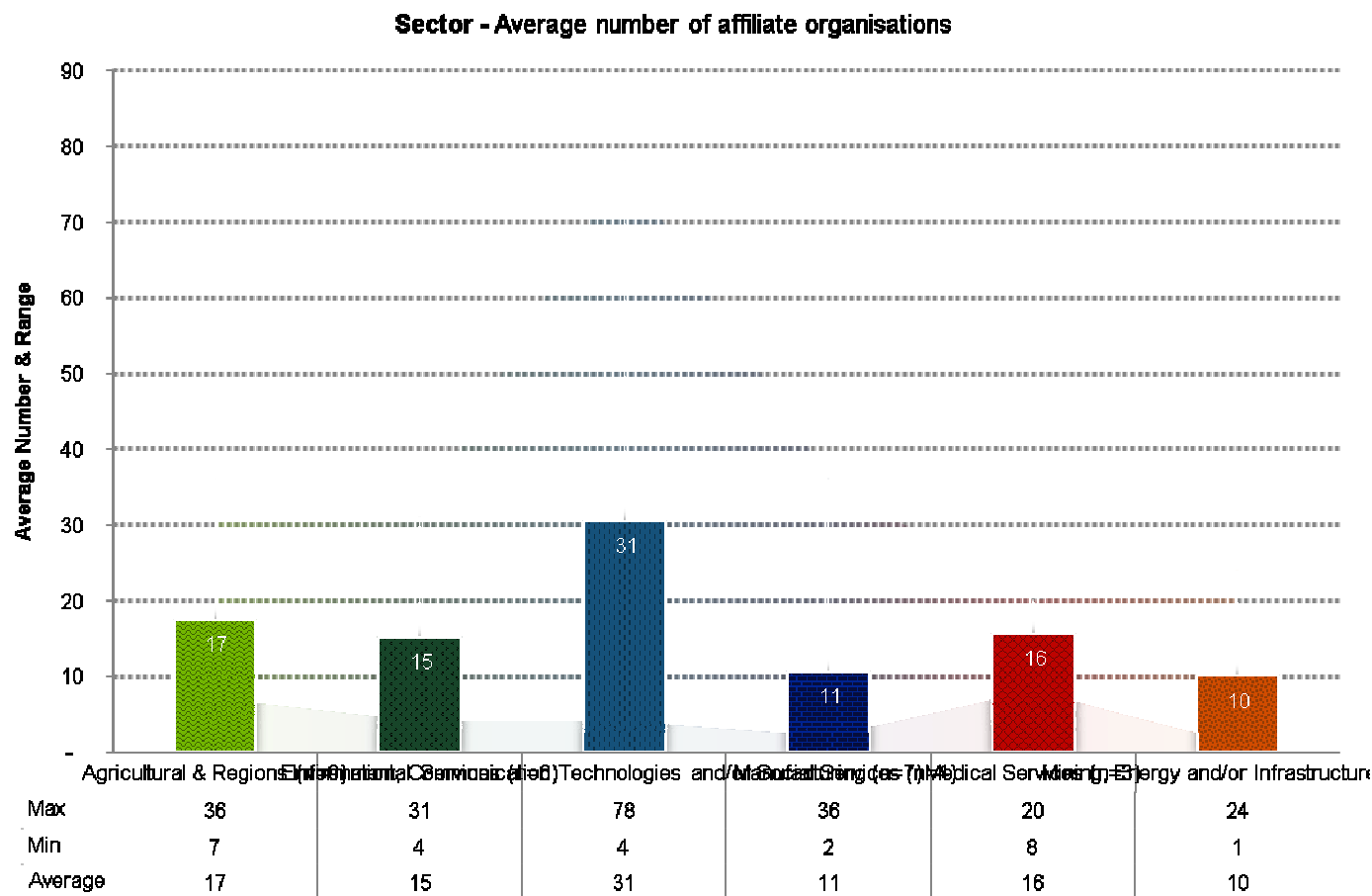
2.1 CRC structures and partners

Figure 7 (AR-se): Average number of Core Partners by sector



2.1 CRC structures and partners

Figure 8 (AR-se): Average number of Affiliate Organisations by sector



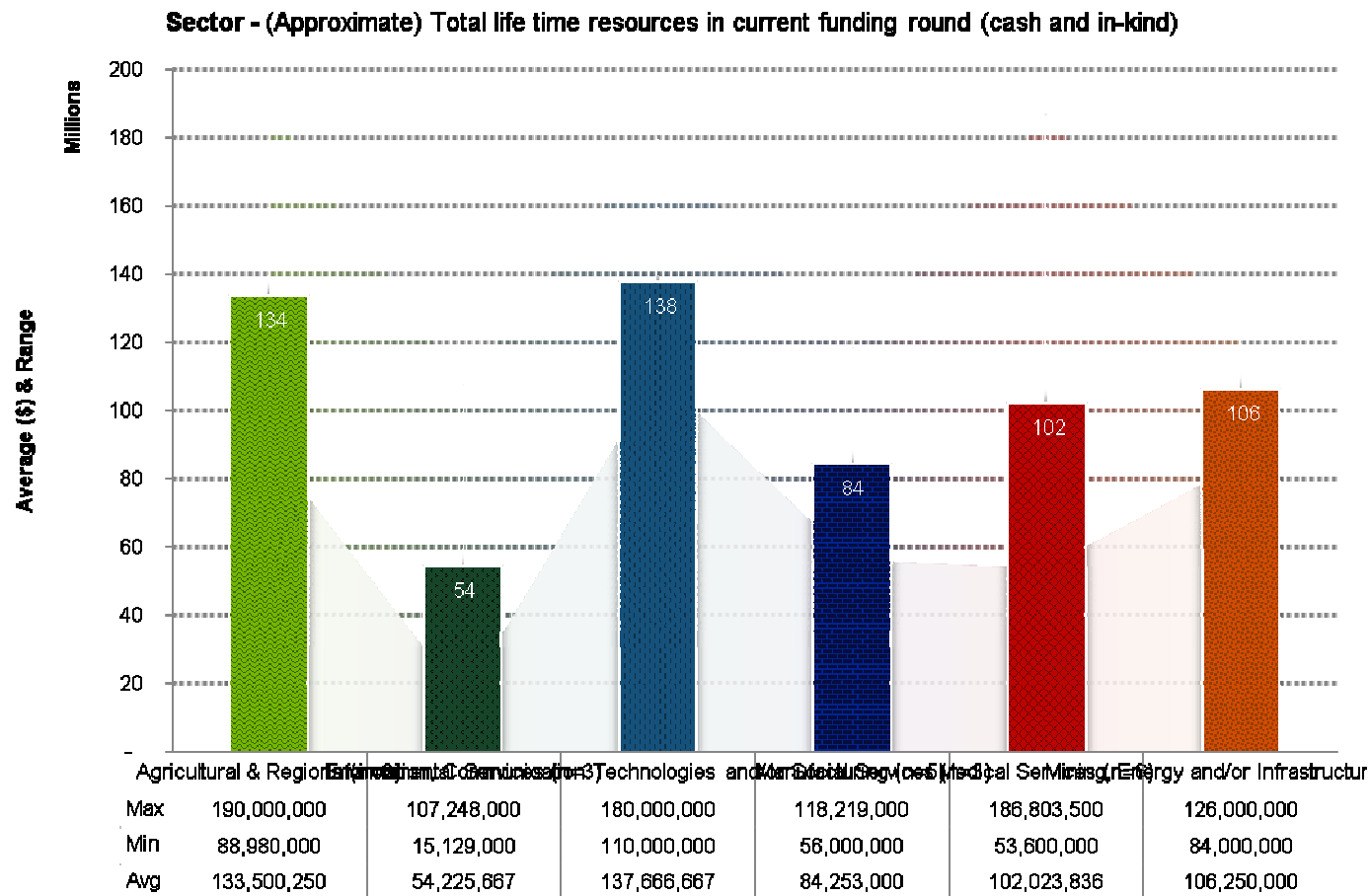
2.2 CRC funding and spending

Snapshot:

- Central expenditure
- Graphs cover – % spend; cash income/expense; lifetime resources (\$ / in-kind); costs / income; consultancies, contracts and projects etc,
- Specialist functions / costs.

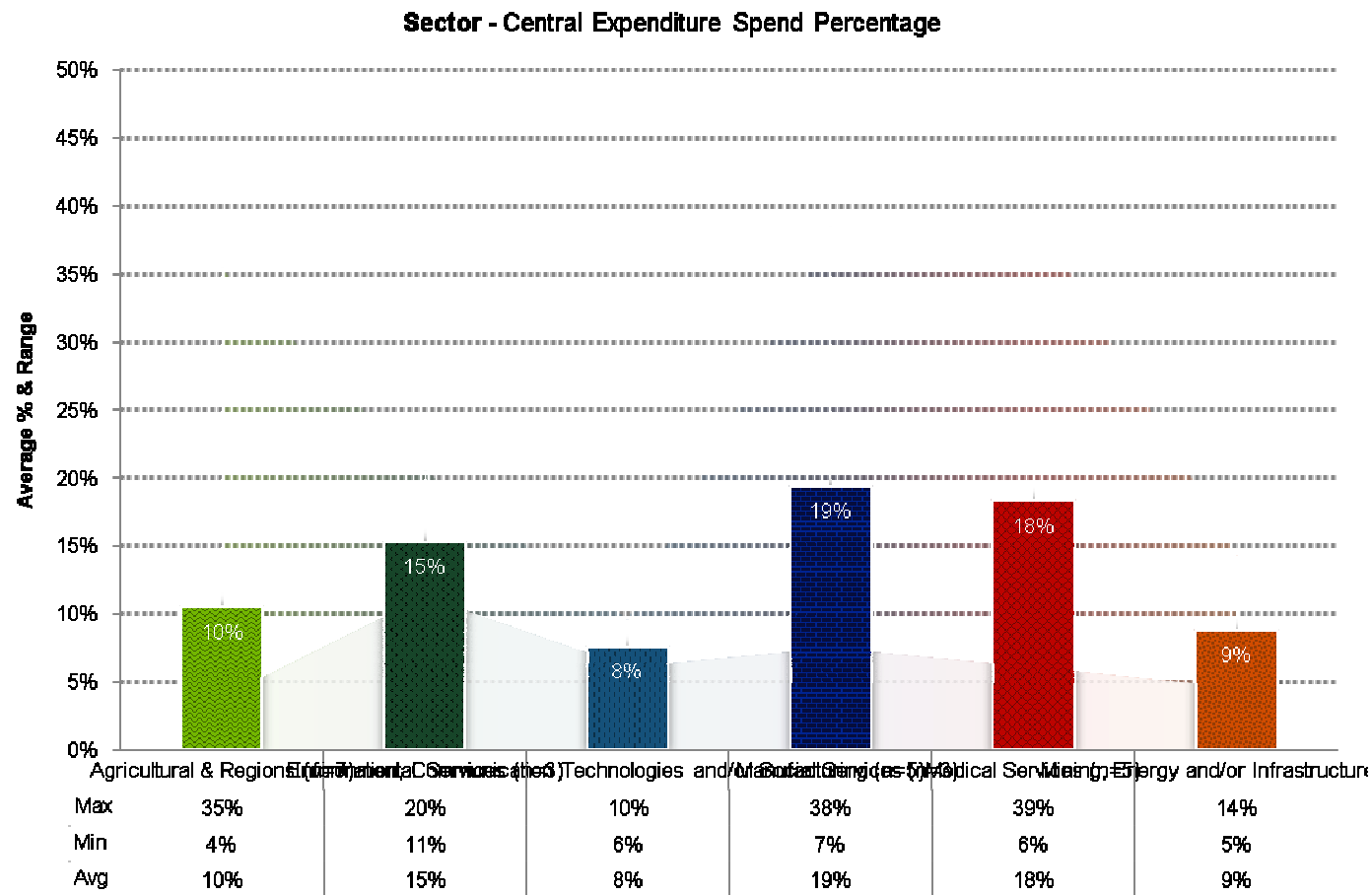
2.2 CRC funding and spending

Figure 17 (WS-se): (Approx) Total lifetime resources in current funding round (cash and in-kind) by sector



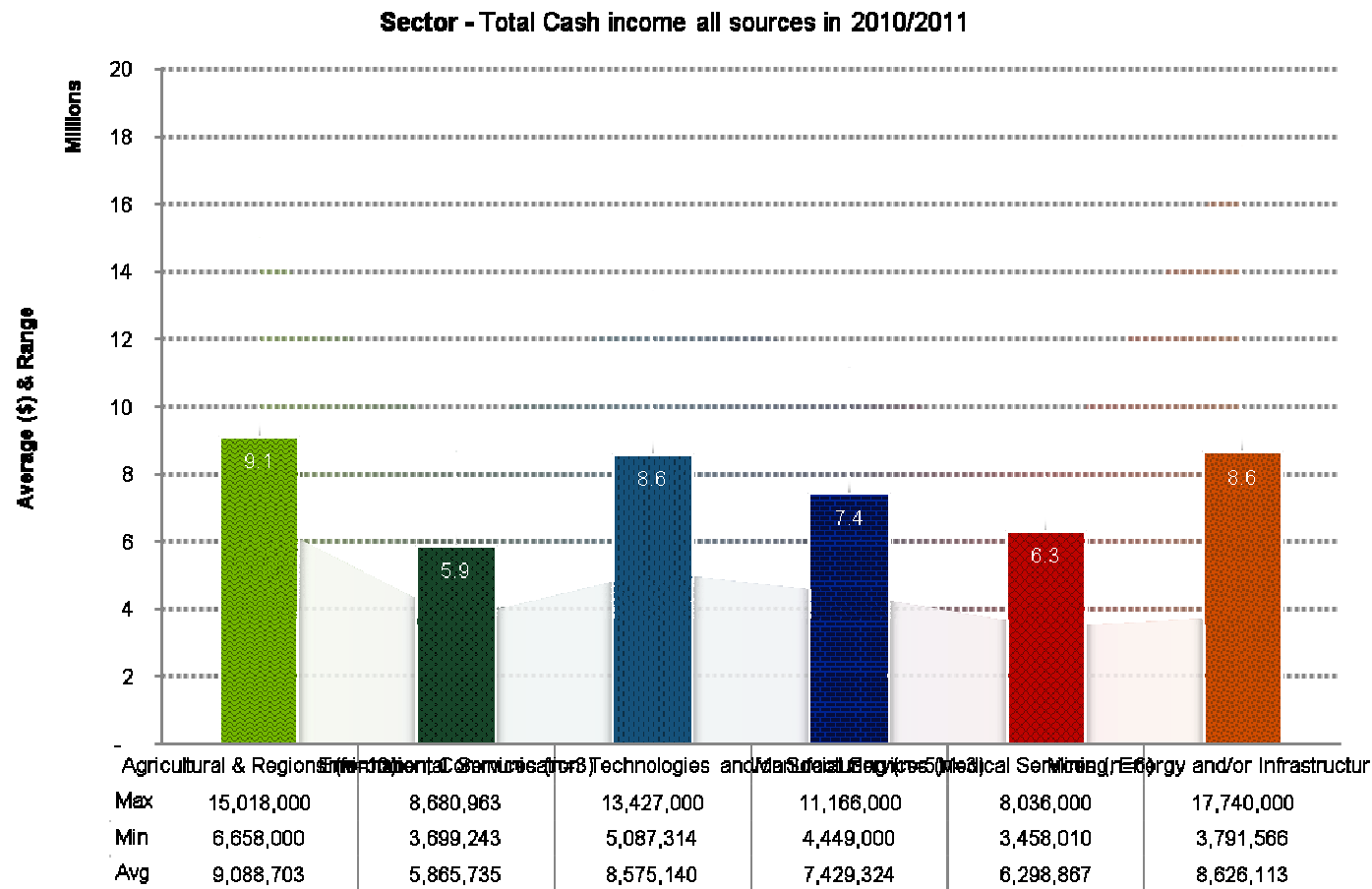
2.2 CRC funding and spending

Figure 15 (WS-se): Central Expenditure Spend – Percentage – by sector



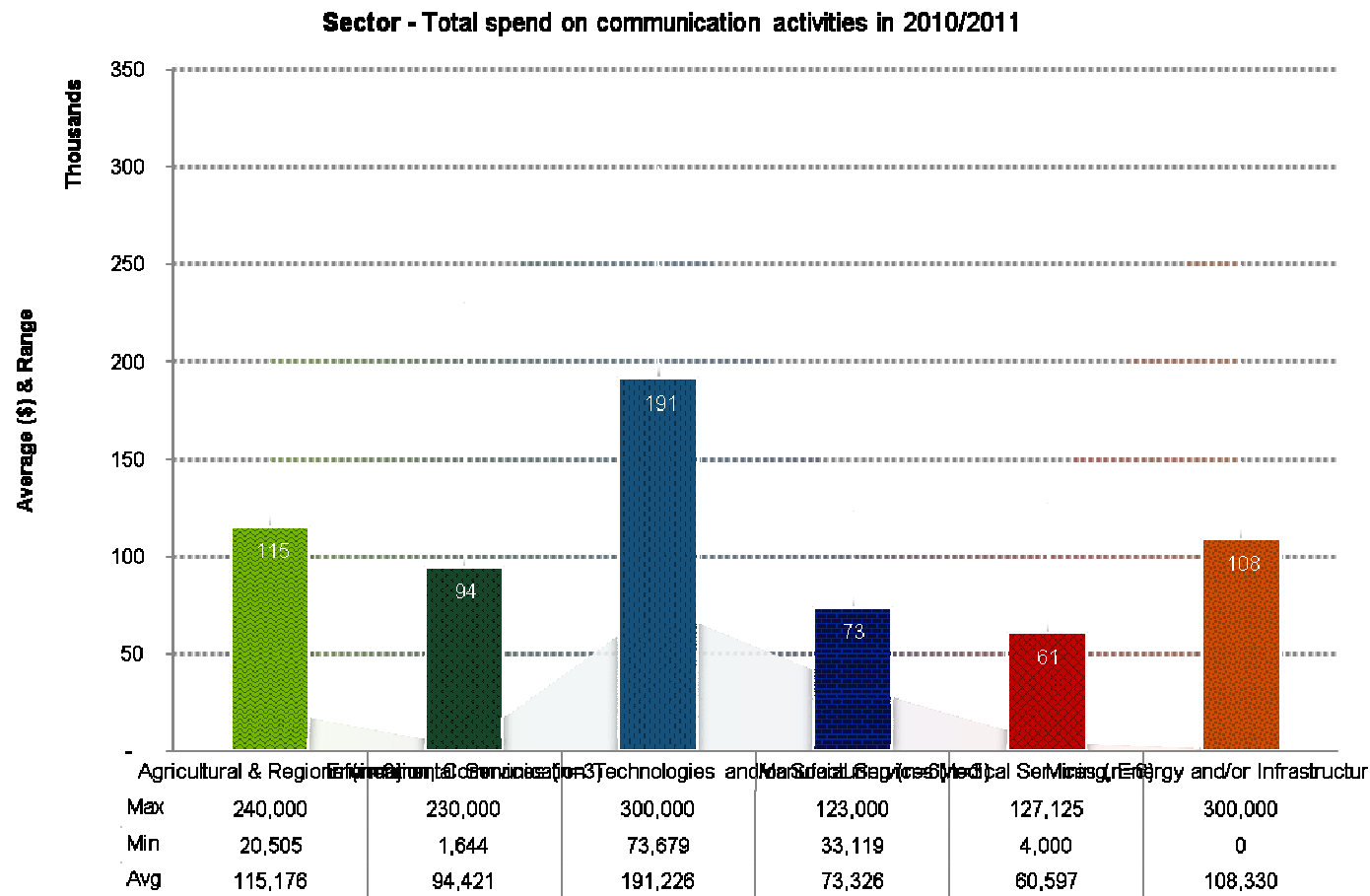
2.2 CRC funding and spending

Figure 19 (WS-se): Total Cash income all sources in 2010/2011 by sector



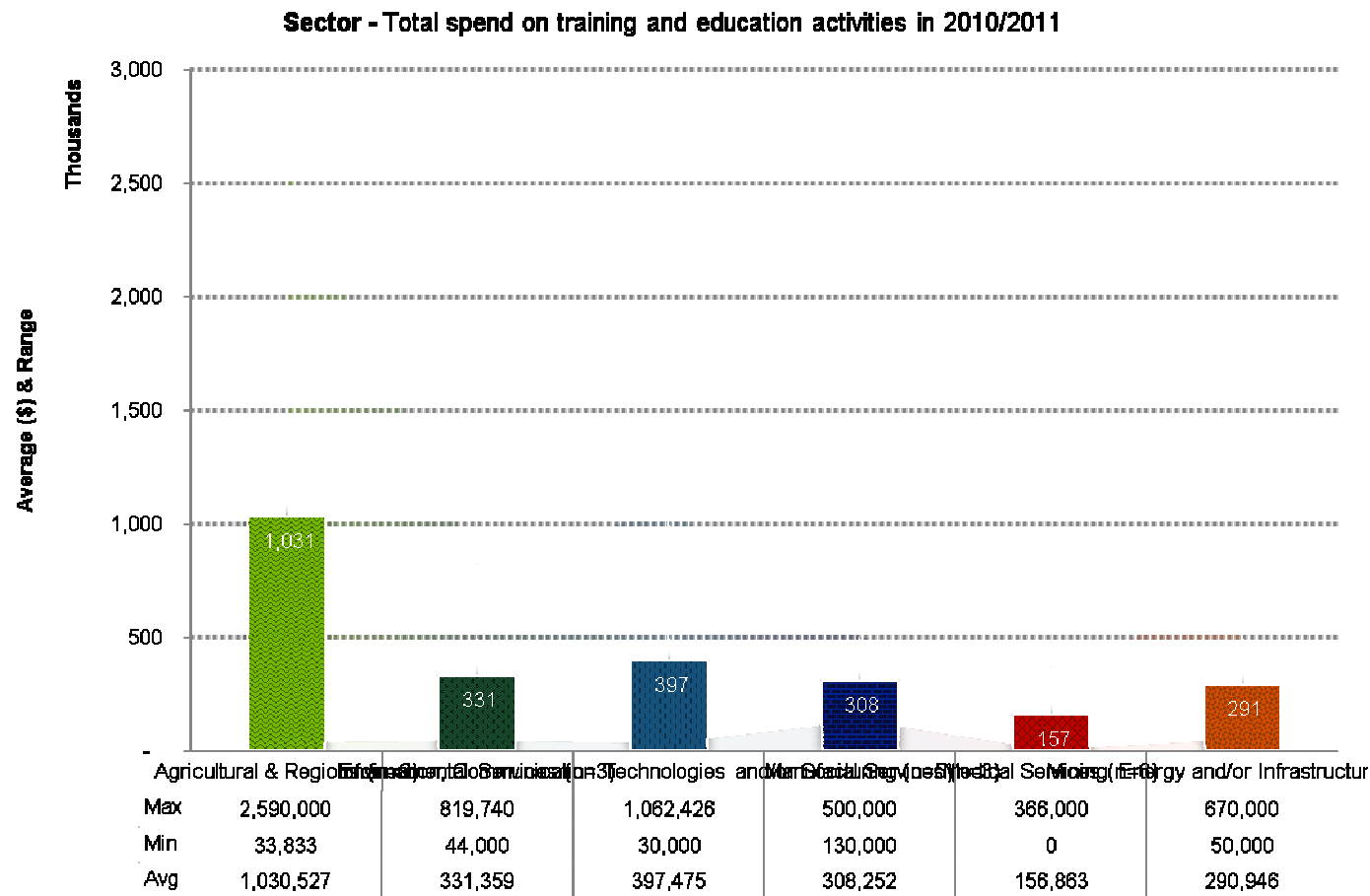
2.2 CRC funding and spending

Figure 24 (WS-se): Total spend on communication activities in 2010/2011 by sector



2.2 CRC funding and spending

Figure 26 (WS-se): Total spend on training and education activities in 2010/2011



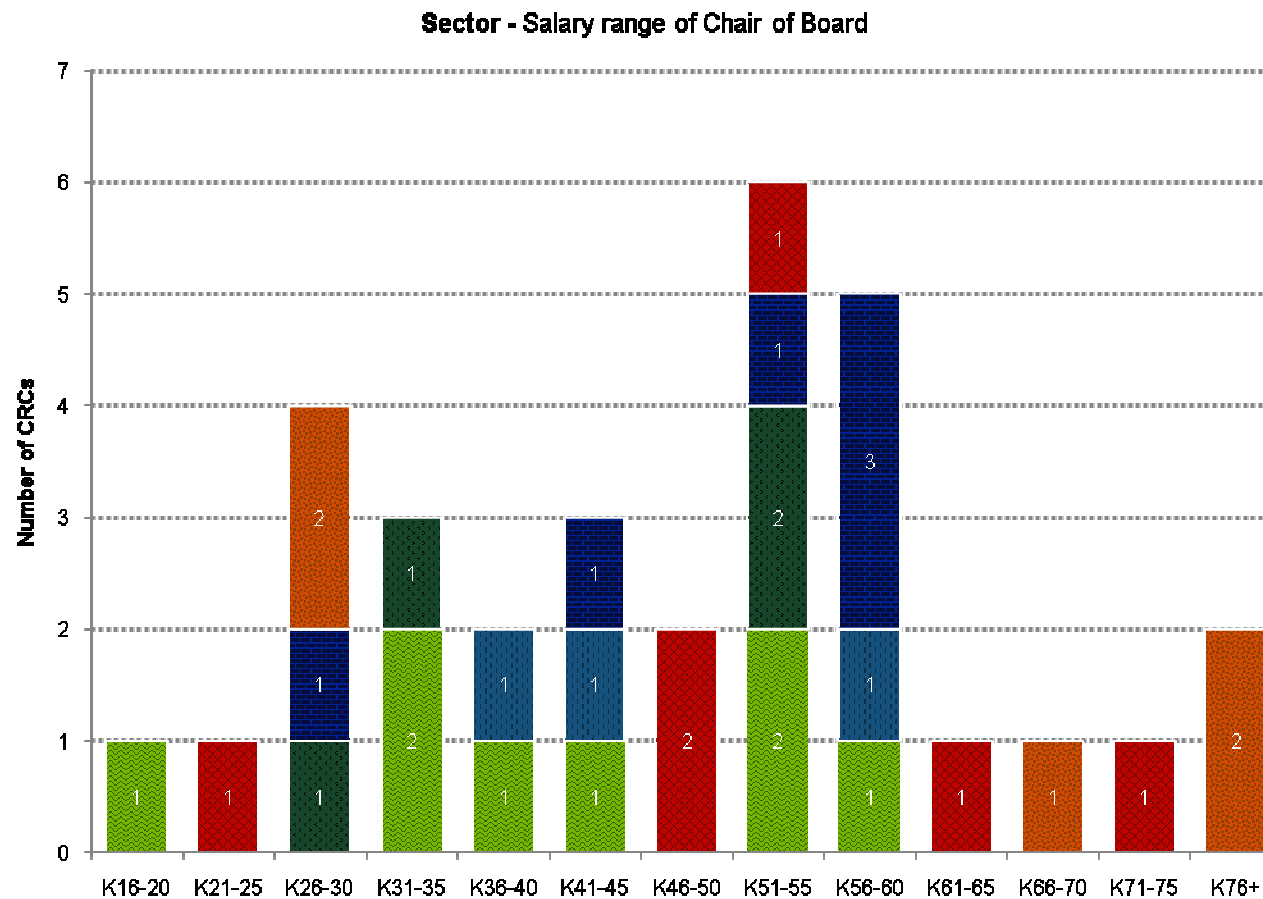
2.3 Salary levels

Snapshot – ranges of:

- Board Chair
- Independent / Non-Independent Board Members
- Staff Members – CEO, Business Mgr, Communications Mgr, Research Mgr, Commercial Mgr (15), Education & Training Mgr (14) – and Chief Scientific Officer (6)
- Explanations – of unusual salary figures
- Discretionary / at-risk bonus – % with the bonus; average % of salary of the bonus.

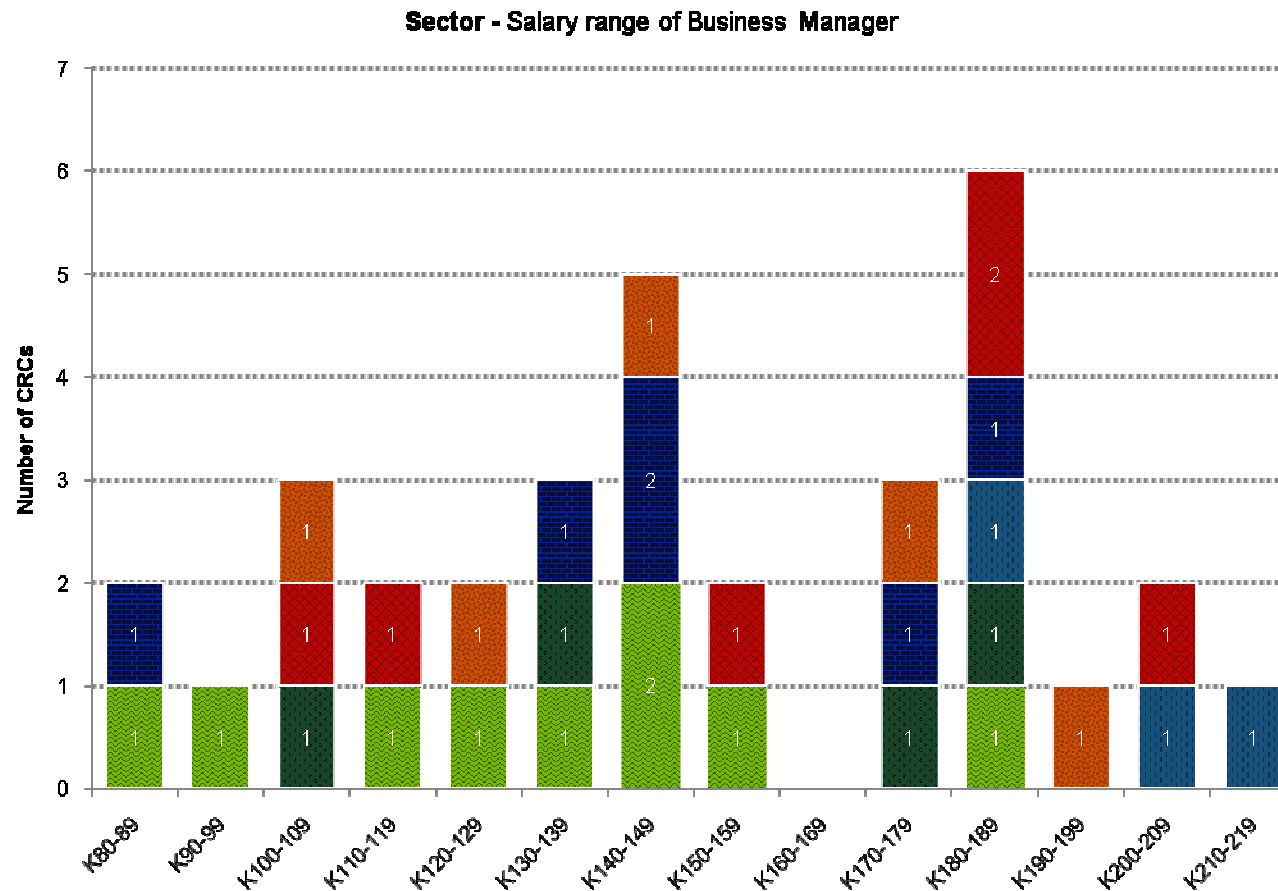
2.3 Salary levels – personnel example #1

Figure 31 (WS-se): Salary range of Chair of Board by sector



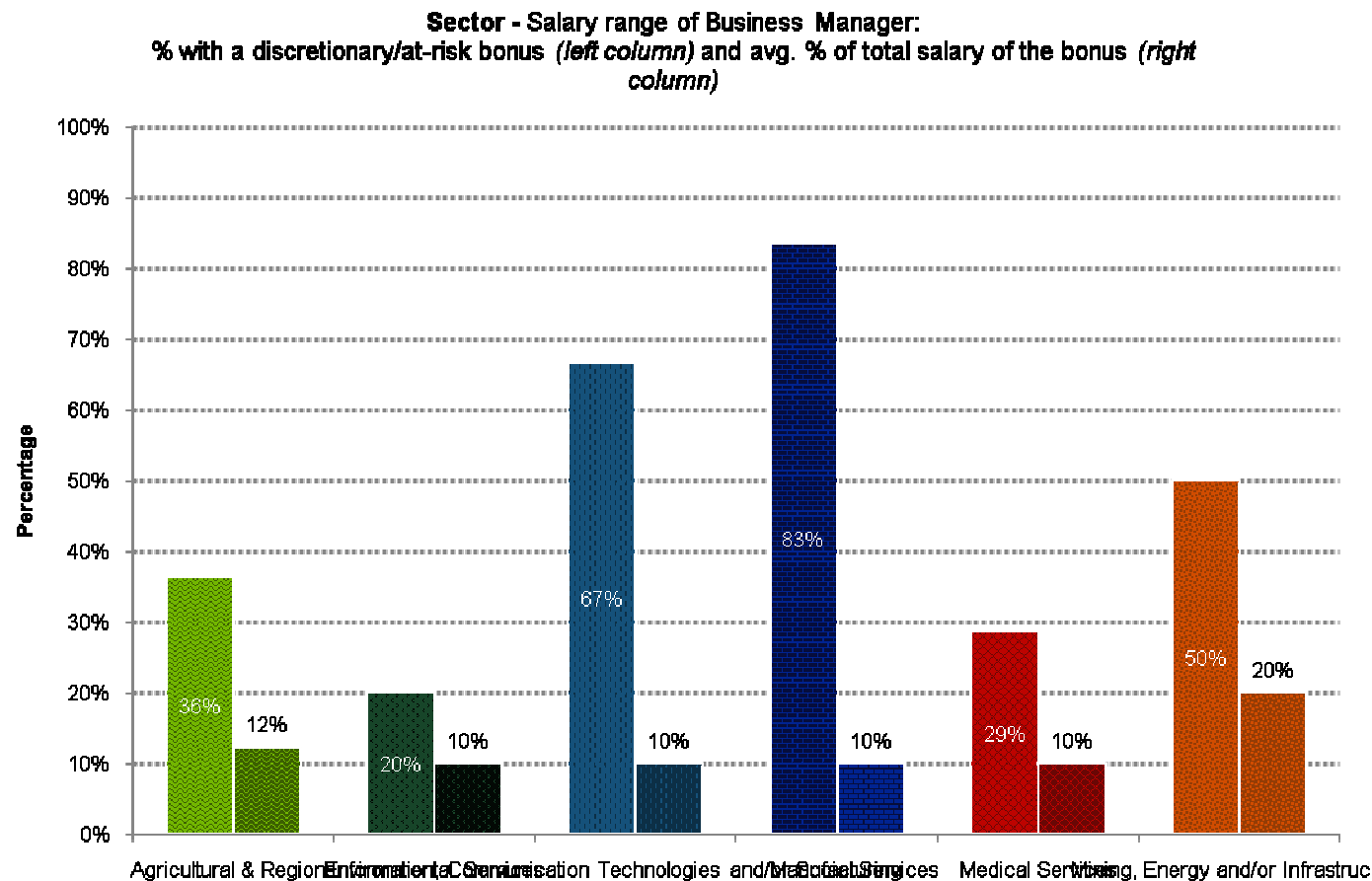
2.3 Salary levels – personnel example #2

Figure 36 (WS-se): Salary range of Business Manager by sector



2.3 Salary levels – bonus example for #2

Figure 37 (WS-se): % of Business Managers with a discretionary/at risk bonus and the average % of total salary for which the bonus accounts by sector



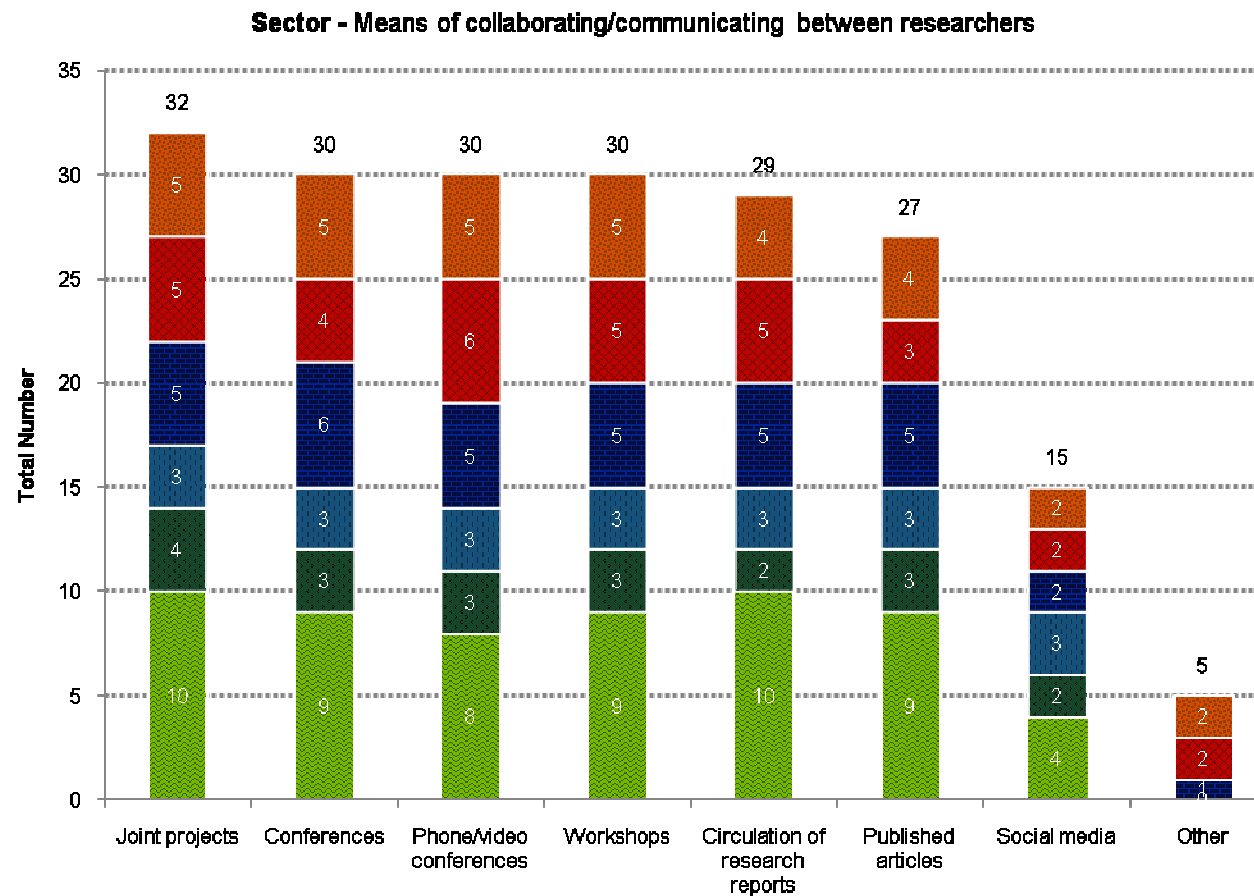
2.4 Collaboration and engagement

Snapshot :

- Platforms – projects, events, reports / articles
- Collaborating organisation nos. – 15 > 71
- Across CRC proj participant numbers – 11 > 32
- Stakeholder engagement – mostly ... events, newsletters, advisory groups – and 20 use social media.

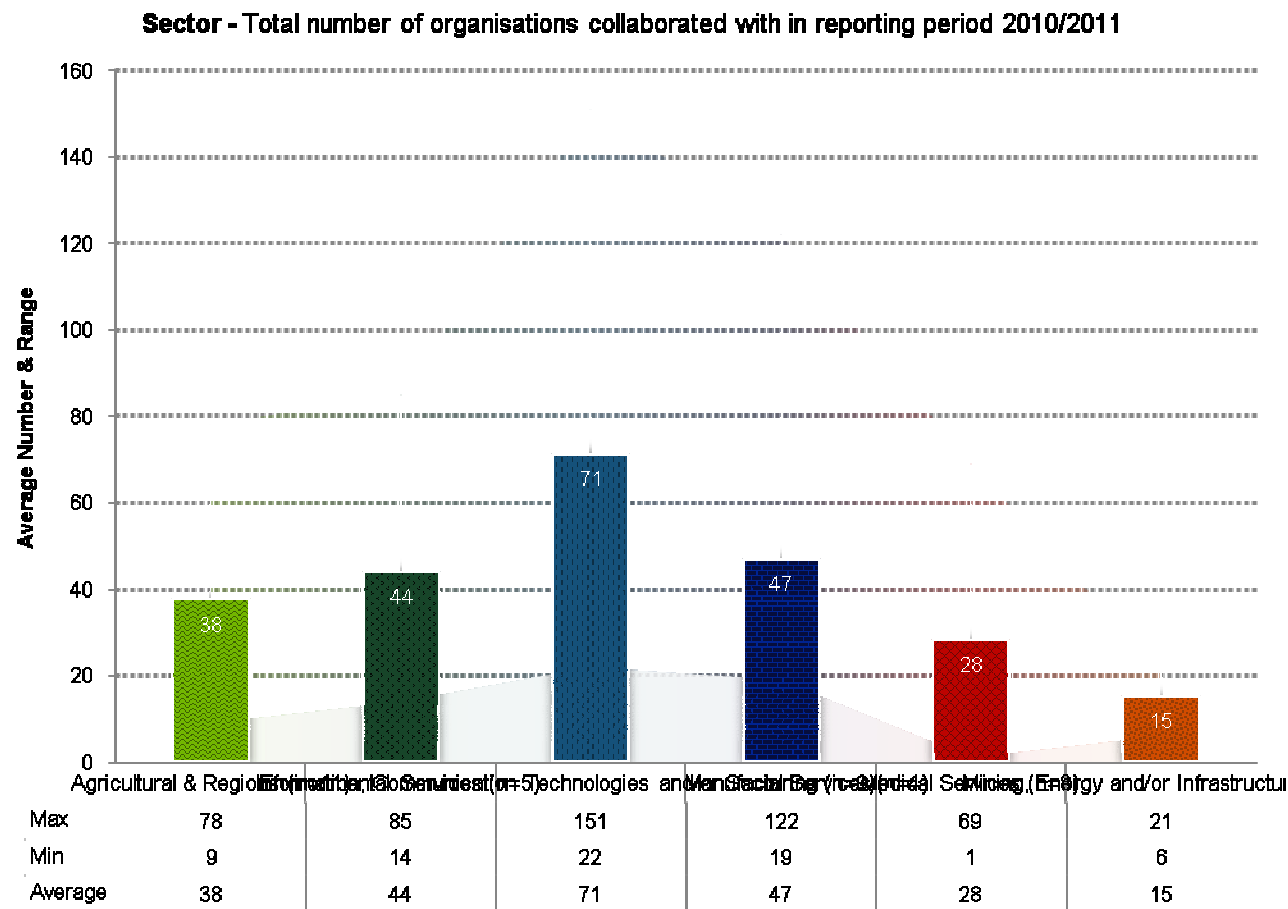
2.4 Collaboration and engagement

Figure 47 (WS-se): Means of collaborating/communicating between researchers by sector



2.4 Collaboration and engagement

Fig 48 (MDQ-se): Total no. of organisations collaborated with in reporting period by sector



2.4 Collaboration and engagement

Examples from Report Tables:

- Genetics – wider industry collaboration
- Industry links incl. with peak bodies / partners
- Between institutions – working in common offices / co-supervise students / projects
- Multi-disciplinary teams
- Communications activities
- Bring SMEs in – not there before
- Greater R&D relevance to industry ...

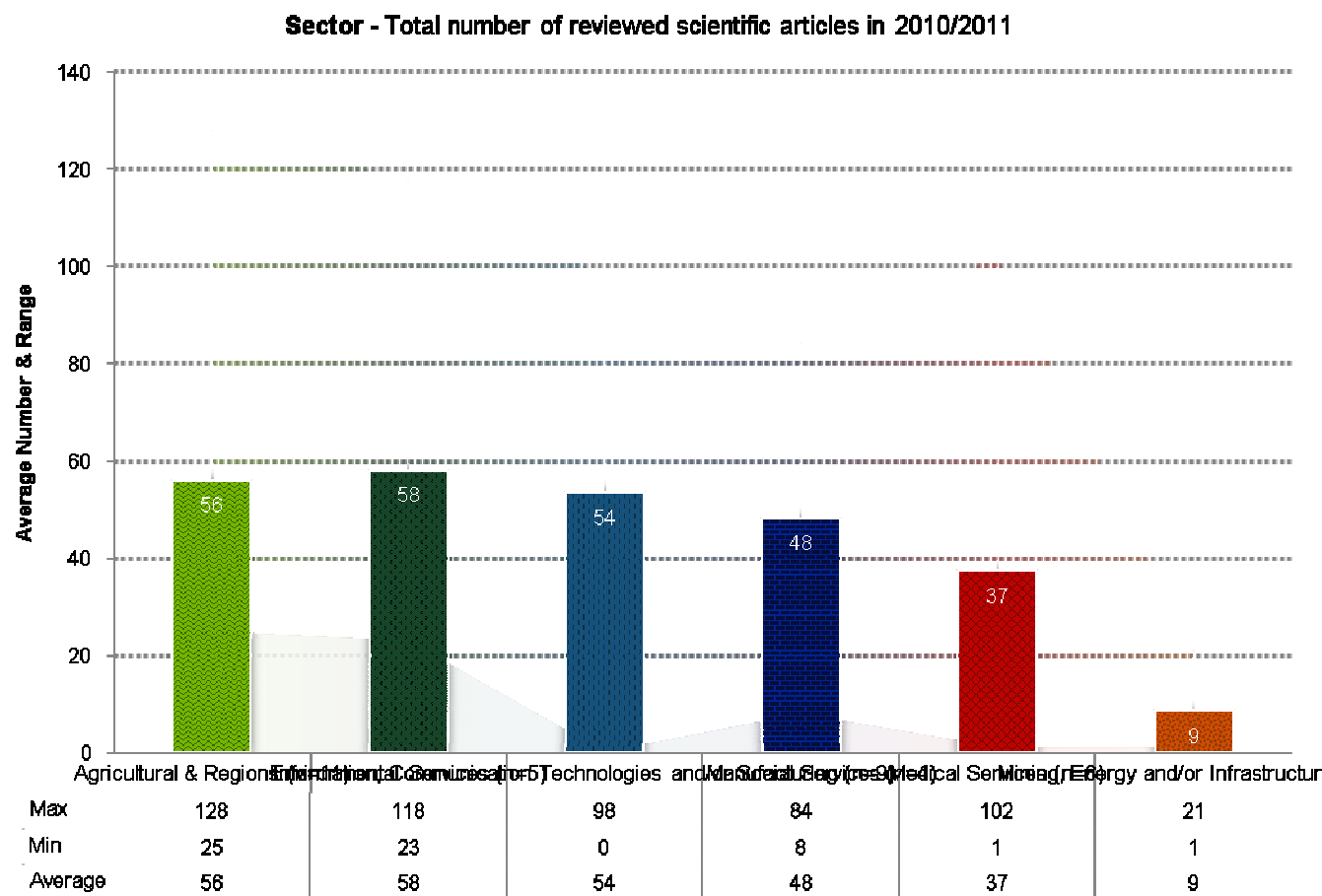
2.5 Outputs

Snapshot:

- Scientific articles – 48 > 58 (low of 9) in 2010/11; increased in later rounds / stages
- Patents / breeder rights – 5-6 max; more in those with 3x rounds ... and for those pending
- Registered trademarks – few; on Environment sector
- Education – very interesting trends; planning to find out more about students in 2012/13 ...

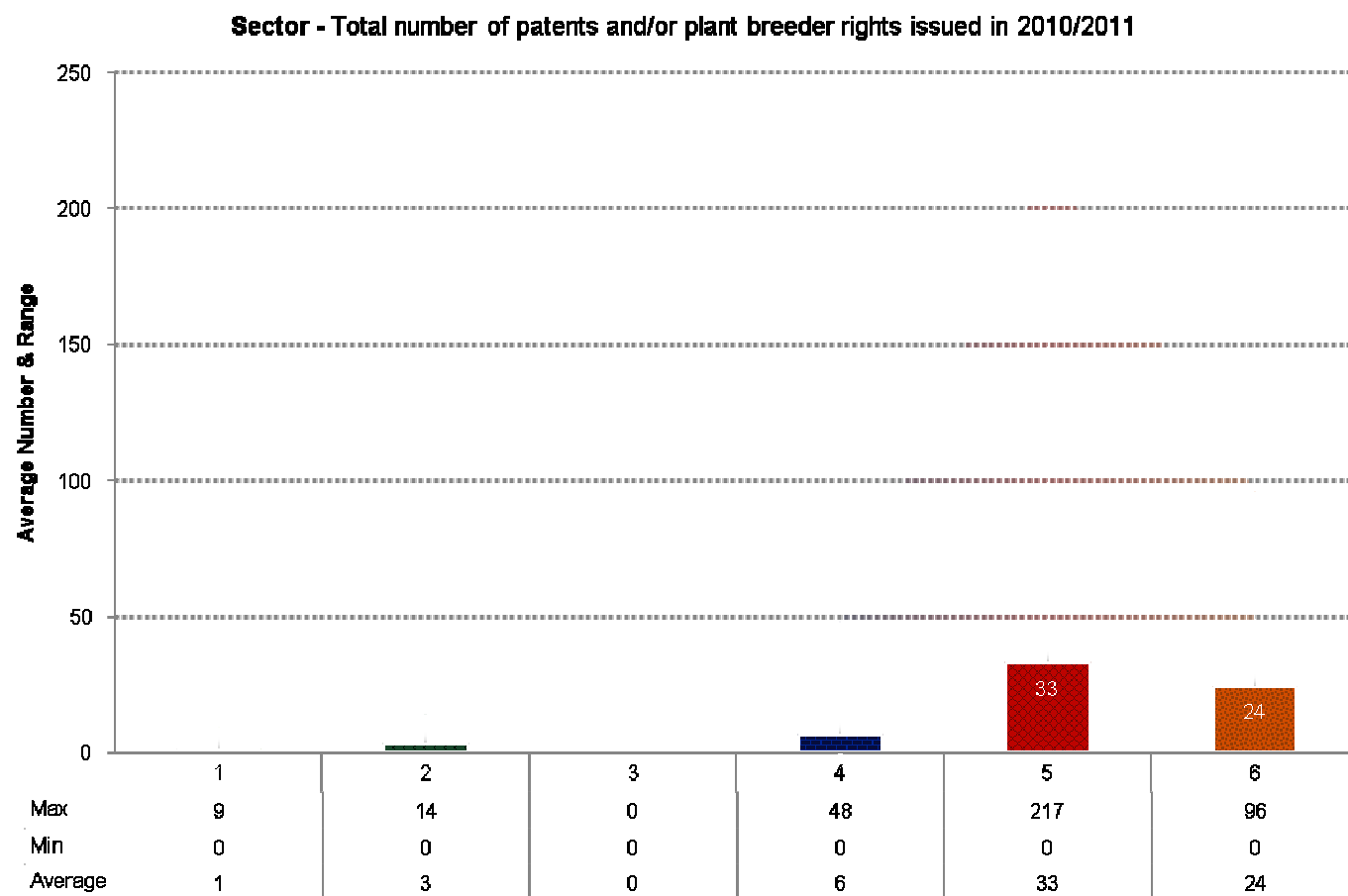
2.5 Outputs

Figure 51 (MDQ-se): Total no. of reviewed scientific articles in 2010/2011 by sector



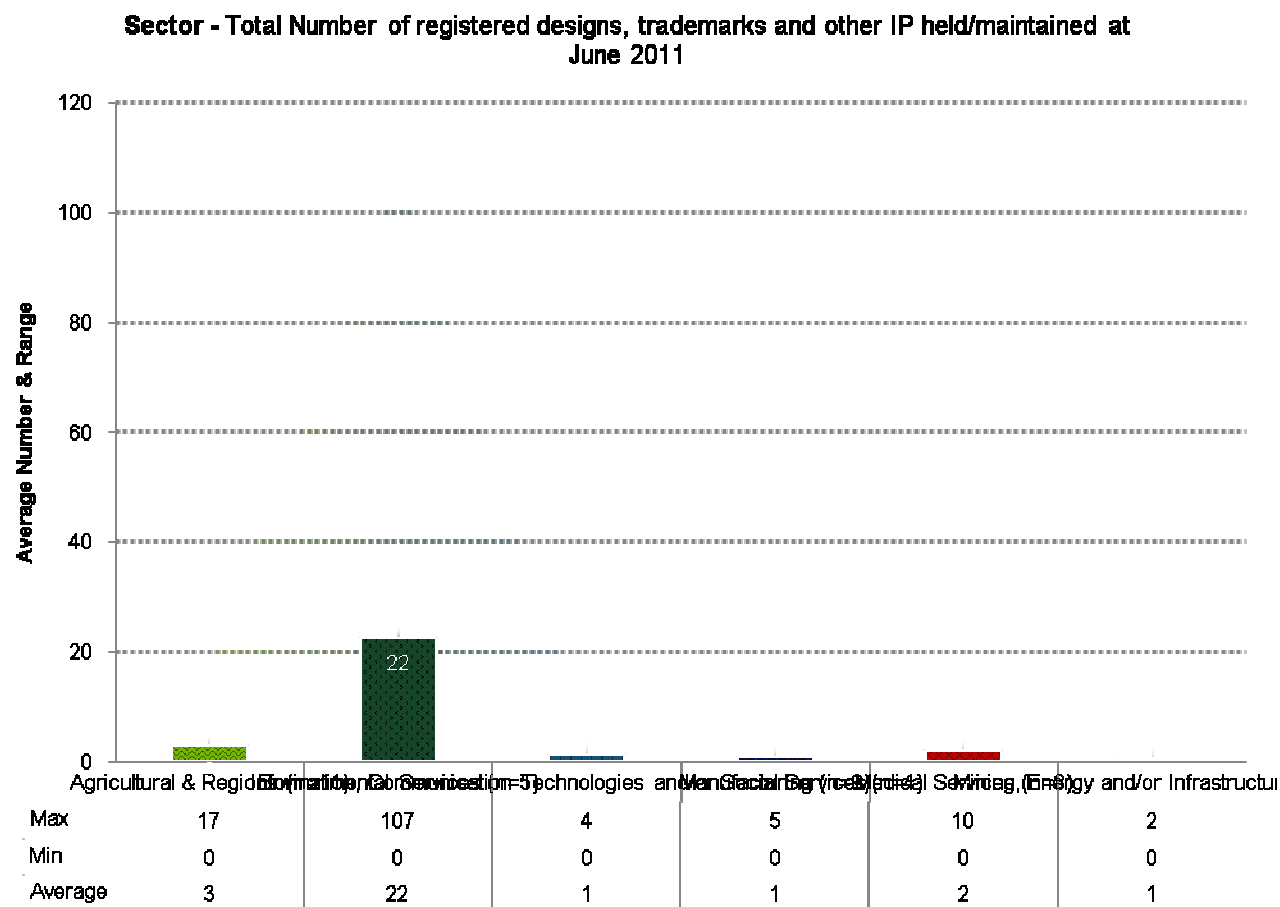
2.5 Outputs

Figure 56 (MDQ-se): Total no. of patents and/or plant breeder rights issued by sector



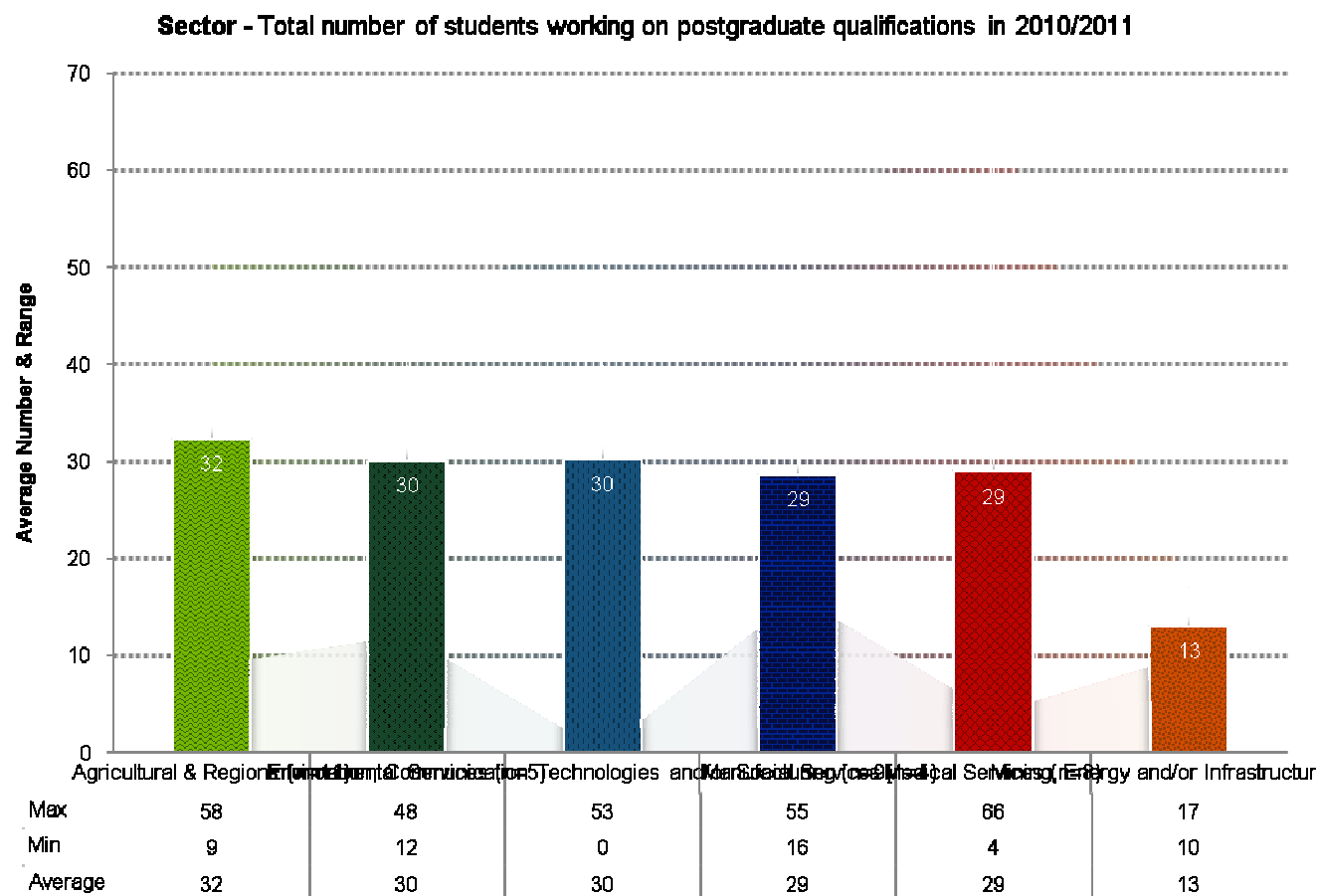
2.5 Outputs

Fig. 61 (MDQ-se): Total No. of registered designs, trademarks and other IP held/maintained at June 2011



2.5 Outputs

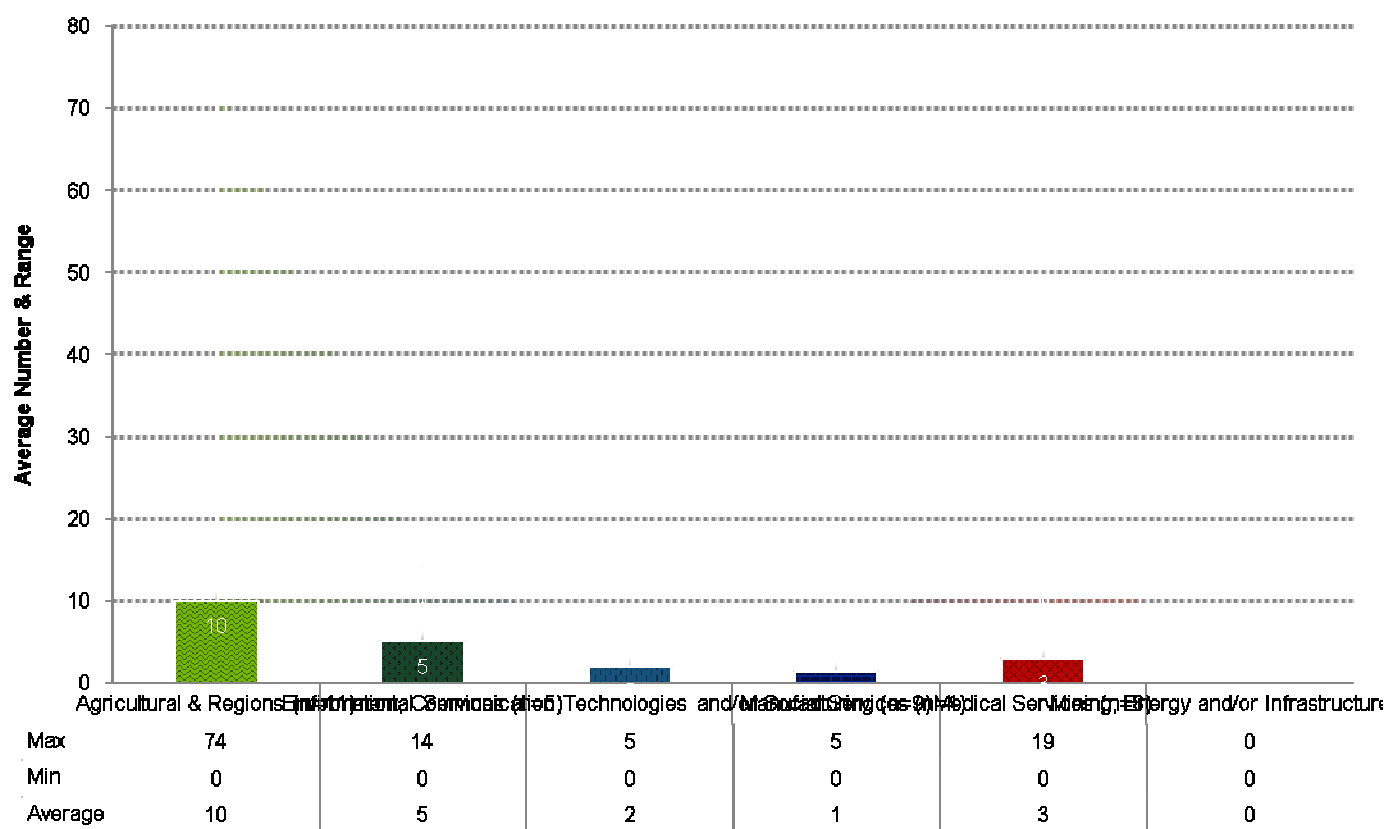
Figure 62 (MDQ-se): Total no. of students working on postgraduate qualifications in 2010/2011



2.5 Outputs

Figure 63 (MDQ-se): Total no. of post-grad students taking up employment with end-users

Sector - Total number of post-graduate students taking up employment with end-users in 2010/2011



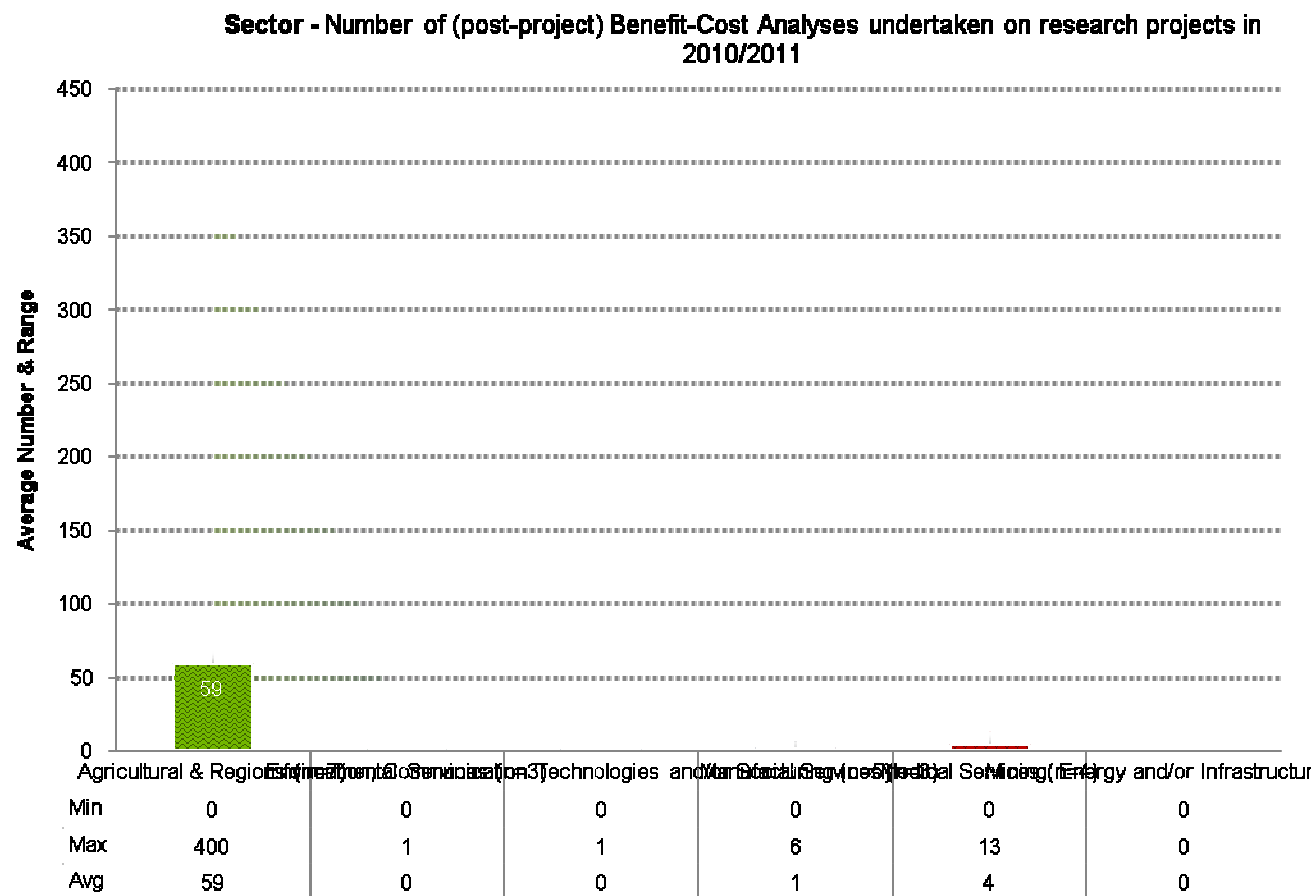
2.6 Evaluation

Snapshot:

- All CRCs identified some form of M&E
- Mostly incl in project mgt by leader / manager
- Mostly via Milestone reports or Quarterly reviews for projects
- Approx 50% then reviewed by Management Committees, Boards or Program Advisory Committees
- External, independent reviews – approx 20%.

2.6 Evaluation

Figure 65 (WS-se): No. of (post-project) Benefit-Cost Analyses undertaken on research proj's



2.7 Impacts

Snapshot:

- Most identified new technologies, techniques or strategies developed
- Also new research methods, techniques or collaborations – 4x CRCs
- Economic benefits – listed by 4x CRCs
- Improved productivity – 2x CRCs
- Details listed in report
- Few ‘path to impact / adoption’.

2.7 Impacts

The data (stage of life / rounds):

- Ag and Regions – 10 of 11 – new discoveries, technologies and techniques
- Env Services – 4 of 6 – new development and technologies
- Info, Communication, etc – 3 of 4 – new products and developments
- Manufacturing – 4 of 9 – new products and technologies
- Medical Services – 5 of 8 – new products, development and technologies; 3x new patents and licences
- Mining, energy – 1x major success; 2x marketing and communications.

2.8 Issues and Opportunities

Snapshot – increase effectiveness of the model:

- Greater Funding / investment
- Easier Legal and reporting requirements – particularly to support increased collaboration
- Partner differentiation – ease of getting SMEs in
- Supporting End User engagement
- Valuing / linking collaborative research
- Commonwealth restrictions.

3. Observations and implications

Quick observations and implications:

- Model is valuable to support collaboration
- Subsequent rounds support longer term commercialisation and publication of key findings
- Some benchmarks have been created
- Take care with methods of calculation and reporting – consistency of process
- Take care in comparisons – sector may not be best way of making comparisons
- Postgraduate students vs. employment
- Evaluation, post project adoption and ex-post BCA / ROI.

In summary

- Year 1 has created a Benchmark – more to come over the next 2x years
- This has been a snapshot
- The full report is available via the CRCA
- A Customised CRC specific Benchmark will be available via the CRCA – or catch up with me
- Working Group – Tony Peacock, Ian Hardwick, Bob Cowan, Peter Zurzolo, Scott Glyde and myself – are meeting shortly to discuss 2012/13
- Please feel free to have input via CRCA.

How does your CRC relate to this?

- To see where your CRC fits individually
- A Customised CRC specific Benchmark will be available via the CRCA – or catch up with me
- Here is the FFICRC example

My contacts

- **Gordon Stone**
- QualDATA: www.qualdata.net.au
- Phone: 0408 063 229
- Email: gordon@qualdata.net.au

Many thanks for your interest – as you can see, there is a bigger story to be told in the report!