



**“Building Collaboration - Is there life after
commonwealth funding? A discussion of post – CRC
strategy, architecture and funding”**

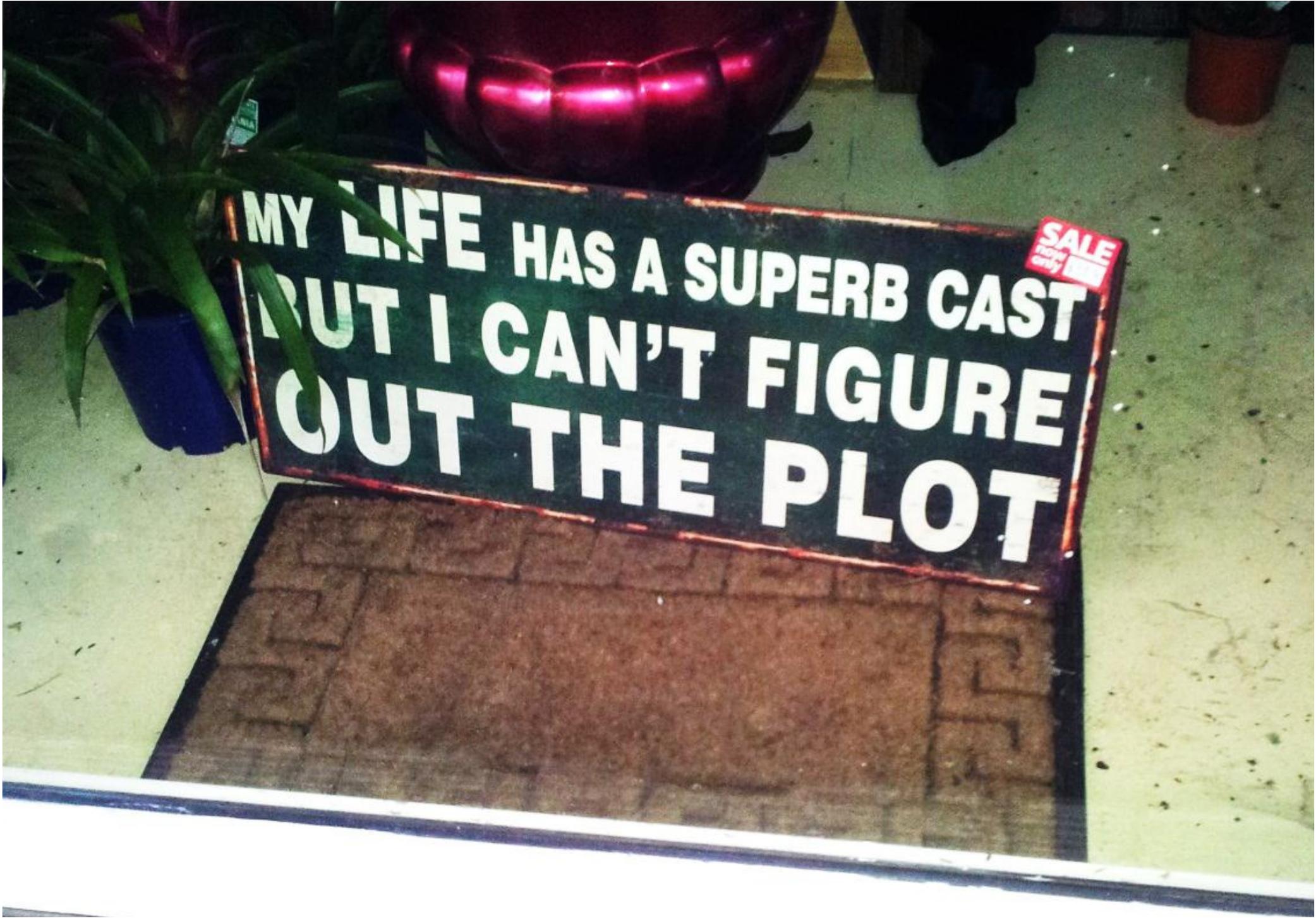
Lindley Edwards

“Begin with the end in mind” Stephen Covey



MY LIFE HAS A SUPERB CAST
BUT I CAN'T FIGURE
OUT THE PLOT

SALE
now only ~~19.99~~



Where We Find Ourselves

The Negatives

- Increasing pressure on public funding budgets across the board
- Time limits on public funding support via the CRC Program mean that CRC's now have limited time horizons for funding
- Increased competitiveness for CRC funding in selection rounds

The Positives

- CRC Program has delivered consistent and measureable positive results since its inception
- CRC Program has global recognition
- CRC's are a platform that has allowed for positive intersection of industry, research and government to meet and collaborate in an effective manner
- CRC Program has spawned successful innovations in the fields of the commercial as well as in creating tangible public good outcomes



Strategy as a Management Tool

The CRC Program is now asking that CRC's do transition plans. The reason for this request is to encourage CRC's to think and plan strategically *about and for* their future. It is not just about filling in a form or producing a paper.

Strategy setting involves considering and making choices. These choices predefine and shape the decisions and actions the CRC will take. It does not mean that the choices are set in stone, as strategy under uncertainty allows for changes as better information or more data become available.

Good strategy making requires formulating the best questions we are capable of as the quality of the question will determine the quality of the answer.

Good questions ignite the discovery and creative processes - lighting the best way forward. Questions to start with include 'What if..... Imagine if we.....'



Quality Planning and Characteristics of High Performing Teams

The quality of planning and strategy is directly related to the quality of the staff, the executive and board.

Quality strategic planning takes a bottom up and top down approach synthesizing both.

High performing teams:

- Effectively balance current needs and future opportunities and don't do one at the expense of the other;
- Consistently outperform peers in relation to returns (which include returns that are non financial) to stakeholders;
- Sustain their superiority across time, business cycles, industry disruptions and changes in leadership;
- Create narrative structures based on their strategies which are powerful and allow stakeholders to support, engage, fund and to assist.



Potential Structures

There are many possibilities of future potential structures to consider. Some of them include:

- Becoming a business that is deploying
- Forming an institute or think tank or industry group
- Being a contract research or services organisation
- Becoming a licensing organisation
- Selling off (if commercial) or gifting (if public good) IP and outcomes to other organisations.
- Merging with another organisation

The structure decisions need to be arrived at *after* you have considered your assets, possibilities and deployment/risks & return.



Some Considerations – Your Assets

Assets

- What does your CRC do that is unique?
- What do you see as the legacy of your CRC?
- What assets and outputs will be available to utilise?
- What key relationships do you hold that can be leveraged?
- What value and solutions could your assets provide?
- Which external parties would place a value on your assets and why?
- How are your assets positioned in context of competition, and how will you sustain a competitive advantage?

These are your strengths. Are there any you have missed out on considering?



Some Considerations – Your Possibilities

Possibilities

- What could your assets and outputs allow you to do?
- What stakeholders could be prepared to do this with you?
- What would be the most appropriate structure for you to deploy your possibilities?
- What are the market opportunities?
- What business or financial model/s may be able to be adopted?
- What are the delivery mechanisms and channels you will use?

These are your opportunities. Are there any you have missed out on?



Some Considerations – Deployment, Resourcing, Risks & Return

Deployment, Resourcing, Risks and Return

- What would you need to deploy your strategy?
- What resources will be required?
- How much money? When, why and where?
- What would be the outcomes?
- How could returns to stakeholders be measured?
- What are the key risks?
- How could the risks be minimised, mitigated or eliminated?
- How sustainable is your business/financial model?
- Is your plan the best way to deploy?

Your risks, your competitors (which include substitutes) are your weaknesses and threats. Have you considered everything?



The Outcome Being Sought

- The CRC Program now needs to create a strong alumni network and community of transitioned organisations and/or deployed IP/research that were seeded by CRC funding.
- All of us are stakeholders in the creation of this.
- Success will build on success.
- Innovation in approach, in strategy and in deployment will be required. Each situation will be unique, but we would like to see best practice, knowledge capture and sharing occur.
- Successful deployment of innovation is our future individual and collective future wealth platform.
- The Department and the Committee are committed to assist wherever and however we can.

