CANBERRA INNOVATION NETWORK

Impacts of the Canberra Innovation Network on the ACT and the region's innovation ecosystem

Document based on 2018 impact study
by Strategic Economic Solutions

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Why do we need to collaborate on growing our entrepreneurial innovation ecosystem?

Dear reader,

This report presents, in a summarised way, the programs, outcomes and impacts of the initiatives Canberra Innovation Network (CBRIN) delivers and supports.

In our short existence we managed to connect and accelerate the growth pathway of Canberra and its regional ecosystem that supports innovators and entrepreneurs and empowers them to take new ideas, research and technology from concept to global impact.

This is possible only thanks to a shared and trusted neutral ground where our Foundation Members, world-class research and educational institutions, together with a progressive territory government and corporate partners, as well as our program partners collaborate to co-create a more diverse, more fluid and connected environment for innovation based growth.

For a small jurisdiction, with limited resources, there is no better known way to encourage smart job creation that will diversify the economy making it healthier and enabling sustainable prosperity. The key to the success of our collaborative initiatives is the culture and mindset of collective impact and shared outcomes as opposed to individual growth happening at the expense of others.

This report was prepared in collaboration with external consultants from Strategic Economic Solutions who interviewed key players in the ecosystem and evaluated the impacts CBRIN has had to date.

It shows that the chosen collaborative mode of growing the ecosystem with a diversity of programs and actors; with a central hub of activity linked to emerging innovation precincts across Canberra's educational and research institutions is positioned well for long term economic and social impacts.

Petr Adamek
CEO

Tony Henshaw
Chair

Purpose of CBRIN and key stakeholders

The primary objects of the company are to:

- Provide a network linking businesses and entrepreneurs to services, facilities and stakeholders that accelerate their innovation and growth.
- Promote a culture of innovation and entrepreneurship in the ACT.
- Take a central role in growing the innovation ecosystem in the ACT and building individual and corporate capability.
- Develop innovative approaches to provide services that support the growth and diversity of the ACT economy.

Canberra Innovation Network is a not-for profit organisation, an initiative of the ACT Government which provides base funding and accommodation. The Foundation Members include major tertiary education and research institutions in Canberra. The network is also supported by a group of corporate partners.

Foundation Members

Australian National University

UNIVERSITY OF CANBERRA

UNSW AUSTRALIA Canberra

CSIRO

DATA 61

Canberra Institute of Technology

Gold Partners

KING&WOOD MALLESONS

pwc

OPTUS

Initiative of

ACT Government

CBRIN's Board of Directors

Tony Henshaw
Chair

Prof Michael Cardew-Hall
PVC Innovation and Advancement, ANU

Leanne Cover
CEO, Canberra Institute of Technology

Dr Victor Pantano
Associate VP, Innovation and Strategic Initiatives, UC

Prof Michael Frater
Rector, UNSW Canberra

Dr Steve Brodie
Manager, Corporate Innovation, CSIRO

Zoe Piper
Partnerships Lead, DATA61

Sylvia Tulloch
Angel Investor, CBRIN Advisory Committee

Annabel Griffin
Partner, KWM
CBRIN Advisory Committee

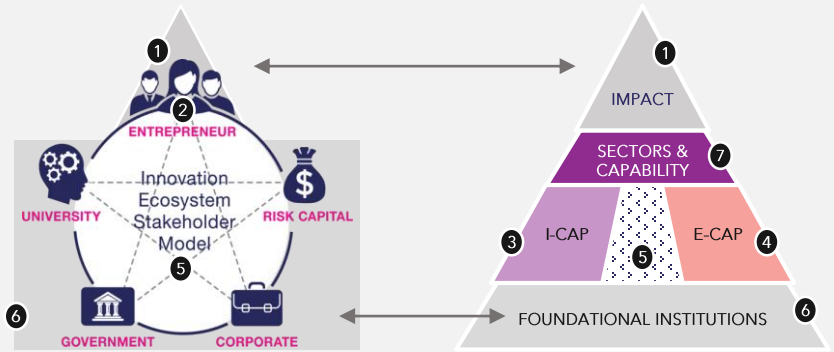
Petr Adamek
CBRIN CEO

CBRIN's Vision, Mission & Core Principles

Vision: **Canberra recognised globally as a clever, connected, creative city fuelled by research, innovation and entrepreneurship, delivering diversified economy, social impact and generation of wealth.**

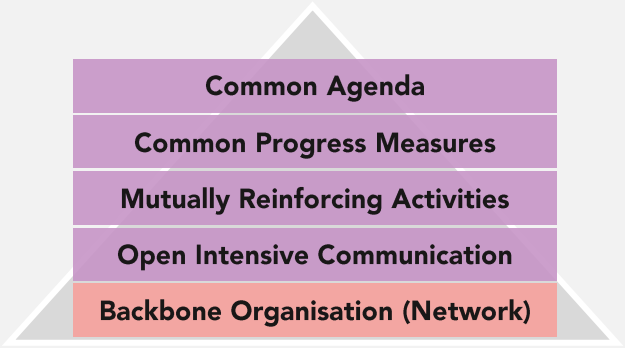
Mission: **Empowering entrepreneurs to make an impact and change the world.**

Principle 1: Innovation-driven entrepreneurial ecosystem



In an innovation-driven ecosystem, **impact** [1] is pursued by **entrepreneurial people** [2] (i.e. entrepreneurs, intrapreneurs, researchers, makers, students, innovators, …) who are supported by a balanced **collaboration of key stakeholders** [6] (knowledge institutions, providers of risk capital, government and corporate partners) who **intensively interact** [5] and co-create the ecosystem's **innovation** [3] and **entrepreneurial** [4] **capacity** that leverages the locally created competitive advantage (manifested in **key sectors and specialised capability**) [7]. [Adapted from Stern, S. (MIT REAP)]

Principle 2: Collective Impact

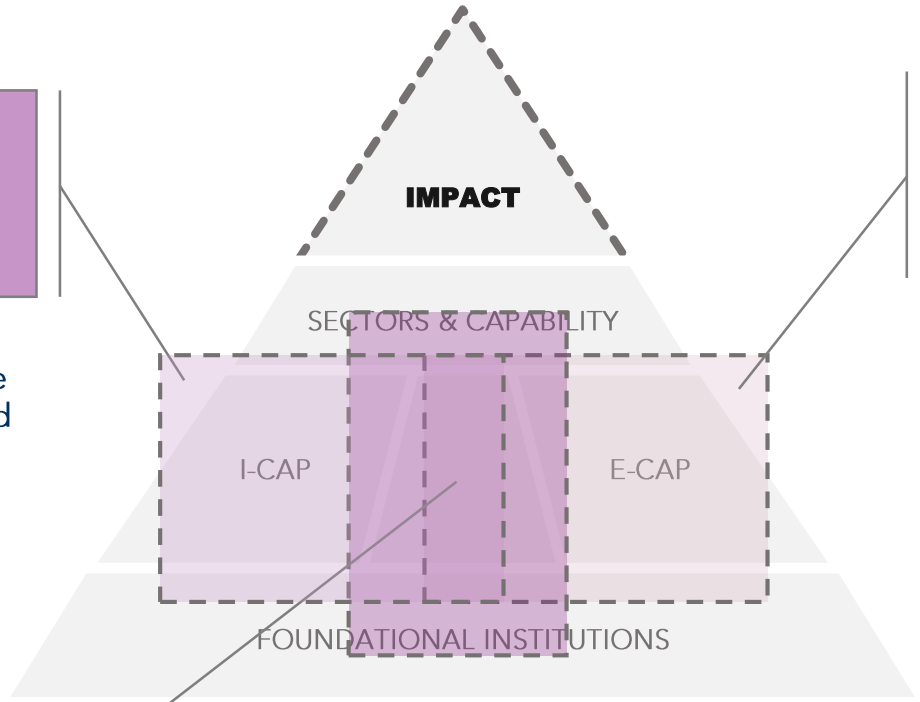


Collective Impact is a new approach to address complex social challenges, such as innovation ecosystem coordination. Multiple organisations or entities from different sectors (foundation members, government, partners) abandon their own short-term agendas in favour of a common agenda (taking a long-term view) and alignment of effort. Unlike classic collaboration or partnership, Collective Impact initiatives have centralised infrastructure – known as a backbone organisation (CBRIN) whose role is to help participating organisations shift from acting alone to acting in concert. [Adapted From: Kramer, M., Kania, J.: Collective Impact, Stanford Social innovation review, 2011 | collaborationforimpact.com]

CBRIN's Strategic Directions 2018-2020

1. Mobilise innovation capacity (I-cap) within the knowledge & government sectors

Mobilise capability development within the education, research and government sectors to enable and empower collaboration and productive interactions with industry and entrepreneurship.



2. Strengthen entrepreneurial capacity (E-cap) to deliver innovative business growth

Continue to strengthen the entrepreneurial capacity of Canberra and the region's innovation ecosystem by developing, delivering and linking programs and resources that support growth of innovative companies.

3. Provide a <u>place</u>, central hub, linked to precincts - enabling innovation and collaboration

Work towards a permanent home for the CBR Innovation Network in the CBD to create an 'iconic' neutral place (connected to a powerful collaborative network) that people and organisations come to in order to solve problems and address challenges through collaboration and innovation (impact).

CBRIN's Programs (2018)

1 I-cap | 2 E-cap | 3 Place

1 Mobilise innovation capacity (I-cap) within the knowledge & gov. sectors

- Research to Impact for CBRIN foundation member researchers
- Delivery of CSIRO ON Prime for research teams
- Delivery of CIT Product Innovation to transform culture in CIT
- Delivery of Bootcamps & mentoring for DPI NSW researchers in agriculture, biosecurity and fisheries

2 Strenghten entrepreneurial capacity (E-cap) to deliver innovative business growth

- Ideas to Impact for early stage entrepreneurs
- Advanced Startup Workshops for scaling up & later stage startups
- Support for GRIFFIN Accelerator - launching high growth ventures
- KILN Incubator for innovative high-growth startups and ambitious SMEs

3 Central hub (place), linked to precincts, enabling innovation & collaboration

- First Wednesday Connect networking for innovators
- Collaborative Innovation activating priority sectors
- Support for the Mill House - growing social traders
- Support for Entry29 co-working for entrepreneurs
- Support of other initiatives (Inspiring Australia, Stem Sells, STIR, InnovationACT Regional innovation, etc.)

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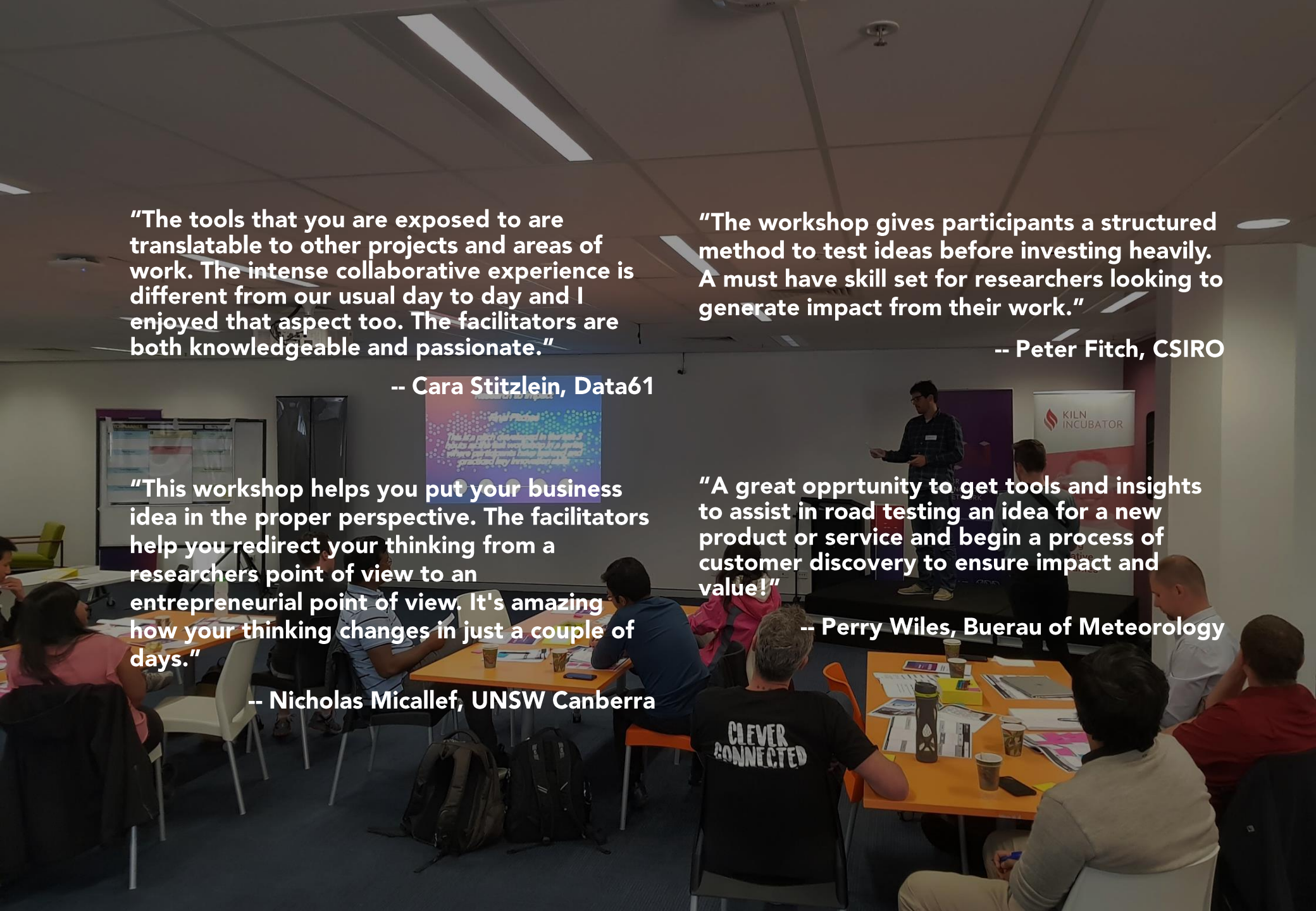
Direction 1: Innovation Capacity Building



"The tools that you are exposed to are translatable to other projects and areas of work. The intense collaborative experience is different from our usual day to day and I enjoyed that aspect too. The facilitators are both knowledgeable and passionate."

-- Cara Stitzlein, Data61

"This workshop helps you put your business idea in the proper perspective. The facilitators help you redirect your thinking from a researchers point of view to an entrepreneurial point of view. It's amazing how your thinking changes in just a couple of days."

-- Nicholas Micallef, UNSW Canberra

"The workshop gives participants a structured method to test ideas before investing heavily. A must have skill set for researchers looking to generate impact from their work."

-- Peter Fitch, CSIRO

"A great opprtunity to get tools and insights to assist in road testing an idea for a new product or service and begin a process of customer discovery to ensure impact and value!"

-- Perry Wiles, Buerau of Meteorology

Research to Impact

1 I-cap 2 E-cap 3 Place

Program Description

Entrepreneur-led educational & coaching program for researchers to help them build relationships and collaboration with industry, get introduced to entrepreneurship and increase capacity to generate new funding for their research.

Beneficiaries

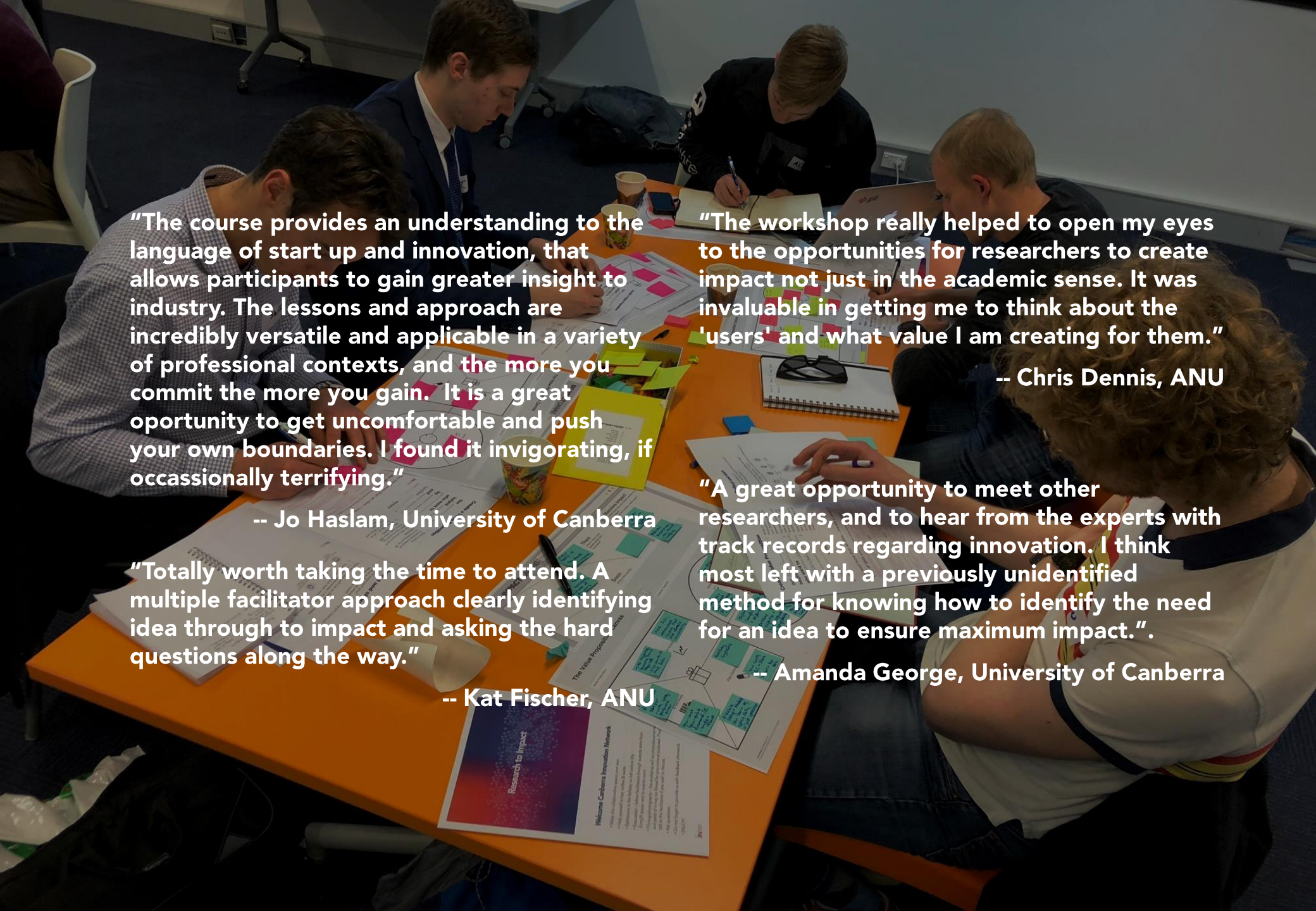
Researchers, including PhD graduates and post-docs from CBRIN Foundation Member institutions have fully subsidised access to this program on first come first served basis.

2018 outcomes

- 2 cohorts of 4 half-day workshops
- 63 registered participants across 2 cohorts
- Net Promoter Score (across 2 cohorts): 56%
- Evaluated as “Excellent” or “Very Good”: 95%
- Several researchers formed teams, pitched and were selected to ON Prime program

Impact

Relationships with industry built by participating researchers - impacting the focus of their research and creating opportunities for new applications and new sources of funding. Exposure of participants to innovation tools used by entrepreneurs, developed understanding as well as practical knowledge on how to use these tools. Graduates build teams that progress their innovations further through programs such as ON Prime.



"The course provides an understanding to the language of start up and innovation, that allows participants to gain greater insight to industry. The lessons and approach are incredibly versatile and applicable in a variety of professional contexts, and the more you commit the more you gain. It is a great oportunity to get uncomfortable and push your own boundaries. I found it invigorating, if occassionally terrifying."

-- Jo Haslam, University of Canberra

"Totally worth taking the time to attend. A multiple facilitator approach clearly identifying idea through to impact and asking the hard questions along the way."

-- Kat Fischer, ANU

"The workshop really helped to open my eyes to the opportunities for researchers to create impact not just in the academic sense. It was invaluable in getting me to think about the 'users' and what value I am creating for them."

-- Chris Dennis, ANU

"A great opportunity to meet other researchers, and to hear from the experts with track records regarding innovation. I think most left with a previously unidentified method for knowing how to identify the need for an idea to ensure maximum impact.".

-- Amanda George, University of Canberra

ON Prime

1 I-cap 2 E-cap 3 Place

POWERED BY

in partnership with ON CSIRO

Program Description

The CSIRO On Prime is an entry level pre-accelerator program aiming to help research teams validate their research and discover its real world applications. It consists of 6 full day workshops delivered by CBRIN facilitators for the ACT cohorts over 9 weeks and it includes an intensive homework component involving customer, user and stakeholder interviews.

Beneficiaries are researchers from

Australian National University, CSIRO, DATA 61, University of Canberra, UNSW Australia Canberra

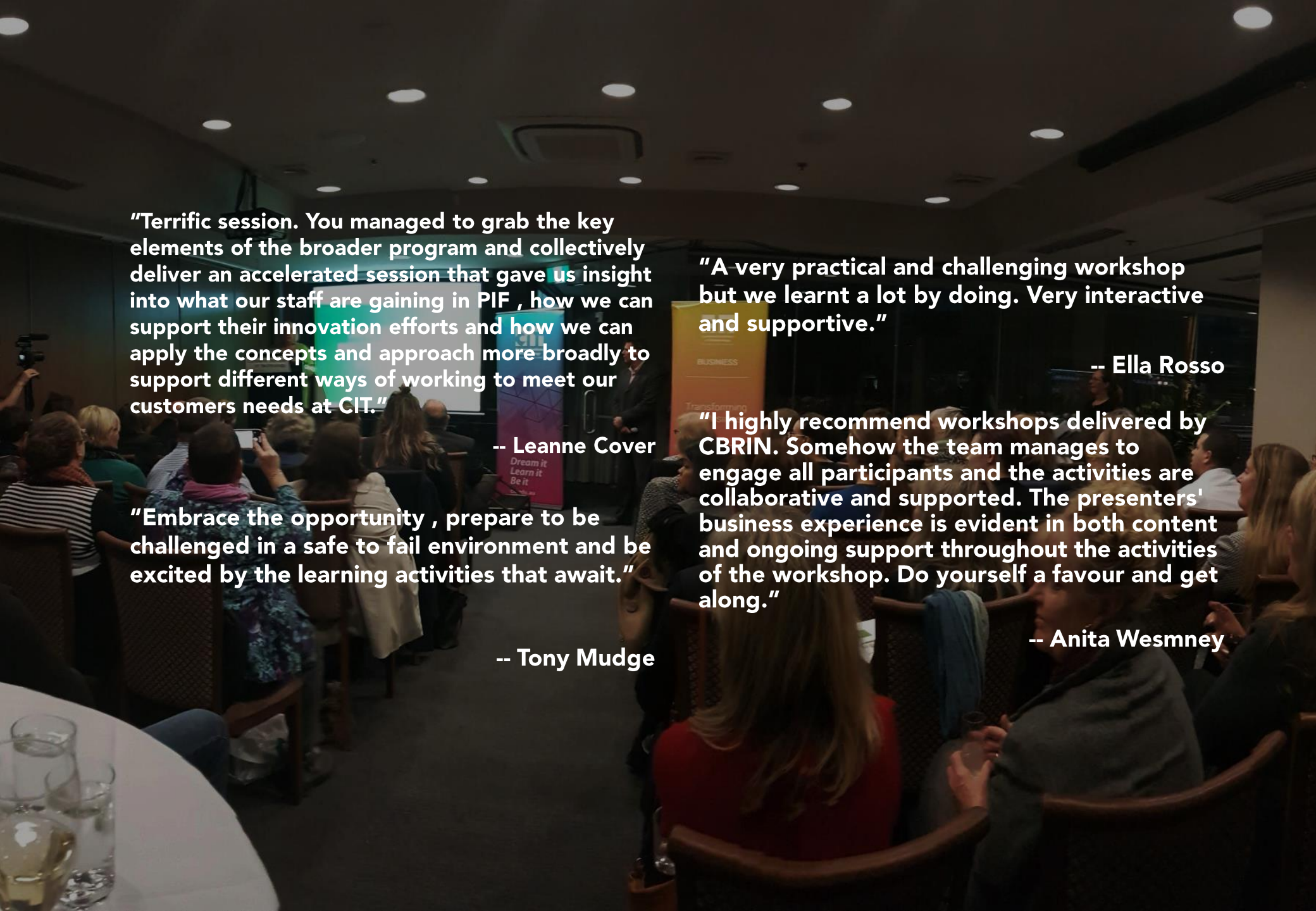
Plus other ON stakeholders including Bureau of Meteorology, etc.

2018 outcomes

- 45 participants across 2 cohorts in Canberra
- 12 teams of researchers
- Areas of focus included: ag-tech, cybersecurity, data analytics, artificial intelligence, strategic management, STEM education, sensors and systems.
- $26k of performance grants awarded to teams upon completion
- Net Promoter Score: 40%
- Evaluation "Excellent" or "Very Good": 80%

Impact

Culture change within the research teams, various paths for IP commercialisation tested, each team engaged with 50 – 100 customers and partners, know-how or tech developed through a process of customer discovery and market validation. Projects ready to be taken to the next level.



"Terrific session. You managed to grab the key elements of the broader program and collectively deliver an accelerated session that gave us insight into what our staff are gaining in PIF , how we can support their innovation efforts and how we can apply the concepts and approach more broadly to support different ways of working to meet our customers needs at CIT."

-- Leanne Cover

"Embrace the opportunity , prepare to be challenged in a safe to fail environment and be excited by the learning activities that await."

-- Tony Mudge

"A very practical and challenging workshop but we learnt a lot by doing. Very interactive and supportive."

-- Ella Rosso

"I highly recommend workshops delivered by CBRIN. Somehow the team manages to engage all participants and the activities are collaborative and supported. The presenters' business experience is evident in both content and ongoing support throughout the activities of the workshop. Do yourself a favour and get along."

-- Anita Wesmney

CIT Product Innovation

1 I-cap 2 E-cap 3 Place

Delivered for Foundation Member

Canberra Institute of Technology
cit.edu.au

Program Description

Intensive educational and coaching program with five workshops over 12 weeks introducing lean innovation methods to teams of participants. The program culminates with Demo Night at CIT where teams pitch for funding from the Product Innovation Fund to implement the projects.

Beneficiaries

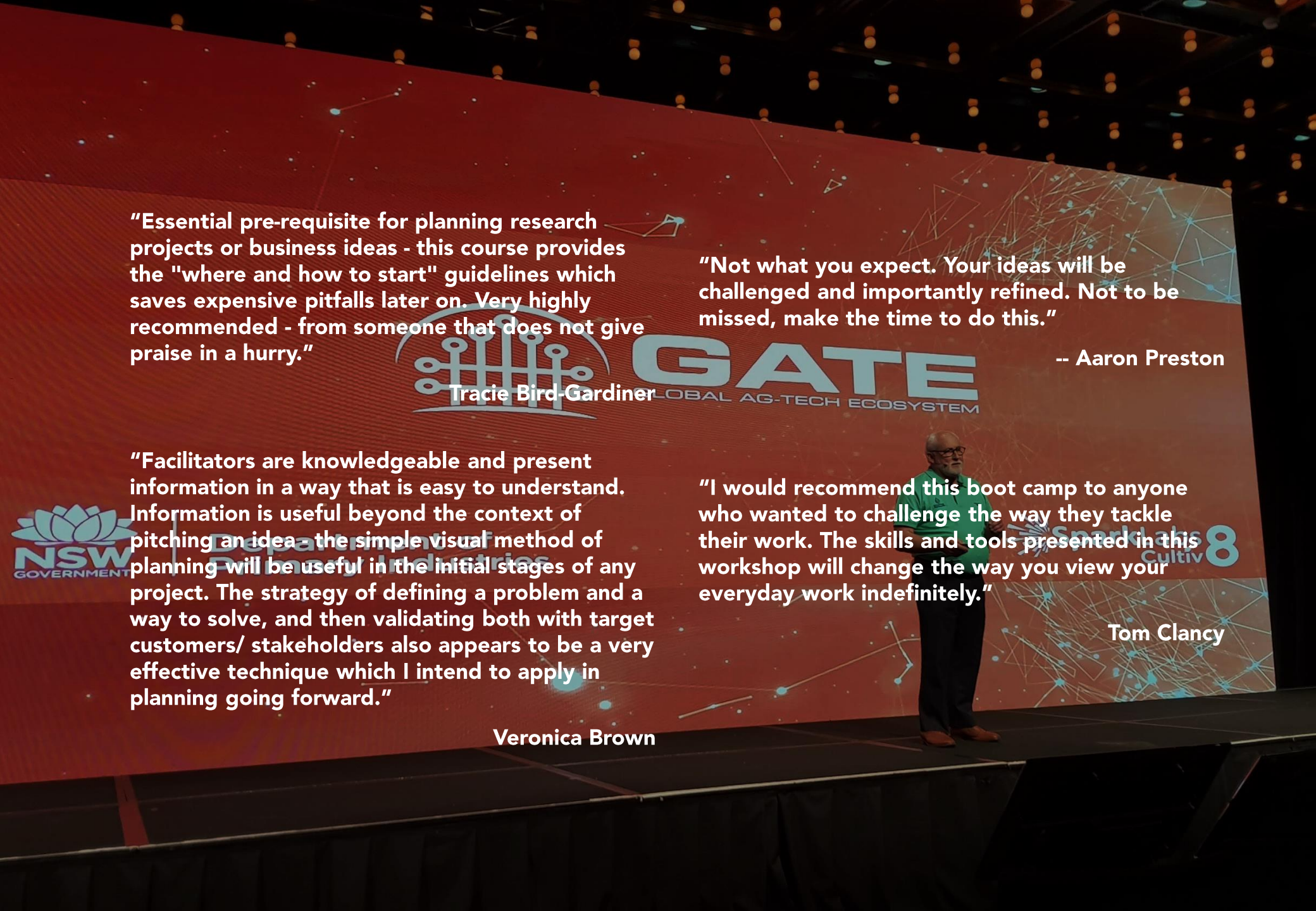
Professional staff and teachers across CIT and external stakeholders who intend to innovate the way they deliver education or come up with other innovative projects that implement CIT strategic compass or accelerate progress in their industries / areas of expertise.

2018 outcomes

- 55 participants in 2 cohorts of 5 full-day workshops
- 15 CIT teams through the program in 2018
- 1 external (cybersecurity) team
- 4 facilitators rotating in workshop delivery
- 7 teams awarded over $100k of funding from the CIT Product Innovation Fund to implement their ideas
- Net Promoter Scores: 56% (Cohort 1) and 52% (Cohort 2)
- Evaluation "Excellent" or "Very Good": 80%

Impact

Culture change within CIT, participant capacity, skills and understanding of new ways of working increased, with ripple effect within CIT. New educational offering developed and tested in Singapore. Supported teams work towards implementing their projects delivering on objectives of the CIT Strategic Compass.



"Essential pre-requisite for planning research projects or business ideas - this course provides the "where and how to start" guidelines which saves expensive pitfalls later on. Very highly recommended - from someone that does not give praise in a hurry."

Tracie Bird-Gardiner

"Not what you expect. Your ideas will be challenged and importantly refined. Not to be missed, make the time to do this."

-- Aaron Preston

"Facilitators are knowledgeable and present information in a way that is easy to understand. Information is useful beyond the context of pitching an idea - the simple visual method of planning will be useful in the initial stages of any project. The strategy of defining a problem and a way to solve, and then validating both with target customers/ stakeholders also appears to be a very effective technique which I intend to apply in planning going forward."

Veronica Brown

"I would recommend this boot camp to anyone who wanted to challenge the way they tackle their work. The skills and tools presented in this workshop will change the way you view your everyday work indefinitely."

Tom Clancy

DPI Lean Startup Bootcamps & Mentoring

1 I-cap 2 E-cap 3 Place

Delivered for

NSW GOVERNMENT Department of Primary Industries

GATE GLOBAL AG-TECH ECOSYSTEM

Program Description

Intensive educational program with four workshops over two days introducing lean startup methods to researchers in agriculture, fisheries and biosecurity in ways that will help them explore commercialisation pathways for their projects. Followed by 4 one-on-one mentoring sessions for selected projects.

Beneficiaries

Researchers employed in 14 NSW Department of Primary Industries research stations across New South Wales who intend to investigate / explore commercialisation opportunity / pathway for their research projects and existing intellectual property.

2018 outcomes

- 40 participants in 3 cohorts of intensive 2-day workshops
- 14 teams through one-to-one mentoring weekly sessions over 4 weeks (4 teams from the Canberra Capital Region)
- 5 external mentors trained and engaged
- 3 teams progressed to incubation and pitched to an audience of investors and stakeholders on national scene in Sydney at the DPI GATE Demo Day in September 2018
- Net Promoter Score of: 29%, 42% and 66%
- Evaluation "Excellent" or "Very Good": 96%

Impact

Capacity and understanding of new ways of working increased, commercialisation pathways explored, new engagement with industry established, some follow commercialisation pathways, all are able to apply modern innovation methods to their work leading to higher collaboration and faster and more iterative progress. Graduates have the opportunity to progress to GATE incubation program (also delivered by CBRIN).

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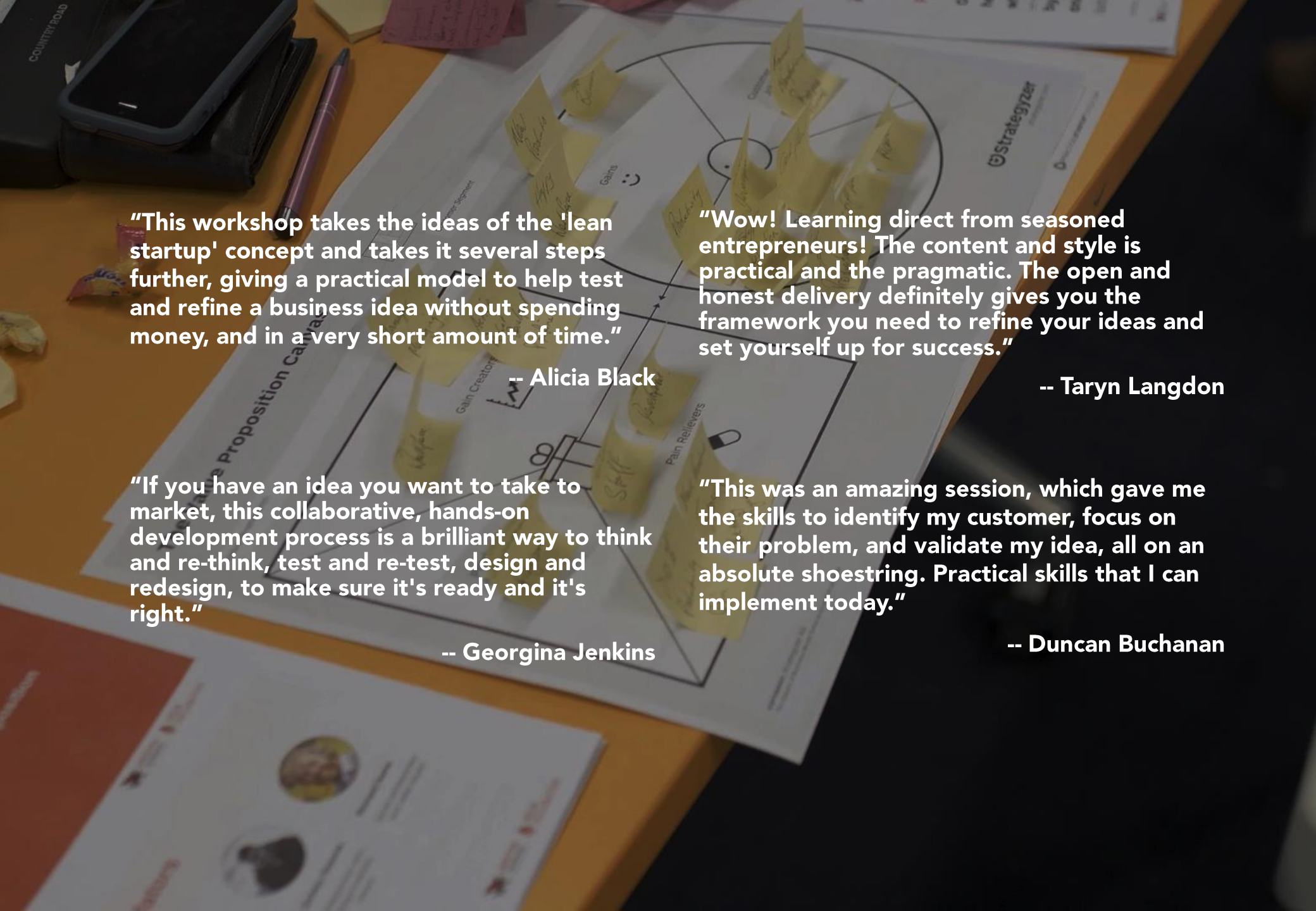
Direction 2: Entrepreneurial Capacity Building



"This workshop takes the ideas of the 'lean startup' concept and takes it several steps further, giving a practical model to help test and refine a business idea without spending money, and in a very short amount of time."

-- Alicia Black

"Wow! Learning direct from seasoned entrepreneurs! The content and style is practical and the pragmatic. The open and honest delivery definitely gives you the framework you need to refine your ideas and set yourself up for success."

-- Taryn Langdon

"If you have an idea you want to take to market, this collaborative, hands-on development process is a brilliant way to think and re-think, test and re-test, design and redesign, to make sure it's ready and it's right."

-- Georgina Jenkins

"This was an amazing session, which gave me the skills to identify my customer, focus on their problem, and validate my idea, all on an absolute shoestring. Practical skills that I can implement today."

-- Duncan Buchanan

Idea to Impact

1 I-cap 2 E-cap 3 Place

Program Description

Intensive educational program with four workshops over two months introducing lean startup methods to entrepreneurs or aspiring entrepreneurs.

The workshops cover customer validation, value proposition, prototype development and pitching. They provide the participants with fundamental entrepreneurship skills, tools and methods.

Learning-by-doing, in teams, using case studies as well as real participant ideas. Group learning with facilitators introducing concepts and letting the teams fail with their assumptions to enhance learning.

Beneficiaries

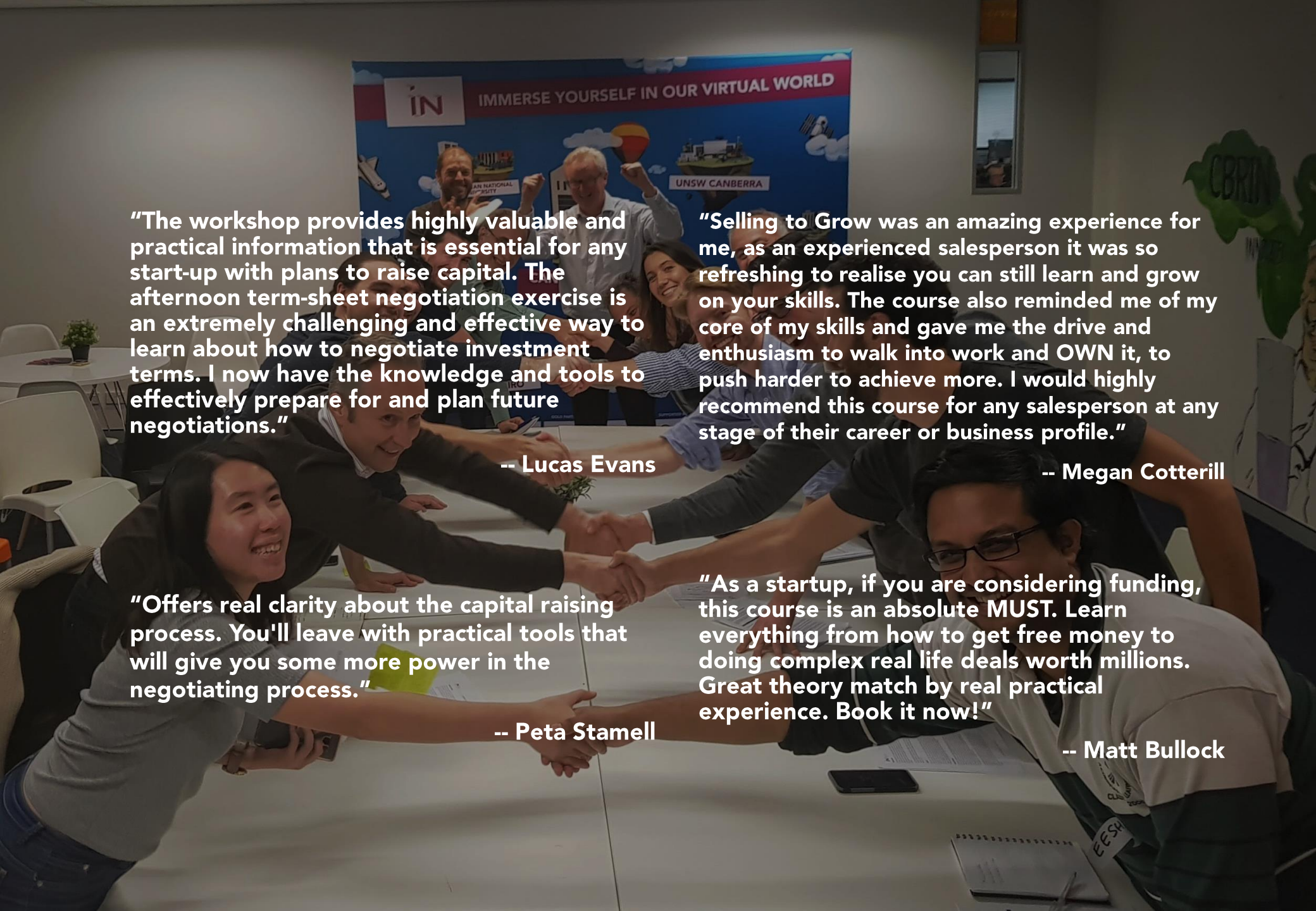
People from Canberra and the surrounding region who intend to start or grow their early stage high growth innovative venture and do not have enough money to comfortably start. These can be people from all walks of life, including employees of public sector, youth, etc.

2018 outcomes

- 50 participants in 2 cohorts of 4 workshops
- 5 different facilitators engaged throughout the year
- All 2018 GRIFFIN Accelerator founders are graduates of this program
- Net Promoter Score across both cohorts: 66%
- Evaluation "Excellent" or "Very Good": 96%

Impact

Participants validated (invalidated) their ideas with customers quickly and conclusively without wasting valuable resources and time. Their pitches for funding became better, delivering more evidence and real customer demand. Their prototypes were built faster and they have higher confidence to build their new business. In the long-term they will build more successful companies (or fail faster) thanks to skills / knowledge acquired in this program. Five already do it in GRIFFIN Accelerator.



"The workshop provides highly valuable and practical information that is essential for any start-up with plans to raise capital. The afternoon term-sheet negotiation exercise is an extremely challenging and effective way to learn about how to negotiate investment terms. I now have the knowledge and tools to effectively prepare for and plan future negotiations."

-- Lucas Evans

"Selling to Grow was an amazing experience for me, as an experienced salesperson it was so refreshing to realise you can still learn and grow on your skills. The course also reminded me of my core of my skills and gave me the drive and enthusiasm to walk into work and OWN it, to push harder to achieve more. I would highly recommend this course for any salesperson at any stage of their career or business profile."

-- Megan Cotterill

"Offers real clarity about the capital raising process. You'll leave with practical tools that will give you some more power in the negotiating process."

-- Peta Stamell

"As a startup, if you are considering funding, this course is an absolute MUST. Learn everything from how to get free money to doing complex real life deals worth millions. Great theory match by real practical experience. Book it now!"

-- Matt Bullock

Advanced Startup

1 I-cap 2 E-cap 3 Place

Program Description

In this program founders and employees of later stage startups and owners and operators of ambitious SMEs who intend to scale up learn how to organise business development and sales functions, identify, prospect and convert customers, structure the company for investment, find and approach investors and negotiate with them win-win investment terms sheets.

The three workshops are led by an experienced entrepreneur and venture investor and the content is highly interactive, practical and case study based.

Beneficiaries

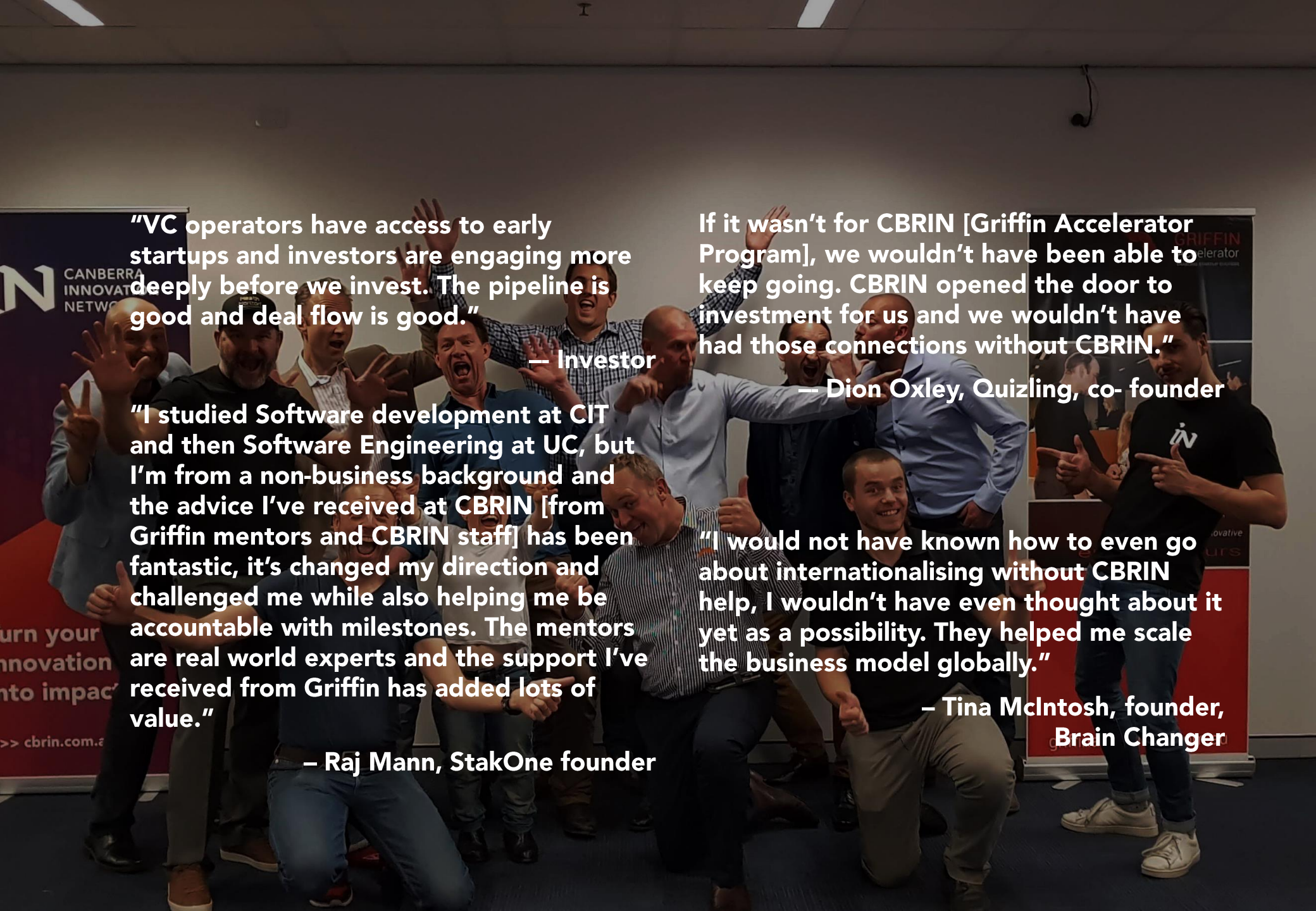
People from Canberra and the surrounding region who are growing an innovative startup or high growth potential SME. Entrepreneurs, founders, owners, operators or employees responsible for business development, sales or raising funds for a high growth potential venture.

2018 outcomes

- 50 participants in 2 cohorts of 3 workshops each
- All 2018 GRIFFIN Accelerator founders are graduates of this program
- 7 ecosystem mentors & angel investors trained
- 8 participants from broader region
- Net Promoter Score (across both cohorts): 81%
- Evaluation "Excellent" or "Very Good": 95%

Impact

Capacity to raise capital and grow sales increased for participants. In 2017, all GRIFFIN Accelerator participants, graduates of this program, have raised capital (a total of $1M). One Advanced Startup graduate company has raised over $10M and will create 20 knowledge intensive jobs in Canberra. Multiple companies that graduate from this program have also gone to raise capital in Singapore.



"VC operators have access to early startups and investors are engaging more deeply before we invest. The pipeline is good and deal flow is good."

— Investor

"I studied Software development at CIT and then Software Engineering at UC, but I'm from a non-business background and the advice I've received at CBRIN [from Griffin mentors and CBRIN staff] has been fantastic, it's changed my direction and challenged me while also helping me be accountable with milestones. The mentors are real world experts and the support I've received from Griffin has added lots of value."

– Raj Mann, StakOne founder

If it wasn't for CBRIN [Griffin Accelerator Program], we wouldn't have been able to keep going. CBRIN opened the door to investment for us and we wouldn't have had those connections without CBRIN."

— Dion Oxley, Quizling, co- founder

"I would not have known how to even go about internationalising without CBRIN help, I wouldn't have even thought about it yet as a possibility. They helped me scale the business model globally."

– Tina McIntosh, founder, Brain Changer

Support for the GRIFFIN Accelerator

1 I-cap 2 E-cap 3 Place

GRIFFIN Accelerator
ENABLING STARTUP SUCCESS

Program Description

Griffin Accelerator is an intensive residential (participants get free office space in CBRIN) mentor-led program from July to September. Mentors (who are experienced entrepreneurs and angel investors) create a pool of funds each year (investments between $10k-25k, up to $300k in aggregate) and these funds are invested by a mentor owned trust - $25k into each participant company for 10% of equity. The mentors select which companies they want to work with in a competitive application (including pitches) process. The program includes mentoring sessions, workshops, team huddles and culminates with Demo Days introducing the teams to angel investors in Sydney and in Canberra. There is also 3 months post-program support to enable companies close their investment negotiations. CBRIN provides financial, administrative and expert support to help deliver the program.

Beneficiaries

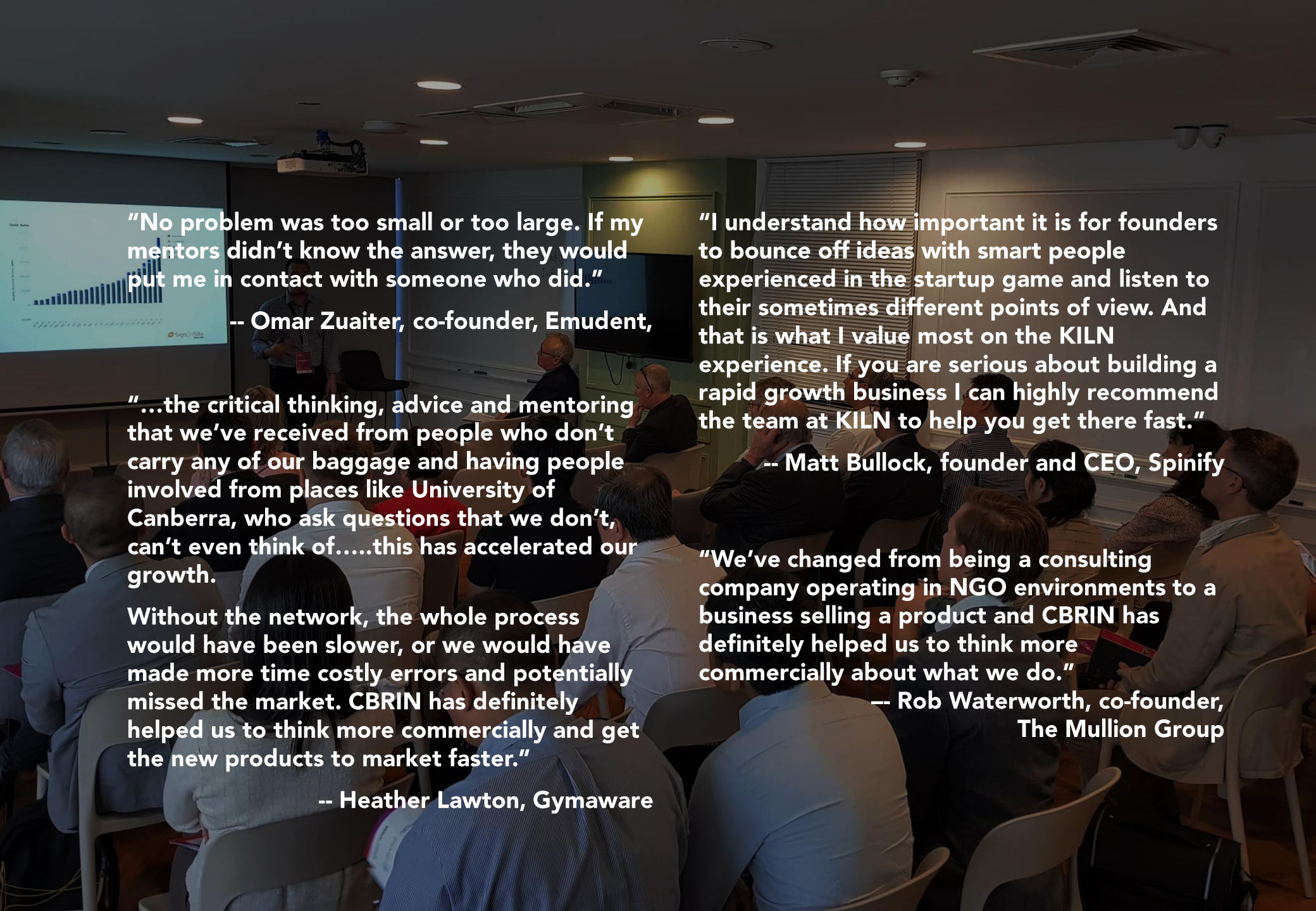
People from Canberra and the surrounding region who intend to start or grow their early stage high growth venture and do not have enough money to comfortably start. Angel investors who seek high quality angel investment ready opportunities.

Outcomes in 2018

- 200 entrepreneurs met in intro meetings and triaged into programs throughout the year
- 55 applications
- 17 shortlisted and invited to pitch
- 17 mentors engaged
- 5 teams offered position in the program, all 5 completed the program and presented at 2 demo days in Sydney and Canberra all raising investor interest (negotiations ongoing)

Impact

Since 2014 when the program was first run, it has had over 300 applications, shortlisted over 80 applicants and accepted and graduated 25 companies. The mentors have raised and invested over $1M at the start of the cohorts. These companies have gone on to raise capital and collectively raised over $5M at graduation. They now have a collective valuation of over $29M.



"No problem was too small or too large. If my mentors didn't know the answer, they would put me in contact with someone who did."

-- Omar Zuaiter, co-founder, Emudent,

"…the critical thinking, advice and mentoring that we've received from people who don't carry any of our baggage and having people involved from places like University of Canberra, who ask questions that we don't, can't even think of…..this has accelerated our growth.

Without the network, the whole process would have been slower, or we would have made more time costly errors and potentially missed the market. CBRIN has definitely helped us to think more commercially and get the new products to market faster."

-- Heather Lawton, Gymaware

"I understand how important it is for founders to bounce off ideas with smart people experienced in the startup game and listen to their sometimes different points of view. And that is what I value most on the KILN experience. If you are serious about building a rapid growth business I can highly recommend the team at KILN to help you get there fast."

-- Matt Bullock, founder and CEO, Spinify

"We've changed from being a consulting company operating in NGO environments to a business selling a product and CBRIN has definitely helped us to think more commercially about what we do."

-- Rob Waterworth, co-founder,
The Mullion Group

KILN Incubator

KILN INCUBATOR

Program Description

KILN delivers coaching, mentoring, office space and connections to assist growth of later stage startups (including graduates of GRIFFIN Accelerator) and ambitious SMEs. The program has 4 streams: *Light* (needs based coaching), *Intensive* (structured program), *Space* (location within the incubator plus availability of needs based coaching) and *Sponsored* (structured program for entrepreneurs who are sponsored to go through incubation). CBRIN engages also beyond its client startups by organising investment showcases, such as for investors in Singapore or for high-net worth individuals in Canberra.

Beneficiaries

KILN Light: Automed (digital transformation in animal health), Questagame (citizen science based game to identify species in nature), EnabledEmployment (software for matching employers with skilled workforce from a pool of candidates with disabilities), Toukan Labs (software for opthometry and optalmology), SmartBlocks (intelligent scalable mobile poowerplants), Ecospectral (smart building sensors & systems)

KILN Intensive: Spinify (gamification for productivity), Gymaware (precision measurements for athletes), Tony Inniamo Transport (logistics), Cogito Group (cybersecurity solutions), The Mullion Group (environmental science software)

Space: SignOnSite (construction tech), OzGuild (digital transformation in traditional gaming), StakOne (productivity for hospitality), Emudent (robotization for dentistry), Juxtapus (advanced musical algorithms), BrainChanger (gamification to utilise neuroplasticity for chronic pain relief)

Sponsored (AgTech): 7 teams of entrepreneurs from NSW sponsored by NSW DPI

2018 Outcomes

- 24 companies supported in 4 KILN programs
- 4 investor showcases (Singapore, Sydney and 2 in Canberra)

Impact

Improved ability of participants to internationalise, raise capital, manage growing business, exposure to growth opportunities, reduced time taken to establish market niche and grow sales, improved ability to establish effective business connections and internationalise. This ultimately leads to employment growth in Canberra-based globally active companies.

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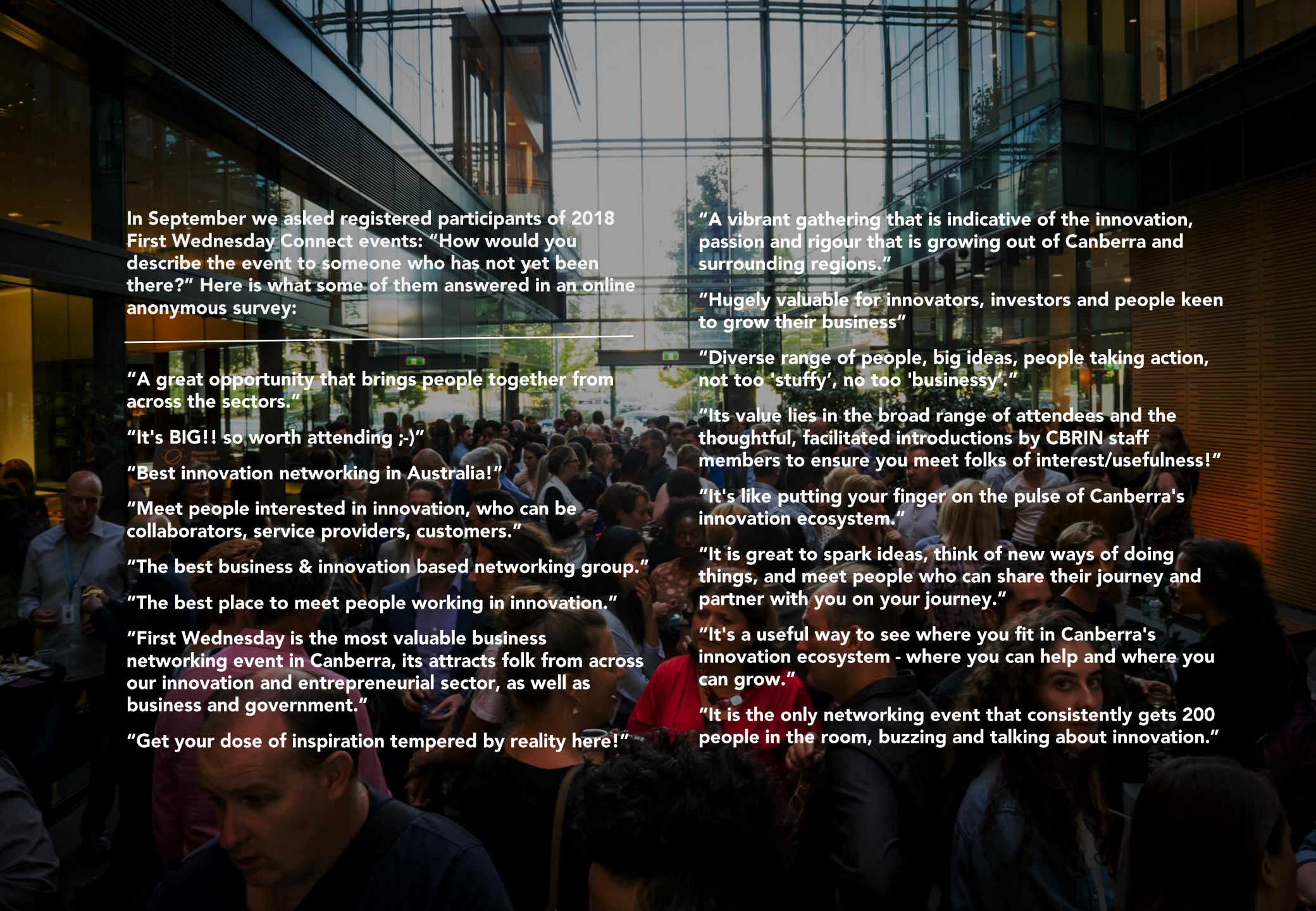
Direction 3: Placemaking & collaboration



In September we asked registered participants of 2018 First Wednesday Connect events: "How would you describe the event to someone who has not yet been there?" Here is what some of them answered in an online anonymous survey:

"A great opportunity that brings people together from across the sectors."

"It's BIG!! so worth attending ;-)"

"Best innovation networking in Australia!"

"Meet people interested in innovation, who can be collaborators, service providers, customers."

"The best business & innovation based networking group."

"The best place to meet people working in innovation."

"First Wednesday is the most valuable business networking event in Canberra, its attracts folk from across our innovation and entrepreneurial sector, as well as business and government."

"Get your dose of inspiration tempered by reality here!"

"A vibrant gathering that is indicative of the innovation, passion and rigour that is growing out of Canberra and surrounding regions."

"Hugely valuable for innovators, investors and people keen to grow their business"

"Diverse range of people, big ideas, people taking action, not too 'stuffy', no too 'businessy'."

"Its value lies in the broad range of attendees and the thoughtful, facilitated introductions by CBRIN staff members to ensure you meet folks of interest/usefulness!"

"It's like putting your finger on the pulse of Canberra's innovation ecosystem."

"It is great to spark ideas, think of new ways of doing things, and meet people who can share their journey and partner with you on your journey."

"It's a useful way to see where you fit in Canberra's innovation ecosystem - where you can help and where you can grow."

"It is the only networking event that consistently gets 200 people in the room, buzzing and talking about innovation."

First Wednesday Connect (FWC)

1 I-cap 2 E-cap 3 Place

Program Description

FWC are regular free open networking nights that empower attendees to build networks to accelerate progress of their innovations or ventures. There is a short program consisting of 1 minute pitches that introduce interesting innovations, projects or programs relevant to the innovation community. There are 11 FWC events per year, each happening on the first Wednesday of each month except January, the last of the year being the ecosystem's innovation showcase (400 attendees in 2017). CBRIN, its Foundation Members and Gold Corporate Partners take turns in hosting the events activating different locations in Canberra. The event format extended into sectors and the region (five sectors and five locations across broader Canberra region in NSW).

Beneficiaries

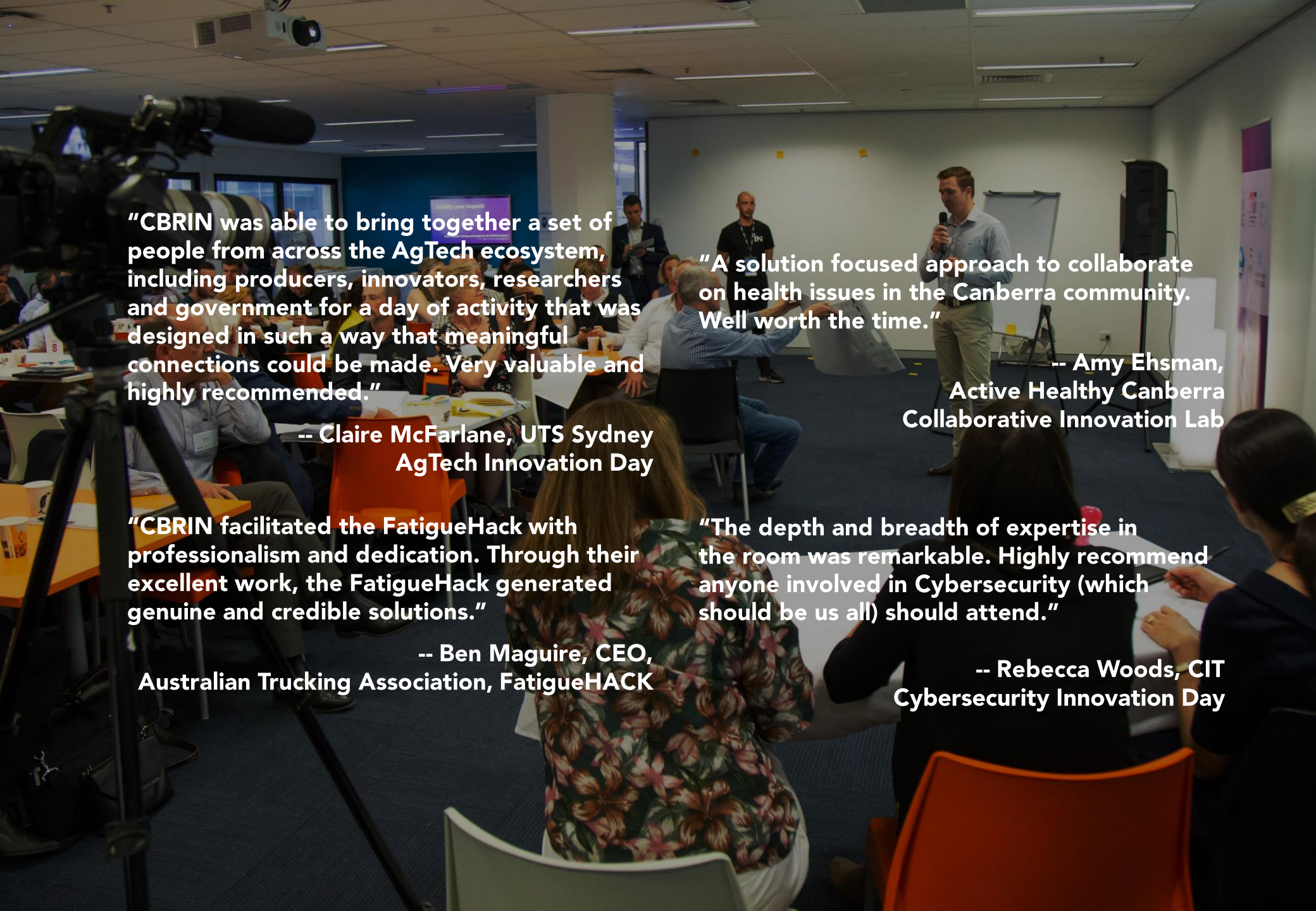
Innovators, entrepreneurs, mentors, investors, students, researchers, SME owners and operators, employees of corporates and government agencies and anyone interested in innovation, needing to build networks and access support that will enable them to do it faster and with more impact.

2018 Outcomes

- 2172 registered attendees in Feb – Nov 2018 (December innovation showcase not yet included)
- 217 mean number of registrations per event
- 83 new unique registrations per event on average
- 160 pitches presented in 2018
- Women in innovation theme with all female speakers
- 2 sector themes in 2018 – cybersecurity and renewables
- 2 sector spinout events – space/defence and agtech
- 5 different venues activated (foundation members & partners)

Impact

For 50% of respondents of our 2018 impact survey, FWC has directly resulted in an important outcome for them personally or for their business. They connect to new customers, business partners, co-founders, mentors, staff, courses, services, programs, etc. 72% have met someone who inspired them. 93% want to attend in the future. The event is the "pulse of the Canberra Innovation Ecosystem" and is so popular that its format is being used for other sector and regional events.



"CBRIN was able to bring together a set of people from across the AgTech ecosystem, including producers, innovators, researchers and government for a day of activity that was designed in such a way that meaningful connections could be made. Very valuable and highly recommended."

-- Claire McFarlane, UTS Sydney
AgTech Innovation Day

"CBRIN facilitated the FatigueHack with professionalism and dedication. Through their excellent work, the FatigueHack generated genuine and credible solutions."

-- Ben Maguire, CEO,
Australian Trucking Association, FatigueHACK

"A solution focused approach to collaborate on health issues in the Canberra community. Well worth the time."

-- Amy Ehsman,
Active Healthy Canberra
Collaborative Innovation Lab

"The depth and breadth of expertise in the room was remarkable. Highly recommend anyone involved in Cybersecurity (which should be us all) should attend."

-- Rebecca Woods, CIT
Cybersecurity Innovation Day

Collaborative Innovation

1 I-cap 2 E-cap **3 Place**

Program Description

Facilitated sessions to address a challenge, problem or an opportunity through collaboration that activates and leverages resources, strengths and capabilities of a diverse group of players from across the ecosystem.

The Collaborative Innovation program is delivered in the form of labs (defined by having a venue, pre-selected or self-nominated diverse group of participants, and focused agenda led by facilitators) that can take different forms, sizes and durations including short focused sessions, half-day mini-hacks, industry innovation days or full scale 2 day hackathons organised separately or activating conferences or other major events where stakeholders and users are already present.

Beneficiaries

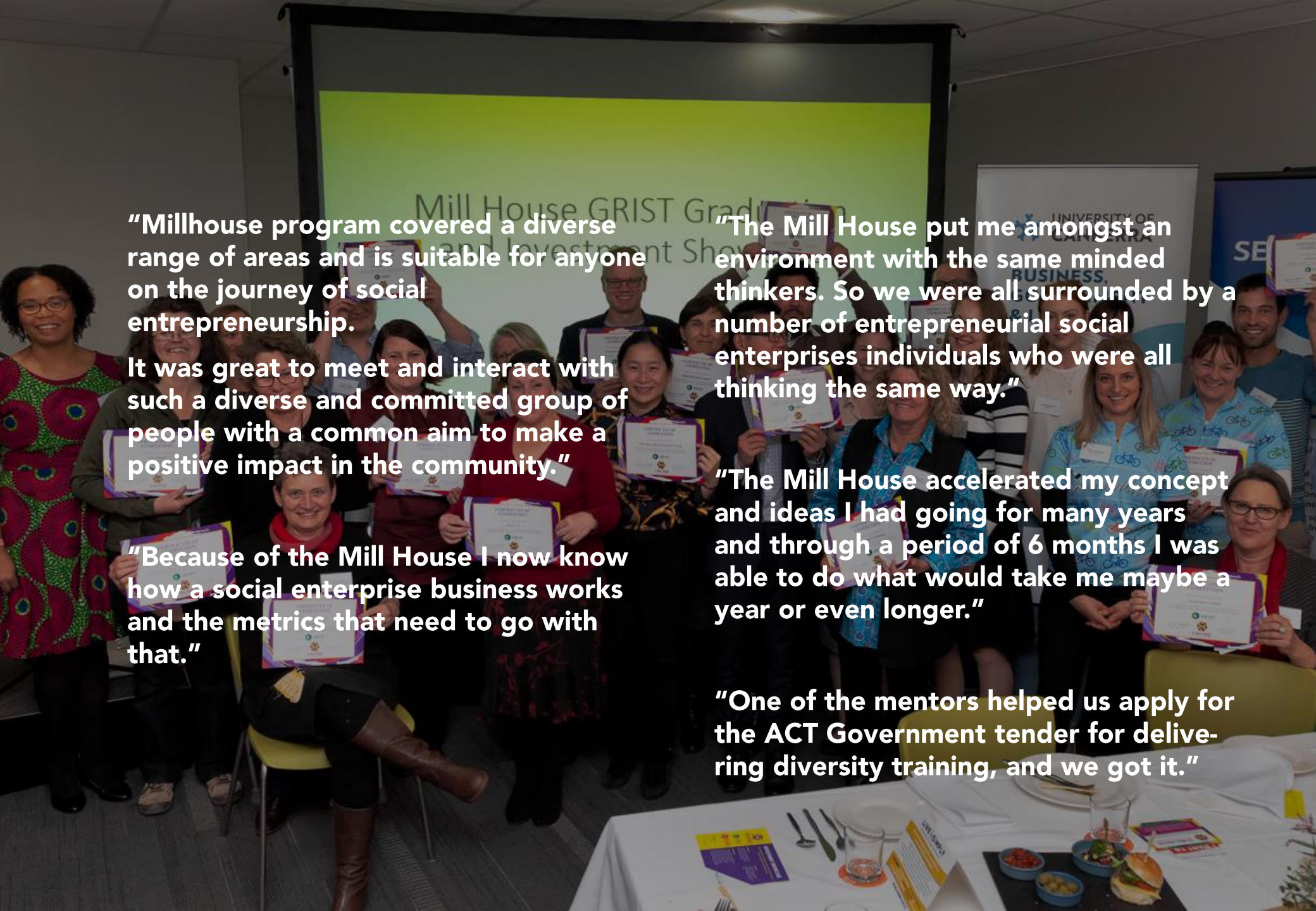
The program benefits participants (entrepreneurs, innovators, researchers, students, SMEs) who get connected, exposed to opportunities, challenges and problems of others and can engage in coalitions to solve these. It also benefits the sponsors (often corporates, government but also SMEs) who wish to leverage the power of open collaborative innovation.

2018 Outcomes

- 90 registrations - Cybersecurity Industry Innovation Day
- 55 participant registrations + 25 mentors at FatigueHACK as part of the TruckAustralia conference (300 delegates)
- 65 + 20 participants - Active Healthy Canberra Collaborative Innovation Lab and workshop
- 65 registrations – Digital Transformation Agency Industry Innovation Day
- 42 registrations - artsACT collaborative innovation workshop
- 25 participants - UC-CIT collaborative workshop
- 95 participants – AgTech Innovation Day (+90 at networking)
- 19 participants – international engagement roundtable
- 22 registrations – ecosystem collaboration workshop
- August 2018 - supported Intelledox-ANU hackathon

Impact

Industries and communities activated through the program include digital health, renewables, space (resulted in SpaceCamp), cybersecurity, preventative health, agriculture, govtech, arts, social services, education + broader innovation and entrepreneurship ecosystem collaborators.



"Millhouse program covered a diverse range of areas and is suitable for anyone on the journey of social entrepreneurship.

It was great to meet and interact with such a diverse and committed group of people with a common aim to make a positive impact in the community."

"Because of the Mill House I now know how a social enterprise business works and the metrics that need to go with that."

"The Mill House put me amongst an environment with the same minded thinkers. So we were all surrounded by a number of entrepreneurial social enterprises individuals who were all thinking the same way."

"The Mill House accelerated my concept and ideas I had going for many years and through a period of 6 months I was able to do what would take me maybe a year or even longer."

"One of the mentors helped us apply for the ACT Government tender for delivering diversity training, and we got it."

Support for the Mill House

1 I-cap 2 E-cap 3 Place

THE MILL HOUSE VENTURES

Program Description

CBRIN provides financial and in kind support for the Mill House (founding members are University of Canberra and Service One Mutual) to help them: (1) grow a high-quality pipeline of social enterprises that deliver cultural, social, environmental and economic benefit; (2) foster and support social impact ventures from an original idea through start-up to a successful business; (3) build the capacity of social entrepreneurs through the provision of services, contacts and referrals to professional service providers and investors, peer support and other material support; (4) educate, guide and mentor social entrepreneurs in all aspects of business to accelerate the growth of their ventures for the benefit of people and communities; and (4) help create and encourage social impact investment by corporate, foundation and individual investors for a social purpose.

Beneficiaries

People from Canberra and the surrounding region who intend to start or already run an enterprise that trades for social, cultural, environmental and/or economic return and with the purpose to deliver significant impact in those areas.

2018 Outcomes

- 29 social ventures (33 entrepreneurs) supported and graduated from the GIRST pre-accelerator program
- 9 social ventures in the REFINE accelerator program
- 12 social enterprise interns from the University of Canberra
- 48 participants in Social Enterprise Mentoring program
- Monitoring and Evaluation Framework developed with support from the Snow Foundation
- Social Enterprise Showcase held with over 100 attendees, 15 exhibitors and 9 pitches
- Mill House Ventures established as a not for profit company limited by guarantee with University of Canberra and Service One Mutual as members and CBRIN as a supporter

Impact

Since starting in 2017, social traders in the ACT and across regional NSW have a place, support, and access to funding and mentoring that empowers them to establish and grow sustainable social enterprises that address our society's most critical issues and deliver new services to our population.

“We were one of the first tenants in the E29 coworking in the portables in the ANU carpark and then we moved into Moore St when CBRIN was established. Working there allowed serendipity to happen, we could bump into the right people, at the right time.

We got advice, were able to meet with Founding Members and do a bunch of different, useful courses that helped. People were there for us to reach out to when we needed them…I’ve provided many referrals to both E29 and CBRIN.”

– Mark Reed, co-founder and CEO, InterfereX

"In addition to the physical space which CBRIN provides E29, CBRIN's support has positively impacted E29's ability to serve its start-up community in many ways. For example, from the networking events that CBRIN host, E29 staff and members get access to networks of people in the innovation space including international organisations, venture capitalists, researchers, students, industry bodies, embassy personnel and founders from outside the local community, whom E29 members would normally not have have access to. CBRIN also provides E29 and its members access to educational events and mentoring programs such as expert in residence to support the community for their specific needs. Additionally, CBRIN’s recent social media project has increased E29 member's visibility on a credible community platform."

-- Ross Gallagher, Interim CEO, E29

Support for Entry29

1 I-cap 2 E-cap 3 Place

E29

Description

CBRIN collaborates with Entry29 Limited (an independent member owned organisation) to support their delivery of entrepreneur focused coworking services at Level 5, 1 Moore Street, Canberra.

CBRIN provides Entry29 with space and in-kind support, including marketing and promotion, managed access to meeting rooms and shared facilities, and collaboration on community social activities to enable the company to grow its member base and span across the city.

Beneficiaries

Entrepreneurs and startup companies who seek affordable business accommodation and community that will support and enable growth of their startup businesses.

Outcomes

- 172 active members
- 70 companies
- 3 locations across Canberra
- Regular community events for members and non-members

Impact

Since 2012 when first established with the support of the ANU, Entry29 has provided accommodation and coworking support to a large number of startup entrepreneurs. Some created highly successful growth companies (Instaclustr) that create jobs in Canberra, some successfully exited (Interferex), some progressed in further ecosystem programs (SignOnSite, StakOne, LittleProducts, etc.). Many left to establish their operations in the city (Skoolbo, Instaclustr, WidgetBrain, etc.). Subsidised coworking, such as the one provided by Entry29, provides the essential entry level support and spirngboard for further growth of startups.

Support for other ecosystem initiatives

Inspiring Australia

CBRIN provided management, administrative support and delivery of Inspiring the ACT as part of the Federal Government funded Inspiring Australia Program that focuses on popularising STEM.

STEM SELLS

CBRIN provided promotion, management and administrative support for Creative Element to deliver the Federal Government funded STEM Sells program encouraging young women to engage with STEM education in novel ways.

stir

CBRIN provided funding, management, promotional support and office space to Ninpo Design who delivered a program for young aspiring creative entrepreneurs.

ribit

CBRIN provides office space, management support and business connections to CSRO's Data61 Ribit initiative that connects students interested in internships with opportunities in companies.

CBRIN provided event space, delivered two workshops and provided judging for InnovationACT - ACT's largest educational entrepreneurship program focusing on students of ACT's tertiary education institutions.

AustCyber

CBRIN delivered a pitching workshop for cyber-security SMEs and provided temporary space to the AustCyber team that delivers activities of the Cyber Security Growth Centre initiative.

Centre for Entrepreneurial AgriTech (CEAT)

CBRIN supported the ANU and CSIRO collaboration to establish the Centre for Entrepreneurial AgriTech by participating in workshops, providing input into plans, promotion and profiling CEAT at the CBRIN US Embassy hosted AgTech Innovation Day.

Center for Active Healthy Living (CAHL)

CBRIN participated in workshops with stakeholders and consultants to create a business plan for the Centre for Active Healthy Living led by the University of Canberra and co-funded by the ACT Government.

Family Safety Hub (FSH)

CBRIN supports selection of key staff for ACT Government Family Safety Hub initiative that aims to use innovation and collaboration to drive better outcomes in the family safety area.

Regional Innovation Support (RIS)

CBRIN partnered with the Department of Industry, Innovation and Science to deliver Regional Expert-in-residence support to communities in the broader Canberra Capital Region as they build and connect their entrepreneurship support services.

Key CBRIN activities

Capability

CBRIN identified entrepreneurial growth mindset and practical innovation capabilities as key deficiencies that slow down progress and potential impact of innovators, entrepreneurs, researchers, SMEs, government institutions and corporates. In response we have designed, tested and now deliver a range of programs that address these gaps.

Coaching

In addition to practical entrepreneur-led innovation training, entrepreneurs and innovators require one on one coaching, mentoring, peer feedback and assistance to help teams progress faster and be held accountable to results. These services are delivered by our staff, external mentors and partners in tailored growth programs, including in incubation & acceleration.

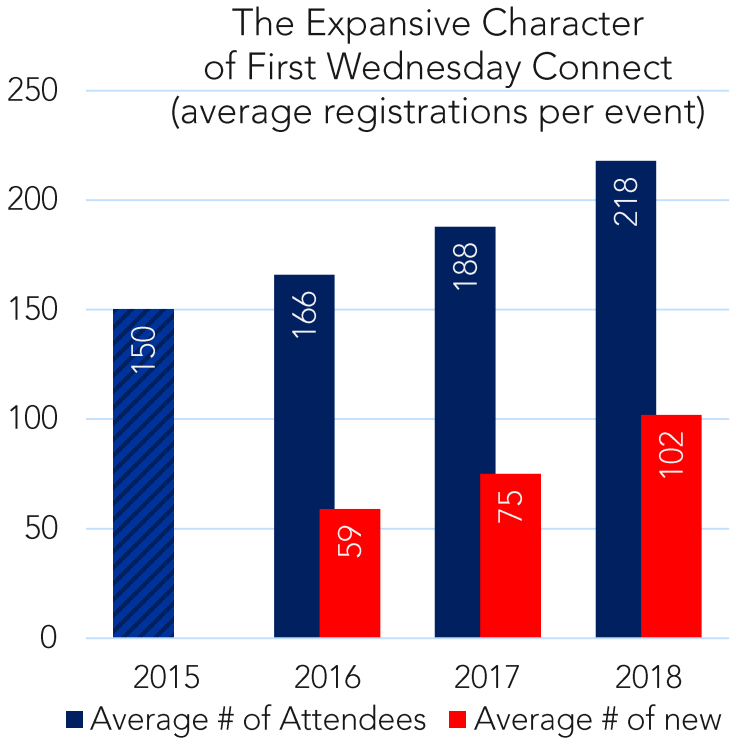
Collaboration

In a small jurisdiction and with limited resources, impact can be maximised through focus (smart specialisation) and activating collaboration that can enlarge the scale and unlock new value creation mechanisms. The rationale to intervene in facilitating collaboration is given by the low short-term returns and need to build trust among participants by a neutral party.

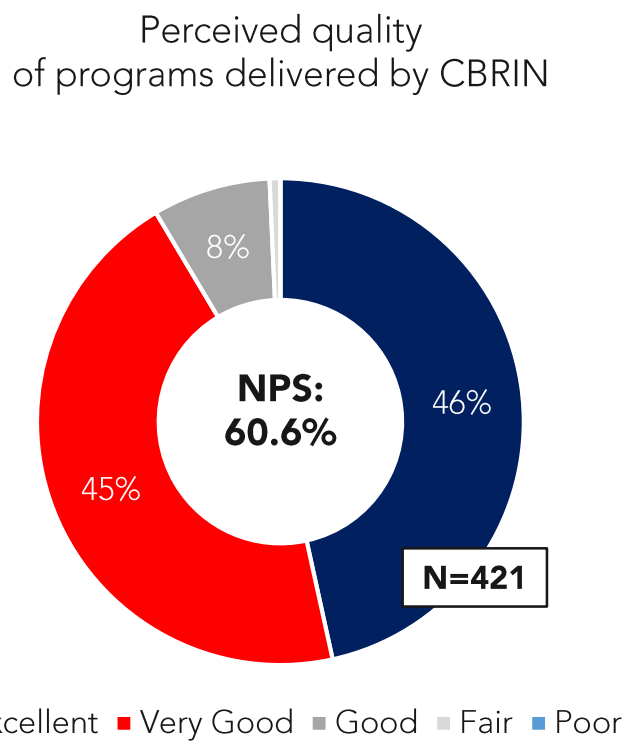
Community

Community is the key characteristic of an ecosystem - it is the ecosystem. CBRIN not only teaches, coaches and facilitates collaboration, we also activate and help build communities which is ultimately more important. These communities emerge and grow in sectors and key capability areas, practice areas, among different interest groups and also regionally, nationally and internationally.

Expanding network of entrepreneurs and innovators with high quality programs



Average attendee numbers at First Wednesday Connect (across 11 events per year; except for 2015 when only 6 events were held) show gradual growth of popularity of the event. The total annual attendance is likely to reach 2,500 in 2018 (compared to 2160 in 2017, respectively 2115 in 2016) with an average of 53% new attendees.



In 2018, 91% of the 421 respondents (participants) assessed CBRIN's innovation and collaboration programs as "Excellent" or "Very Good". Net Promoter Score (NPS) shows how likely are participants to recommend the program to others. The NPS of 60.6% indicates very high perceived quality of CBRIN programs.

Canberra Innovation Network's Team

Canberra Innovation Network's Extended Team

A network that grows the innovation community

Targeted initiatives that support entrepreneurs

Impact Study

CBRIN's impacts on the regional innovation ecosystem. The following slides have been taken from Strategic Economic Solutions presentation to CBRIN's Board on October 25, 2018.

Neural Network as well as a Physical Hub of the ACT and Region's Innovation Ecosystem

It is more than just a backbone organisation. CBRIN is like a neural network, or central nervous system - trusted, neutral and agnostic, creating many connections that respond and adapt to the chaotic nature of the regional entrepreneurial ecosystem.

-- Julian Webb and Simone Annis,
Impact evaluators , Strategic Economic Solutions

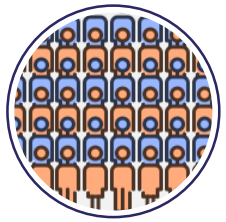
A physical hub with CBRIN in the centre is crucial as a place to point to the embodiment of the ecosystem, incorporating all of coworking, acceleration and incubation, along with the physical presence of the network.

It's all about people, place, process and proximity. As the first port of call for innovation, CBRIN at 1 Moore Street serves as a "triage centre" for entrepreneurs seeking help. To date 43,441 people have visited CBRIN, 9,981 in the 2017/18 year.

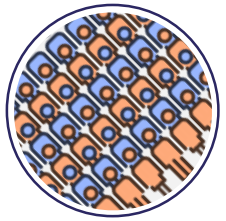
-- Extracted from the "CBRIN Impacts Study" by Strategic Economic Solutions (October 2018)

Entrepreneurial Ecosystem Vibrancy Measures

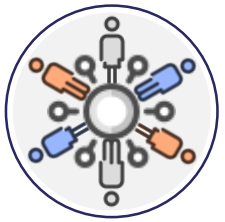
The Kauffman Foundation suggests that ecosystem vibrancy should be measured along the lines of Density, Fluidity, Connectivity and Diversity. CBRIN and partner programs target improvements all of these vibrancy characteristics.



Density



Fluidity



Connectivity

Diversity

First Wednesday Connect | Annual Innovation Showcase | Ribit | STEM Sells | Inspiring Australia | RIS

Workshops | Bootcamps | Collaborative Innovation Labs | Hackathons | Industry Innovation Days

1 Moore Street Innovation Hub – E29, GRIFFIN, KILN, MILLHOUSE + CEAT, AHLL, FSH etc.

"Exceeded expectations"

Based on research including 39 stakeholders interviews, CBRIN delivered:

- **Vibrant and connected ecosystem**
  - >13,000 members
  - FWC attracts 200-300 people every month
  - Used to be fragmented and in silos
  - Increased density, fluidity, connectivity and diversity
- **Culture change**
  - Focal point for innovation
  - Galvanising the community to believe in Canberra
  - Helping institutions transform
- **Better collaboration**
  - Catalytic enabler helping collaborators develop solutions to problems
    - >26 collaborative innovation labs
    - Improving economic diversity focussing on key sectors
  - Between foundation members and partners
  - With the broader region

Canberra Innovation Network's Impacts

(Strategic Economic Solutions)

Impact Study Interview Questions

What impact has CBRIN had on the innovation and entrepreneurship ecosystem in the ACT? What changes have occurred to the entrepreneurial innovation ecosystem as a result of CBRIN's activity? What would not be happening without CBRIN?

A More Vibrant and Connected Ecosystem

"CBRIN is a melting pot of ideas, a collective central point which is warm and accessible."

"CBRIN, its workshops, education and mentors are the glue that turns innovation into a team sport. It can sometimes feel like everyone is a competitor and CBRIN helps open doors and build support."

World-leading Institutions that Talk to Each Other

"CBRIN has given us (CIT) a seat at the table with the Universities."

"Without CBRIN there would be no connection, no critical mass, no drive, no beacon, no way the universities would collaborate!"

A place of innovation and collaboration

"CBRIN has brought innovation to the fore … creating the culture."

"Canberra is one the best ecosystems to develop technology. So my advice to any startup here is: don't move and stay in Canberra"

Employment in knowledge economy companies

Returns to the Capital Region include an increased entrepreneurial employment and improved reputation for Canberra."

"The high growth company which started with 4 employees, currently has 50 employees and is expected to grow to 60 employees by the end of 2018."

GLOBAL GAME CHANGING BUSINESSES

"In three and half years we have grown from having no customers to having clients in 150 countries with 90% of our market overseas."

"I would not have known how to even go about internationalising without CBRIN's help. They (CBRIN) helped me scale the business globally."

Framework for Evaluating Impacts of CBRIN

(Strategic Economic Solutions)

CBRIN OBJECTIVES	ACTIVITIES, RESOURCES	OUTPUTS, OUTCOMES	IMPACTS	EXAMPLES CASE STUDIES
Vision: Clever, connected, creative city. Canberra recognised globally as a "clever connected, creative city" fuelled by excellence in research, innovation and entrepreneurship, delivering diversified economy, social impact and creation of wealth. **Mission:** Empowering entrepreneurial people to make an impact and change the world. **Strategic Directions:** **Innovation capacity building** **Entrepreneurial capacity building** **Placemaking & collaboration**	Research to Impact Program On Prime Program Corporate Innovation programs (CIT, DPI NSW) Idea to Impact / Lean Startup Workshops Advanced Startup Workshops Support to Griffin Accelerator KILN Incubator / SME program First Wednesday Connect Collaborative Innovation Program (hackathons, labs) Support of Entry29 Support of Mill House Support of other programs & initiatives: Stem Sells, STIR, Inspiring Australia, Ribit, InnovationACT, sector initiatives Level 5, 1 Moore St Hub Introductions & triage Activities at Foundation Member institutions Hosting of meetups ACT Gov Funding, FM funding, corporate in-kind, balanced business model	Promotion of Canberra and the ecosystem (CBRIN) as a place for innovation Leveraging Canberra's competitive advantage: world-class institutions, proximity to decision making, location, demographic and size factors Mix of companies, spaces, sizes and stages allows for 'serendipity' to happen CBRIN internal KPIs being met Subculture of innovation and startup vibe impacts organisational culture Ideas are tested and confidence to commit is built Reduces time taken to commercialise, develop new products, build markets, raise capital, find niches, improvement in business management Helps to internationalise Universities talking to each other, less fragmentation Provides entry point for ecosystem Establishes regional engagement Many, many more …	The density of the Canberra innovation ecosystem has increased There is increased connectivity in the ecosystem The ecosystem is more diverse and more vibrant There are more jobs in knowledge economy businesses There is improved entrepreneurial and innovative capacity in the startup community, some SMEs and other organisations such as Government, founding and supporting member organisations There is more investment and deal maker networks It is early days and not always possible to attribute causality but lead indicators are good	First Wednesday Connect attracts many participants each month CBRIN's client list is vast and diverse from startups, SMEs, to Trucking Association to Government Departments to Community Sector KILN incubator clients include a range of innovative SMEs and high-growth startups Cybersecurity startup PenTen will increase from 4 (2015) to 60 employees by the end of 2018 CIT has introduced new innovative products and services and systematic organisational change preparing the organisation for new jobs in new industry sectors, such as renewables Instaclustr who started in E29 @ ANU in 2013 has 50 employees, 90 customers, recently raised more than $20.8M and is now located at UC Many GRIFFIN Accelerator graduates including Quizling, Emudent and StakOne have raised capital outside Canberra.

Performance bodes well for long term significant impact (1)

- CBRIN is "A place for innovation"
  - Physical hub that embodies the ecosystem
  - Triage centre for entrepreneurs seeking helps
  - 43,441 visitors, 9,981 in 2017/18
  - Promotion of Canberra
  - Attraction of entrepreneurs to Canberra
- CBRIN delivers "Better capability for innovation and entrepreneurship"
  - 1,024 people have undertaken innovation workshops in last 2 years
  - Significant individual impacts for entrepreneurs and SME's
- CBRIN contributes to "Increase in the size of the pipeline"
  - More spin offs in the future
  - More high growth firms

Performance bodes well for long term significant impact (2)

- CBRIN is "Making a difference to growing knowledge economy companies"
  - Benefits: improved confidence and less heartache, product market fit, time to market, internationalisation, capital raising and business management
  - Quality support for companies
  - Quality companies emerging
    - Improving entrepreneurial density
- CBRIN contributes to "Increased investment in companies"
  - Improved quality of deal flow for investors
  - More deal maker networks
- CBRIN supports growth of social ventures by "partnering with and supporting the Mill House"
  - Improving diversity

Implications

- CBRIN plays a crucial role in the ecosystem
  - It is more than just a backbone organisation, it is the neural network of the ecosystem
  - The network is more important than its constituent parts
  - Role is to keep everything moving
- Impacts will grow in the future as more companies emerge from the network and the programs of CBRIN and its collaborative partners:
  - Diversifying the economy;
  - Creating high value employment in growing technology and knowledge economy firms.
- Support needs to continue over time to realise long term benefits
  - Recognising networks are not linear and causality is hard to attribute to any one element
  - Monitoring and Evaluation strategy and associated data gathering needed
- CBRIN needs to protect its position as an agnostic, neutral facilitator

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Download the document at: www.cbrin.com.au/impact | enquiries@cbrin.com.au

Material developed using the 2018 CBRIN Impacts Study by Strategic Economic Solutions.