



AUCKLAND INNOVATION PLAN



A city of change and innovation

Contents

Foreword

Auckland Council's vision is for Auckland to be the world's most liveable city. A prosperous economy that is internationally connected is vital to achieving this vision.

Innovation and entrepreneurship are key drivers of economic growth and critical to delivering a prosperous economy. Auckland Tourism, Events and Economic Development (ATEED) as the economic growth agency for Auckland, is committed to supporting Council's aspiration that Auckland will become an innovation hub of the Asia-Pacific region.

The Auckland Innovation Plan outlines the priorities and actions identified by ATEED to build a culture of innovation and entrepreneurship in Auckland. This plan aims to build on Auckland's entrepreneurial foundations and develop innovation-led entrepreneurship as a key driver for Auckland's economic growth. This will ensure our businesses grow faster, employ more skilled Aucklanders in higher paid jobs, are flexible and well positioned to take advantage of emerging opportunities – both nationally and globally.

ATEED will lead on the co-ordination of this plan and seek opportunities to progress the actions identified by working in partnership across the public and private sector to create a more positive environment for innovative start-ups to succeed and existing Auckland companies to innovate. Where appropriate, actions will be led by our central government and private sector

partners. In a spirit of kotahitanga and as owners of this plan, ATEED will provide support on the delivery. This plan looks to 2025, but reflective of a dynamic and changing environment, identifies actions for delivery over the next 3 years only, which will be monitored, and reviewed at the end of this period.

This plan is informed by the feedback on the Draft Auckland Innovation Plan, received between March and May 2014. I would like to thank all who provided feedback and contributed to the consultation process.

This plan also builds on the work and advice of ATEED's former Innovation Advisory Group and I'd like to acknowledge the group members for their valued input – Professor Sir Peter Gluckman, Sir Stephen Tindall, Dr Alastair MacCormick, Dr Rick Boven, Phil O'Reilly and Franceska Banga.

ATEED and its partners have already begun to deliver on this plan, with a number of the actions proposed in the early stages of development and implementation. We ask that you support us – in the spirit of partnership – on this journey to deliver on priorities and actions which support the growth of innovation in Auckland, with all its associated benefits.



Brett O'Riley

Chief Executive
ATEED

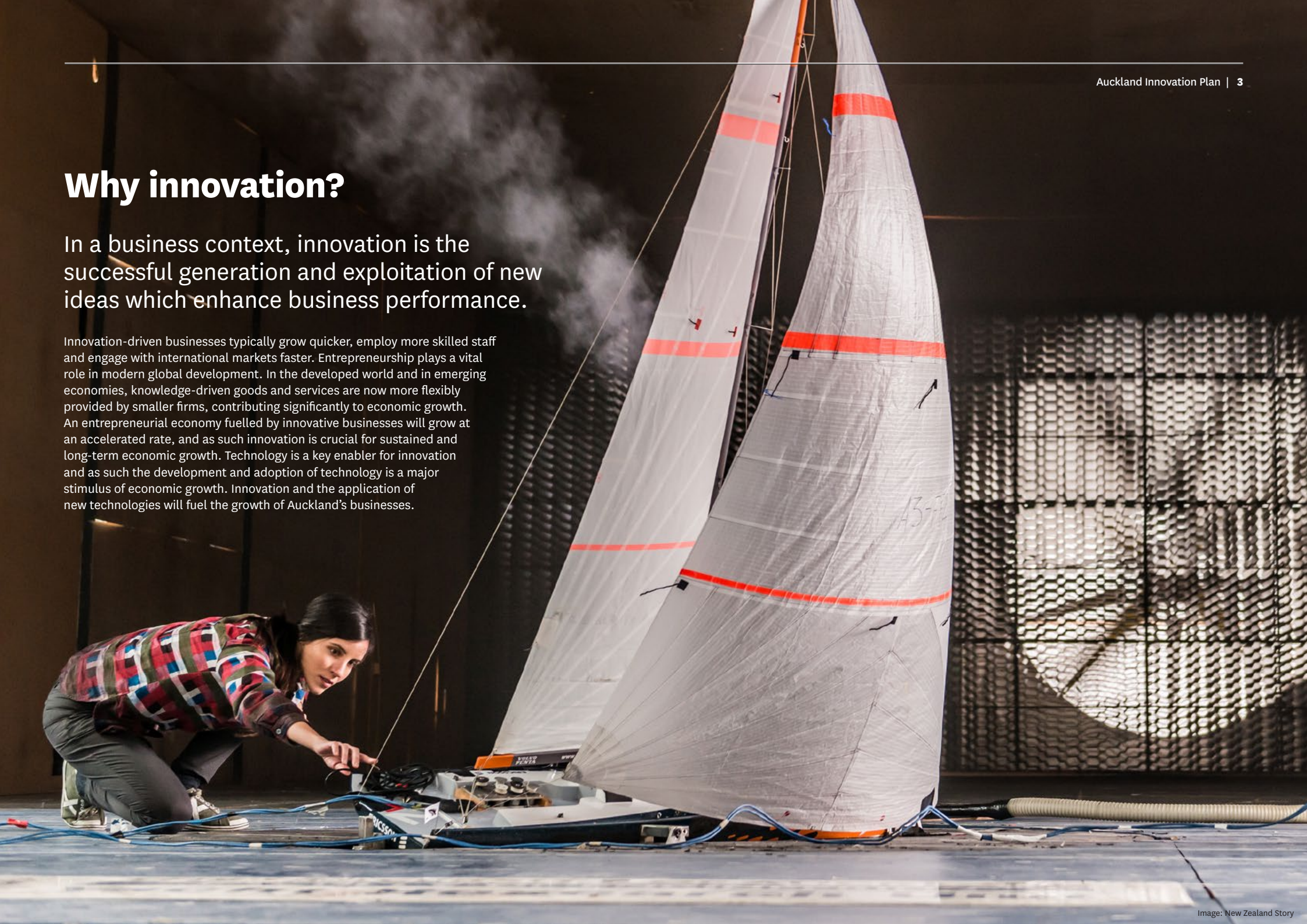


Executive summary

Why innovation?

In a business context, innovation is the successful generation and exploitation of new ideas which enhance business performance.

Innovation-driven businesses typically grow quicker, employ more skilled staff and engage with international markets faster. Entrepreneurship plays a vital role in modern global development. In the developed world and in emerging economies, knowledge-driven goods and services are now more flexibly provided by smaller firms, contributing significantly to economic growth. An entrepreneurial economy fuelled by innovative businesses will grow at an accelerated rate, and as such innovation is crucial for sustained and long-term economic growth. Technology is a key enabler for innovation and as such the development and adoption of technology is a major stimulus of economic growth. Innovation and the application of new technologies will fuel the growth of Auckland's businesses.



The challenge, opportunity and aspiration

Auckland's economy has unique challenges and opportunities. A strong entrepreneurial culture is hindered by skills gaps and shortages, capability constraints and a lack of true collaborative working.

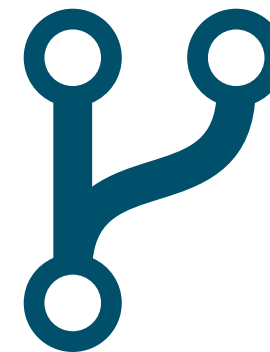
Auckland is a culturally diverse and young city, which offers a truly great innovation opportunity which has not been realised. The unique differential which is provided by our Māori heritage, culture and business has not been fully nurtured and capitalised upon to help drive economic growth, and the development of innovative businesses and jobs.

Despite these challenges, the opportunity exists for Auckland to realise the aspiration set out by Auckland Council's Economic Development Strategy (EDS) and become 'an innovation hub of the Asia-Pacific rim'.

TO ACHIEVE THIS
AUCKLAND MUST
ASPIRE TO THE
FOLLOWING BY 2025



Increase research and development (R&D) intensity rates to OECD averages (NZ Baseline: 1.27, OECD: 2.38 (2012))



Formally connect with innovation hubs across the Asia-Pacific region and become an innovation leader in the region.



Generate additional GDP impact per annum of \$8 billion from enhanced R&D and innovation activity



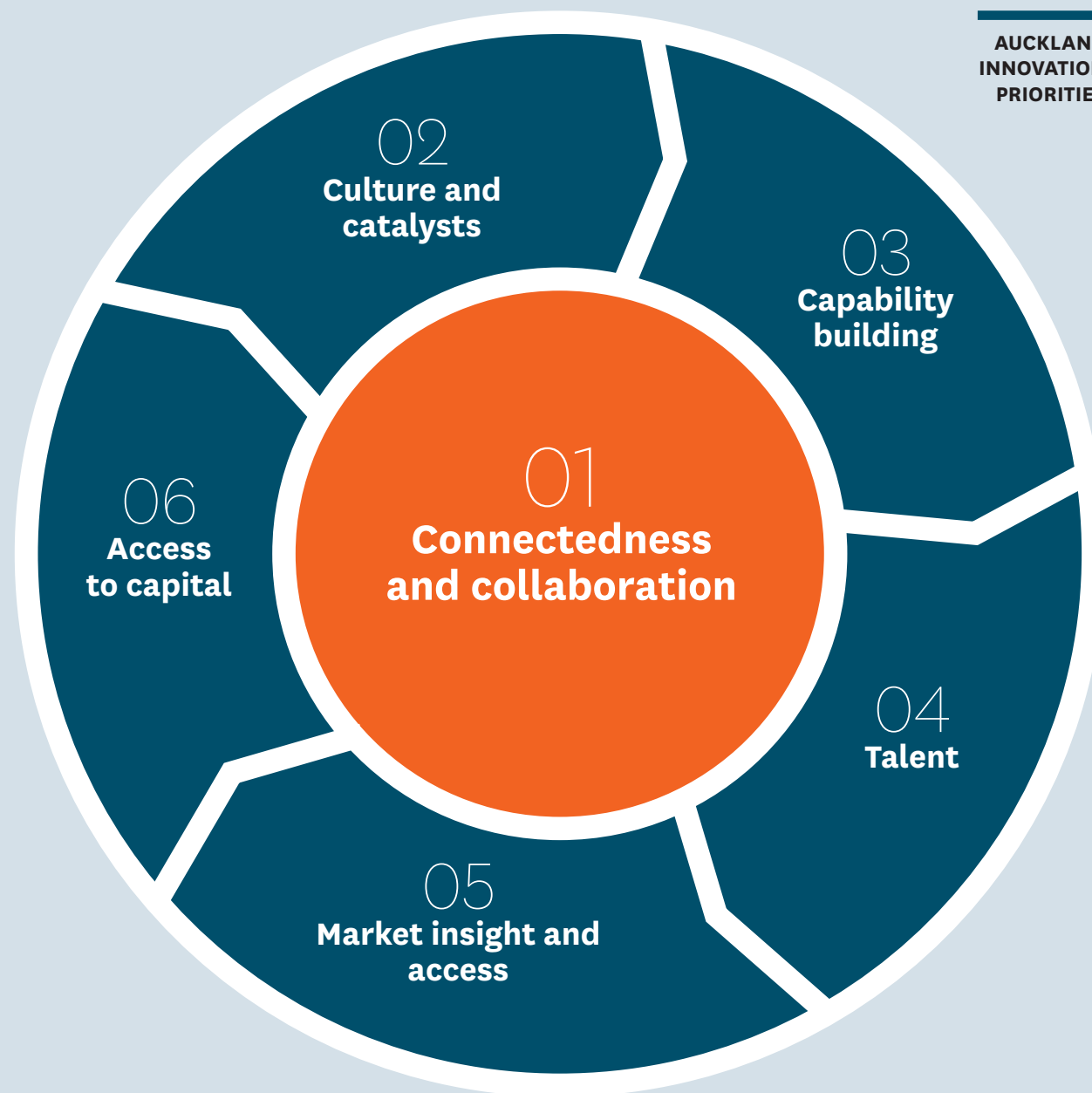
Increase the number of business which are actively innovating to 60 per cent (Baseline: 42 per cent (BOS Survey 2011))

The plan

This Auckland Innovation Plan has been developed by ATEED to capitalise on these opportunities and realise this vision.

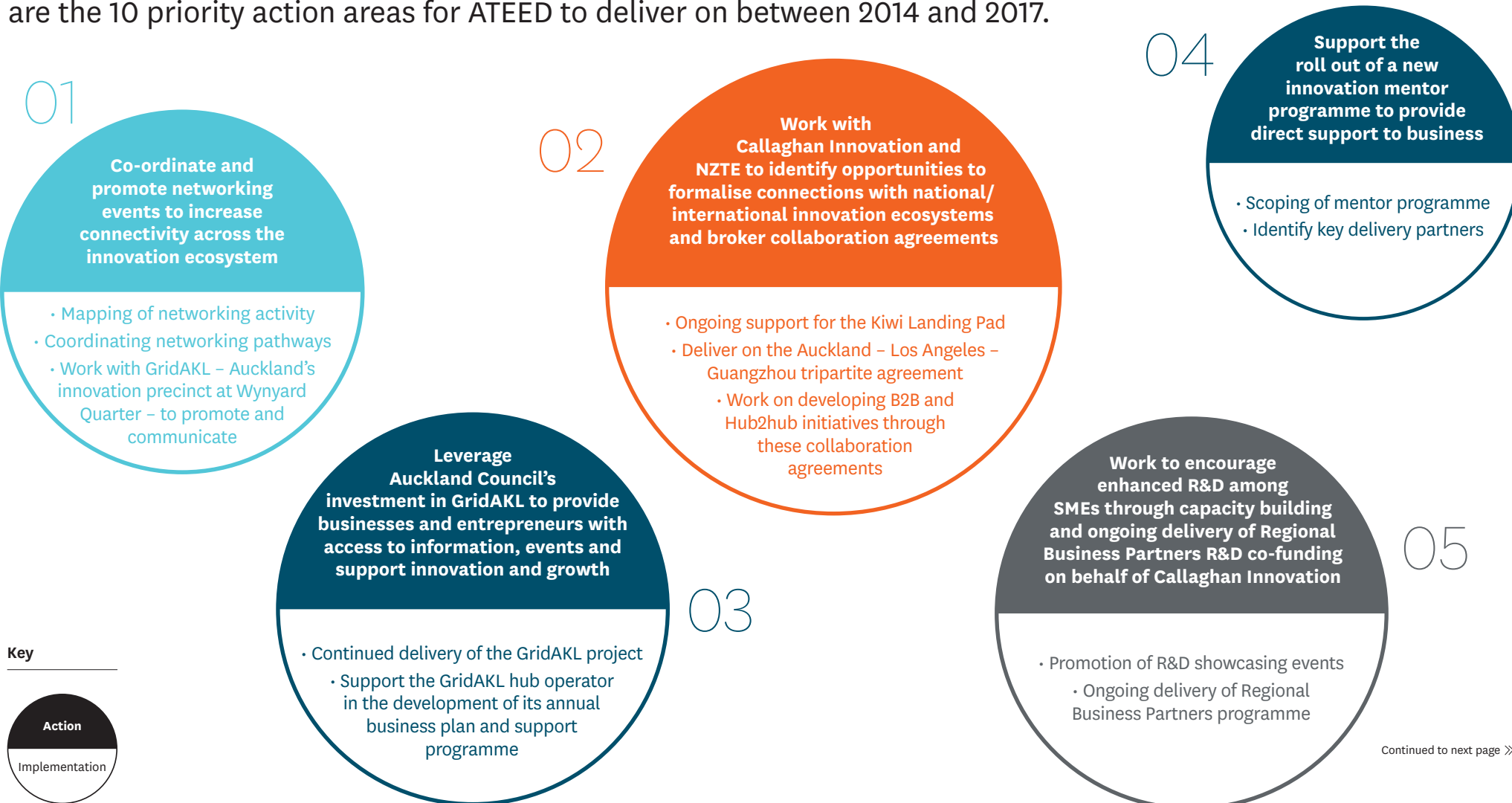
ATEED will play a leadership role in co-ordinating the delivery of this plan and to create the environment for innovation to prosper. The plan is informed by stakeholders across the innovation ecosystem and identifies six priorities and a series of supporting actions that, subject to available resources and partner commitment, be delivered in collaboration with key central government, tertiary and private sectors partners between 2014/15 and 2016/17. Whilst this plan looks to 2025, reflective of a dynamic and changing environment, identifies actions for delivery over the next 3 years only, which will monitoring and reviewed at the end of this period.

This plan is aligned to other ATEED strategic documents including the Annual Plan and Statement of Intent and the priorities identified are reflective of and linked to the priorities within this plan.

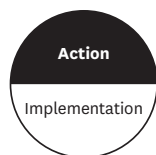


Key actions for ATEED

The full range of actions for delivery is outlined from page 19. Outlined below are the 10 priority action areas for ATEED to deliver on between 2014 and 2017.



Key



Continued to next page >>

06

ATEED to identify and case manage Auckland innovative businesses with high-growth potential

- Renewed focus on innovative businesses in case management work

08

Work with NZTE, Te Waka Angamua and Ngā Pū Waea to support the development of innovative Māori, iwi, mataawaka and Pacific peoples businesses

- Support Māori economic development and innovation through targeted interventions
- Leverage opportunities emerging from Council's The Southern Initiative (TSI)

10

Support Callaghan Innovation in the provision of The Icehouse/ Lightning Lab accelerator at GridAKL which will stimulate innovation-based entrepreneurship and new product development

- Through GridAKL support the delivery of the Auckland Accelerator

07

Work in partnership to actively engage with the Māori and Pacific peoples communities, young people, immigrants and women to stimulate their interest and increase their involvement in the innovation ecosystem

- Support Māori economic development and innovation through targeted interventions
- Leverage opportunities emerging from TSI
- Support for the Lion Foundation Young Enterprise Scheme

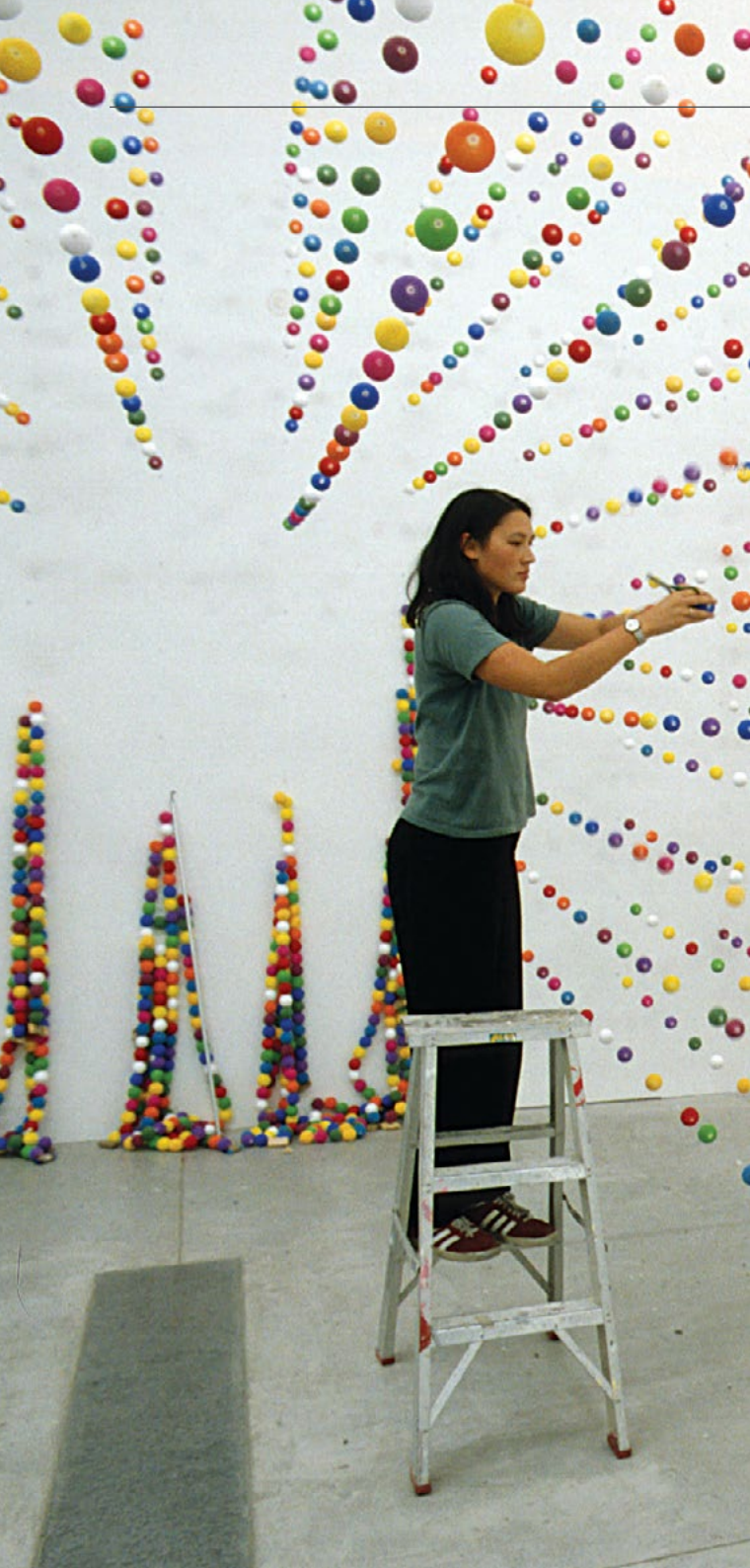
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Work with NZTE, Te Puni Kokiri and Te Waka Angamua to explore investment opportunities for Māori arising from Treaty of Waitangi settlements

- Support for iwi in capitalising on investment opportunities



Introduction and background



Innovation

Definition

Innovation is a “change that creates a new dimension of performance”¹. In an economic context, innovation is the successful generation and exploitation of new ideas that enhances business and/or economic performance.

Innovation-driven businesses typically grow quicker, employ more skilled staff and engage with international markets faster (than non-innovation-focused businesses).

Entrepreneurship is the “process of pursuing a business opportunity”, and is centred on innovation. An entrepreneurial economy fuelled by innovative businesses will grow at an accelerated rate, and as such innovation is crucial for sustained and long-term economic growth.

Innovation is broader than technology, it can be the development of new ways of working, new processes or business models. However in the 21st Century, technology is the key enabler for innovation and, as such, technology development is a major stimulus of economic growth. Innovation and the application of new technologies will fuel the growth of Auckland’s businesses.

Innovation and technology – realising global potential

Auckland’s economy is inextricably linked to the global economy. Global trends influence and impact on how and where economic resources should be directed.

Today, these trends are primarily in the technology space. Building on innovative and strong tech foundations, and becoming a ‘smart city’, can provide the ideal platform for innovation and place Auckland in a position to respond to these global trends. A city whose economy is knowledge-intensive, technology centric and is focused on developing smart infrastructure will be able to effectively compete globally.

1. Drucker P, Innovation and Entrepreneurship (1986)

Opportunities and challenges

Innovation in New Zealand

There are both strengths and weakness in New Zealand's innovation system.

A strong entrepreneurial culture, world renowned education system and solid emerging support mechanisms offset issues such as the lack of business investment in R&D, a culture of 'lifestyle' businesses, and shortcomings in the process of technology diffusion and adoption. Some key indicators include:

- The Global Innovation Index 2013 ranked New Zealand 17th out of 142 countries, and 3rd in South East Asia and Oceania behind Hong Kong and Singapore (7th and 8th overall for innovation)
- New Zealand ranks 11th in the world for researchers per capita at 6.34 people per 1000
- New Zealand exports in the technology sector have doubled in the last five years
- The number of intellectual property patents registered rose by 7.5 per cent between 2004 and 2011, but only 2.2 per cent from then until 2014
- The proportion of staff and expenditure dedicated to research and R&D increased by just 7.3 per cent from 2004 to 2011, and the proportion of businesses reporting any type of innovation has remained static at an average of 46 per cent since 2007
- foreign investment in R&D and the inflow of foreign direct investment as a percentage of gross domestic product (GDP) are also recognisable weaknesses for New Zealand according to the Global Innovation Index
- innovation-based sectors are performing best in terms of revenue per employee. In the technology sector, salaries in 2013 were at 160 per cent of the average for New Zealand. However, the country's rate of innovation is low and the growth rate of GDP per person working is negative.



Innovation in Auckland

Auckland is New Zealand's largest city and commercial centre and the innovation hub of New Zealand – home to the majority of the country's entrepreneurial community.

Auckland is home to more than a third of New Zealand's population and provided employment for more than 760,000 people in 2014². Auckland's economy generated approximately \$75 billion in economic activity in 2013³. That equates to 36.7 per cent of New Zealand's GDP.

Auckland ranked 106th on the 2014 Innovation Cities Global Index, and ranked 20th in Asia-Pacific sub region. San Francisco Bay, New York and London are the top three in the world – Seoul, Tokyo and Sydney are the top 3 in Asia-Pacific.

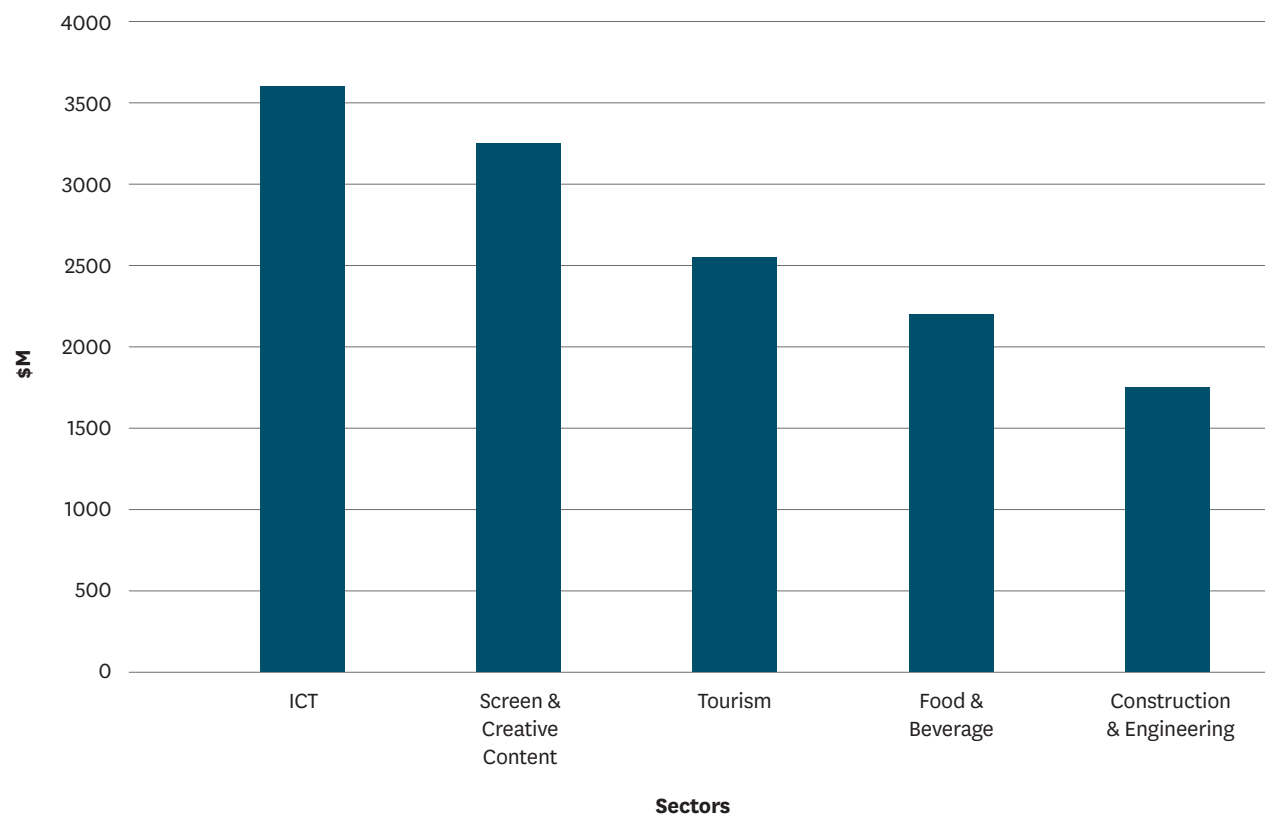
According to IBM Future Cities, Auckland rated 5th Smartest City⁴ in Asia-Pacific in 2012, ranked 1st in Smart Living and 2nd in Smart People. However, it ranked low in smart economy and smart mobility – key requirements for growth.

While Auckland has a broad and diverse economy, like any city it has key sectors which are core to its growth and development. The Economic Development Strategy (EDS) identifies the sectors below as the largest economic contributors.

Whilst these are key sectors, many of which boast growth potential, Auckland generally struggles to differentiate itself, with few sectors of specialisation. In terms of regional specialisation, in a New Zealand context, Auckland has no sectors that can be regarded as highly specialised and only a small number of sectors that are moderately specialised⁵.

AUCKLAND'S KEY SECTORS OF ADVANTAGE

Source: Infometrics' regional GDP model and Auckland Council calculations (2012)



2. Infometrics June 2014

3. Infometrics June 2014

4. The smart city concept means efficiency based on intelligent management and integrated transport, technology and human and social capital.

5. NZIER, Regional Economies – Shape, performance and drivers, Working Paper 2014/03, July 2014

Where sectors exist as clusters, or clusters dominate the sector, this can fuel collaborative innovation and accelerate economic growth. Clusters have been internationally proven to benefit a city's or region's growth⁶.

However, the public sector cannot create clusters and Auckland's lack of regional specialisation acts as a barrier to cluster formation. While clusters cannot be created and often exist by 'historical accident'⁷, local government does have a role to play to "identify and describe local clusters, identify their binding constraints, and facilitate action to implement needed exchanges and initiatives"⁸.

Despite its lack of specialisation at a more local level, Auckland has a number of nascent clusters within key sectors including food processing and manufacturing in the south of Auckland, and ICT in central Auckland and on the North Shore. In these instances, there are opportunities to align programs to support private sector-led activities, helping to create strong links between indirectly dependent sectors; generate strong trade links; and cement close relationships between industry and academic research.

Sectors which represent broad innovative technology platforms such as biotechnology, advanced materials, cloud computing, and screen and creative content may provide further opportunities for specialisation. Supporting the growth of such sectors and building a deep capability, strong skills base and supply chain can be a key driver for economic growth.

More recently, international discussion on clusters has highlighted that for entrepreneurial activity to flourish it requires a physical concentration of talent, infrastructure, capital, and networks⁹. When starting initiatives to encourage innovation, there are many competing interests: private sector stakeholders, investors, start-ups etc; central and local government; and tertiary institutions. Bringing together and managing those stakeholders and interests are essential to successful implementation. ATEED's support for the development of GridAKL presents an opportunity to create an innovative cluster in this mould, which is supported by the diverse range of stakeholders within the innovation ecosystem.



Supporting the growth of key sectors and building a deep capability, strong skills base and supply chain can be a key driver for economic growth.



6. Innovation matters: Reviving the growth engine – McKinsey 2014

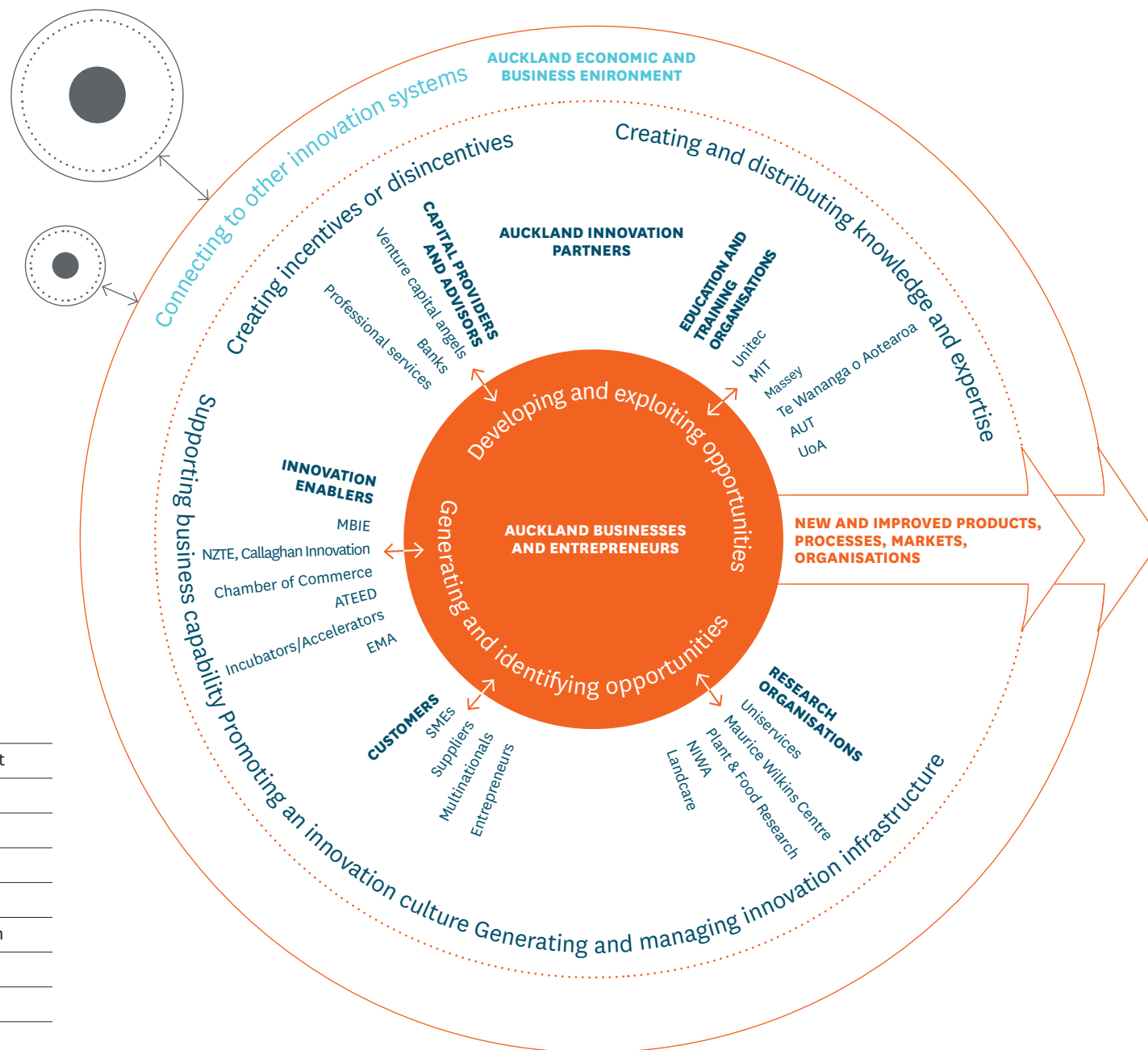
7. Centre for Cities and McKinsey Institute, Industrial Revolutions, 2013

8. <http://www.brookings.edu/research/papers/2010/09/21-clusters-muro-katz>

9. http://www.mckinsey.com/insights/public_sector/creating_growth_clusters_what_role_for_local_government

Innovation ecosystem

Auckland's innovation system¹⁰ includes capital providers, education, research and innovation drivers, businesses and entrepreneurs.



Key

ATEED Auckland Tourism, Events and Economic Development

AUT Auckland University of Technology

EMA Employers and Manufacturers Association

MIT Manukau Institute of Technology

MBIE Ministry of Business, Innovation and Employment

NIWA National Institute of Water and Atmospheric Research

NZTE New Zealand Trade and Enterprise

UoA University of Auckland

10. Adapted from MartinJenkins, 2012



Realising Auckland's opportunity

While it faces similar challenges to the rest of New Zealand, Auckland has unique challenges and opportunities.

Like the rest of New Zealand, a strong entrepreneurial intuition is hindered by skills shortages, capability shortcomings and a culture of 'silo' working. Auckland is a culturally diverse and young city, which offers a truly great opportunity which has not been realised. The unique differential which is provided by Māori culture, heritage and business has not been fully nurtured and capitalised upon to help drive the growth of innovation, and the development of innovative businesses and jobs.

Innovation and innovation-driven entrepreneurship will be critical to Auckland's future growth and prosperity. This plan identifies six priorities for shared action to support the creation of a culture of innovation across Auckland's economy:

- **Connectedness and collaboration** – develop strong linkages and encourage consistent and pro-active working between key stakeholders in the innovation ecosystem

- **Culture and catalysts** – enhance showcasing, promotion and valuing of innovation and entrepreneurship in Auckland's economy
- **Capability building and support** – appropriate support for innovative entrepreneurs and easy access to this support
- **Talent** – address key skills shortages and provision of talent required for key industries and capitalise on Auckland's diversity
- **Market insight and support** – access to, and a focus on, market knowledge and insights
- **Capital** – access to smart finance at all levels of the business life cycle.

An enhanced innovation culture in Auckland, epitomised by increased collaboration and more innovation focused businesses, has the potential to dramatically improve economic performance and generate more highly paid jobs.

INNOVATION GLOBALLY

The importance of innovation is acknowledged globally. Cities and regions recognised as innovation hubs have a common set of characteristics¹¹.

- strong internal links between researchers, industry and investors
- strong external connections to other leading cities and centres of innovation
- world-leading innovative firms that generate, identify, develop and exploit opportunities, including significant breakthrough innovations
- internationally recognised industries of competitive advantage built on and extended organically as innovators diversify
- a depth of and ready access to resources for innovation, including capital, insight, management capability, technical and entrepreneurial talent
- strong bases of R&D and education knowledge and expertise
- a culture of innovation and an environment that encourages experimentation and the creation and churn of businesses.

Auckland boasts many of these characteristics, but some require focused development and others require dedicated focus.

11. Auckland Innovation Plan: Background Research, Martin Jenkins (2012)

Vision

Existing visions and goals

The Government's goal for innovation – contained in the 2014 Business Growth Agenda – is to 'create the right business environment and incentives to encourage New Zealand's business sector to double their expenditure on R&D to more than one per cent of GDP'. The agenda outlines a range of active priorities which cross reference with the priorities for Auckland.

Auckland's Economic Development Strategy (EDS) innovation priority and vision is for 'Auckland to become an innovation hub of the Asia-Pacific rim'. The high-level actions outlined in the EDS encourage increased collaboration, enhanced infrastructure and higher profile for Auckland innovation. Auckland's Shared Economic Agenda, which emerged from a mid-course assessment of the EDS in early 2014, also recognised the importance of innovation.

These existing goals are reflected within the six priorities within this plan.

The purpose of this plan is to support these objectives and to help realise the goal of Auckland becoming an innovation hub of the Asia-Pacific rim. The focus of the plan is on practical actions ATEED can take by the end of 2016/17, in partnership with the Government, stakeholders (as listed overleaf) and the private sector, to create an environment in which innovation permeates throughout all sectors and businesses.



Delivering on Auckland's innovation priorities

A collective effort will be required to realise Auckland's vision to become an innovation hub of the Asia-Pacific region.

Whilst developed by ATEED, this plan has been informed by key stakeholders across the innovation ecosystem:

- central government
- tertiary institutions
- entrepreneurs
- businesses of all sizes
- investors
- supporting organisations.

These stakeholders provided feedback on the draft plan and identified a range of priority areas and actions to be addressed categorised under the six priorities which will drive innovation in Auckland.

ATEED's role

As Auckland Council's economic growth agency, ATEED needs to take a leadership role and a system-wide view of the Auckland economy and innovation ecosystem, acting as an enabler, facilitator and connector. ATEED is committed to the principle of kotahitanga – a shared unity of purpose – and mindful of the resources available and the role of key agencies including Callaghan Innovation and NZTE, its focus will be on informing, promoting and integrating. This means ATEED will:

- support the development of a conducive environment for the culture of innovation to thrive across the city
- create points of interaction and connect key stakeholders, both inside and outside of organised activity
- work with partners to promote Auckland as an innovation hub in the Asia-Pacific region
- drive the Auckland innovation agenda with central government and ensure national programmes deliver for, and are used by, Auckland's businesses
- work with Auckland's Māori businesses and iwi to enhance their role in the innovation ecosystem
- promote and celebrate Auckland's innovation performance and successes, both in an New Zealand and an international context, using Auckland's 'A' brand
- identify gaps and intervene in response to a clear market failure or opportunity for Auckland, and when there is a need to intervene, to ensure it works in partnership.



PARTNERSHIP DELIVERY

The priorities and actions identified span a range of activities and draw on existing capability within ATEED and across partner organisations. A number of the actions are already in the early stages of development and implementation, meaning this plan will be 'live' from day one.

Delivering on this plan requires commitment from all stakeholders involved in its development and requires ATEED's partners to take ownership of a number of the actions identified.

Proposed actions priorities and actions are detailed on the following pages. ATEED has gained initial commitment from partners on delivering actions and will work with partners to refine and resource the associated actions in a spirit of kotahitanga and the notion of 'ko tou rourou, ka ora ait e iwi' ('with your contribution, and my contribution, we will thrive').

Action categorisation and timeframes

As there is a requirement for interventions at a number of levels, identified actions have been classified by the nature of the activity proposed. These classifications are explained below.

Key

Classification	Descriptor
Deliver	Action which requires direct intervention/delivery
Enable	Action which requires ATEED (and others) to co-ordinate, influence and support
Inform	Action which requires information to be collated, disseminated and promoted
Connect	Action which requires connecting people, institutions and businesses

This plan looks to 2025, but reflective of a dynamic and changing environment, identifies actions for delivery over the next 3 years only, which will be reviewed at the end of this period. Implementation of actions will take a pragmatic approach and will be dependent on available funding and resources. Also identified is when within these three years, each action will be delivered.





Innovation priorities and actions

01

Connectedness and collaboration

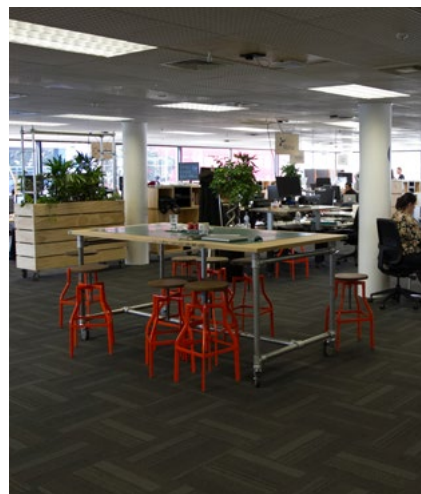
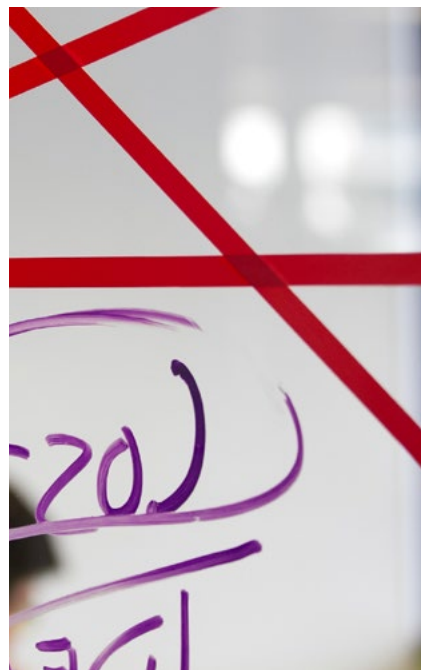
Successful innovation and entrepreneurship are fuelled by connectivity and collaboration, both within and across sectors.

Improved collaboration is fundamental to increase levels of innovation. ATEED and its partners will work to maximise the opportunities for connecting businesses and develop a more collaborative culture and environment.

ATEED, on behalf of Auckland Council, is already leading the creation of an innovation precinct in Wynyard Quarter. GridAKL, in addition to providing new space for innovation-driven entrepreneurs, is developing further opportunities for connectivity and 'creative collisions' that can stimulate new ideas and innovations.

While GridAKL represents an important \$20 million multi-year investment by Council, it is only one space across the city and is part of a broader 'innovation corridor' that stretches across Auckland encompassing a wider ecosystem that is essential for supporting innovative start-ups and SMEs. ATEED will work to identify, link and promote these spaces and – where gaps exist – ATEED will work with partners including local boards to enhance the provision of spaces for innovation and entrepreneurship, including social entrepreneurship.

Improve collaboration	Deliver	Enable	Inform	Connect
Year 1				
1.1 Co-ordinate and promote networking events to increase connectivity across the innovation ecosystem	✓	✓		
1.2 Support Callaghan Innovation in the establishment of a virtual/digital networks to connect those within the innovation ecosystem	✓			
1.3 Leverage the investment in GridAKL to provide businesses and entrepreneurs with access to information, events and support innovation and growth	✓			
1.4 Work with Callaghan Innovation and NZTE to identify opportunities to formalise connections with national/international innovation ecosystems				✓
Enhance infrastructure	Deliver	Enable	Inform	Connect
Year 1				
1.5 Work with stakeholders and tertiary institutions to improve the links between innovation hubs across Auckland				✓
Year 2				
1.6 Work with stakeholders, local boards and the private sector to enhance the supply of flexible and affordable collaborative and shared innovation space across Auckland to meet demand		✓		



☉ CASE STUDY: GRIDAKL

ATEED is responsible for the development of Auckland's newest innovation hub – the GridAKL (previously known as the Wynyard Quarter Innovation Precinct). The precinct is a specifically designed space to support ICT and digital companies close to the CBD and in the heart of the Wynyard Quarter redevelopment. GridAKL will connect the wider innovation ecosystem and complement other hubs of high-tech companies across the region, be they in Albany, Takapuna, Britomart or Auckland Airport.

gridakl.co.nz/ 

02 Culture and catalysts

Aucklanders are considered to be entrepreneurs rather than innovators. While levels of business start-ups are high, a low proportion of these would be considered truly innovative.

Survival rates need to improve if the long-term benefits of entrepreneurship are to be realised. In addition, the 'lifestyle business' culture means that many Auckland businesses do not grow to scale or realise their full potential.

ATEED will work to improve the culture of innovation in Auckland. Targeting existing and potential future entrepreneurs and established business, ATEED will seek to increase the visibility of innovation-led entrepreneurship and encourage more people to consider this as a career and life path.

Technology is a key enabler of innovation, and strong tech foundations are required for sustainable innovative growth. ATEED will work with partners to support the development of the broad ICT and technology sector and to encourage the increased use of technology in developing business solutions.

Improve the visibility of culture among Aucklanders and potential entrepreneurs	Deliver	Enable	Inform	Connect
Year 1				
2.1 In partnership with stakeholders and Callaghan Innovation, co-ordinate a series of profile-raising events and use digital channels to promote Auckland as an innovation city nationally and internationally, and increase the visibility of innovation among Aucklanders		✓	✓	
2.2 In partnership with stakeholders, Callaghan Innovation and tertiary institutions, identify and promote existing Auckland innovation role models and ambassadors, through events such as the New Zealand Innovation Awards, highlighting innovative entrepreneurship as a legitimate career pathway		✓		
Encourage entrepreneurship	Deliver	Enable	Inform	Connect
Year 1				
2.3 Work with partners to provide potential innovative entrepreneurs with a sample of what it means to run a business through support for business competitions such as Start Up Weekend and HACKAKL		✓		
2.4 Build on the success of the Lion Foundation Young Enterprise Scheme to support the cradling of entrepreneurial thinking among young people and provide pathways to catalysing this thinking		✓		

📌 CASE STUDY: SPARK HELPING DRIVE INNOVATION AND ENTREPRENEURSHIP IN AUCKLAND

Spark, the University of Auckland's entrepreneurship programme, is a student-led initiative established in 2003. Spark's primary role is to foster and promote a spirit of innovation and a culture of entrepreneurship at the university and within the wider Auckland region – through the creation of international growth-oriented businesses as well as producing the new breed of graduates a dynamic knowledge-based economy requires. The programme is unique, being run by a committee of 30 volunteer students, while 150 people from the local entrepreneurial community also volunteer to act as judges, mentors and speakers. The impact of the Spark programme can be seen in three different ways:

- the development of an innovative and entrepreneurial culture at the university which is permeating into the city and region as students graduate
- people development – seen in Spark 's success in developing graduates who are innovative, entrepreneurial, business savvy and globally connected
- venture Creation people who have been through element of the Spark programme have gone on to create over 110 ventures mainly in Auckland which between them have raised over \$180 million in capital and created over 400 jobs

spark.auckland.ac.nz/ 

Valuing R&D	Deliver	Enable	Inform	Connect
Year 1				
2.5 Work to encourage enhanced R&D among SMEs through capacity building and ongoing delivery of Regional Business Partner R&D co-funding on behalf of Callaghan Innovation	✓			
Year 2				
2.6 Work with Auckland's tertiary institutions to support their efforts to enhance connections with businesses to enable greater R&D development and commercialisation				✓
Technology as a catalyst	Deliver	Enable	Inform	Connect
Year 2				
2.7 Work with stakeholders and sector representative groups to support the growth and the acceleration of Auckland's tech, digital media and creative industries		✓		
2.8 Use GridAKL to stimulate cross-sector collaborations and connections to encourage the application of new technology business models and solutions				✓



03 Capability building

Providing appropriate support for innovative businesses at all levels is vital for supporting the growth of innovation in Auckland. Whilst there is a range of support available, gaps exist and not all provision is visible or easily accessible.

ATEED and partners will work to ensure the required support services are in place, visible and can be accessed by those who need it. Where required, new support services will be supported including the Callaghan Innovation's accelerator programme and a new innovation mentor programme.

Improve capability and sophistication	Deliver	Enable	Inform	Connect
Year 1				
3.1 Map and promote the support services for innovation and growth available to Auckland's businesses and entrepreneurs and identify gaps and opportunities for enhanced activity		✓		
3.2 Support Callaghan Innovation in the provision of the Icehouse/Lightning Lab accelerator at GridAKL which will stimulate innovation-based entrepreneurship and new product development	✓			
Year 2				
3.3 Support the roll out of a new innovation mentor programme to provide direct support to business	✓			
3.4 ATEED to identify and case manage Auckland innovative businesses with high-growth potential	✓			
Improve visibility of support	Deliver	Enable	Inform	Connect
Year 2				
3.5 Promote and market the range of support available to Auckland's businesses and direct entrepreneurs and businesses to infrastructure available for innovation through advice, case studies and publicly available information		✓	✓	



Ø CASE STUDY: THE FOODBOWL - TE IPU KAI

The New Zealand Food Innovation Network, ATEED and Callaghan Innovation are leading the development of state-of-the-art food and beverage facility The FoodBowl – Te Ipu Kai, in Mangere. About 40 new engagements with companies occur every month and The FoodBowl is becoming the hub of innovation in Auckland’s food and beverage sector.

What is the The FoodBowl?

It is a world-class, export-certified pilot manufacturing plant with seven processing halls.

It provides businesses with a cost effective and low risk way to develop, test and prove their initiatives through to commercial pre-production.

It is backed by research facilities, product developers, certification agencies, business development groups and universities.

It is located near Auckland Airport and in the heart of South Auckland’s food and beverage processing cluster and has supported Auckland F&B companies to move to international markets.

foodinnovationnetwork.co.nz/foodbowl 

04 Talent

A talented and skilled population is a key foundation for innovation-led growth. A strong education system provides core skills and creates talent for Auckland, but gaps exist in key sectors and skills areas. ATEED will work with key partners to match skills supply to demand through attracting new talent to Auckland and supporting the development of local skills.

Auckland's population in 2014 is youthful and truly diverse. Auckland's Māori people and culture is a unique differential that distinguishes Auckland from any other global city. As the world's largest Māori and Pacific peoples city, more can be done to harness the competitive advantage that this diversity offers. ATEED will work with mana whenua and Pacific peoples communities to enhance the role of these groups in the innovation ecosystem¹².

Valuing diversity and young people	Deliver	Enable	Inform	Connect
Year 1				
4.1 Work with NZTE, Te Waka Angamua and Ngā Pū Waea to support the development of innovative Māori, iwi, mataawaka and Pacific peoples businesses	✓			
Year 2				
4.2 Work in partnership to actively engage with the Māori and Pacific peoples communities, young people, immigrants and women to stimulate their interest and increase their involvement in the innovation ecosystem	✓			
Building talent	Deliver	Enable	Inform	Connect
Year 1				
4.3 Work with sector groups and the education sector to address skills shortages, particularly in the tech sector, which are constraining the digital development of Auckland		✓		
Year 2				
4.4 Work with Education New Zealand to deliver the priorities identified in the 'Future-focused learning in connected communities' report from the 21st Century Learning Reference Group and support the ongoing development of a Science, Technology, Engineering and Maths (STEM)-focused curriculum from primary through to tertiary education		✓		

12. The actions presented reflect a subset of those proposed within the ATEED Skills, Education and Employment Action Plan.

© CASE STUDY: MANAIAKALANI EDUCATION TRUST

The Manaiakalani Education Trust was set up in 2011 to improve learning outcomes across 12 low-decile schools in the Tamaki region. The trust has enabled access and equity to more than 3000 students with the tools needed to be ‘digital citizens’, ready for employment in tomorrow’s digital workplace.

The programme has seen 2500 devices being used every day, 120 digital education classes and a community wireless infrastructure for 3000 homes in the area – so children can use their devices at home.

Learning results from students using netbooks are significantly higher compared to those not using devices and digital education in the same education environment.

manaiakalani.org

Attracting Overseas Talent	Deliver	Enable	Inform	Connect
Year 1				
4.5 Work with Immigration New Zealand, Kiwi Expats Abroad (KEA) and sector groups to attract highly skilled and experienced migrants and overseas-based New Zealand citizens to Auckland	✓		✓	



05

Market insight and support

Innovation and entrepreneurship begins with identifying customer needs. Auckland businesses often put the solution first and the customer second. As such, enhancing businesses customer focus and understanding is a key area for development.

Aligned with this, there is a requirement to provide Auckland businesses with accurate and up-to-date market intelligence. The global economy represents a significant opportunity for Auckland businesses. ATEED will work in partnership to stimulate an enhanced international focus amongst innovative businesses and to develop global connections to support the businesses move into external markets.

Develop a global focus	Deliver	Enable	Inform	Connect
Year 1				
5.1 In partnership with NZTE, stimulate global aspirations in Auckland entrepreneurs from inception through showcasing the benefits of being international, and educating on global market opportunities		✓		
5.2 Exploit existing and develop new international networks to support global aspirations of Auckland businesses				✓
5.3 Work with NZTE and the private sector to support more innovation-based businesses gain access to international markets			✓	
Improve path to market planning and market validation	Deliver	Enable	Inform	Connect
Year 2				
5.4 Through ATEED's delivery of the Regional Business Partners Programme, and supporting the Icehouse/Lightning lab accelerator, assist innovative businesses improve their path to market capability	✓			
5.5 Work with NZTE to provide entrepreneurs with relevant market intelligence improving their market insight capacity		✓		



From food safety testing to smartphone technology, AsureQuality's innovation is helping consumers make buying decisions.

🔗 CASE STUDY: ASUREQUALITY

AsureQuality provides food safety and quality assurance services to producers, processors, wholesalers, retailers and regulators across the food supply chain. The Auckland company has people located throughout New Zealand, Australia, Singapore and China, and works with customers in more than 40 countries.

One of AsureQuality's innovative new initiatives is inSight™ which lets consumers use their smartphone to scan QR codes on food product labels to view independently verified information and thus make buying decisions based on attributes important to them. The information includes origin, nutrition data, social, ethical and environmental claims and what they mean, and the safety and quality systems used in production.

asurequality.com 🔗

06

Access to capital

Innovative Auckland businesses need access to capital at various stages of their life cycle.

Issues exist around the knowledge, capability and diversity of Auckland-based investors. ATEED will facilitate a series of activities to enhance the capability of investors and encourage investment into non-traditional sectors e.g. tech industry.

There is also a role for more international investors in Auckland. This will support the growth of innovative businesses and will assist in the development of local investors through increased competition and co-opetition.

Develop more sophisticated investors	Deliver	Enable	Inform	Connect
Year 1				
6.1 Work with NZTE, Te Puni Kokiri and Te Waka Angamua to explore investment opportunities for Māori and iwi arising from Treaty of Waitangi settlements	✓			
Year 2				
6.2 Work with key partners to develop a programme of capacity building for Auckland-based investors to improve their understanding of the needs of innovative businesses and use success stories to educate Auckland-based investors on the merits of investment in tech start-ups and SMEs and to encourage smart investment		✓		
Year 3				
6.3 Map the investment market to identify investment gaps and work with partners to plug these gaps		✓	✓	
Build relationships with international investors	Deliver	Enable	Inform	Connect
Year 2				
6.4 Work with NZTE to further exploit existing, and develop new, international networks to raise Auckland's profile among international investors				✓
6.5 Work with NZTE to support local investors to gain international exposure and develop connections with experienced overseas investors				✓
Build investor readiness in innovation-based entrepreneurs	Deliver	Enable	Inform	Connect
Year 2				
6.6 Through ATEED's delivery of the Regional Business Partners programme and Icehouse/Lightning lab accelerator, improve the capability of innovative entrepreneurs to secure risk capital		✓		

Monitoring and measurement

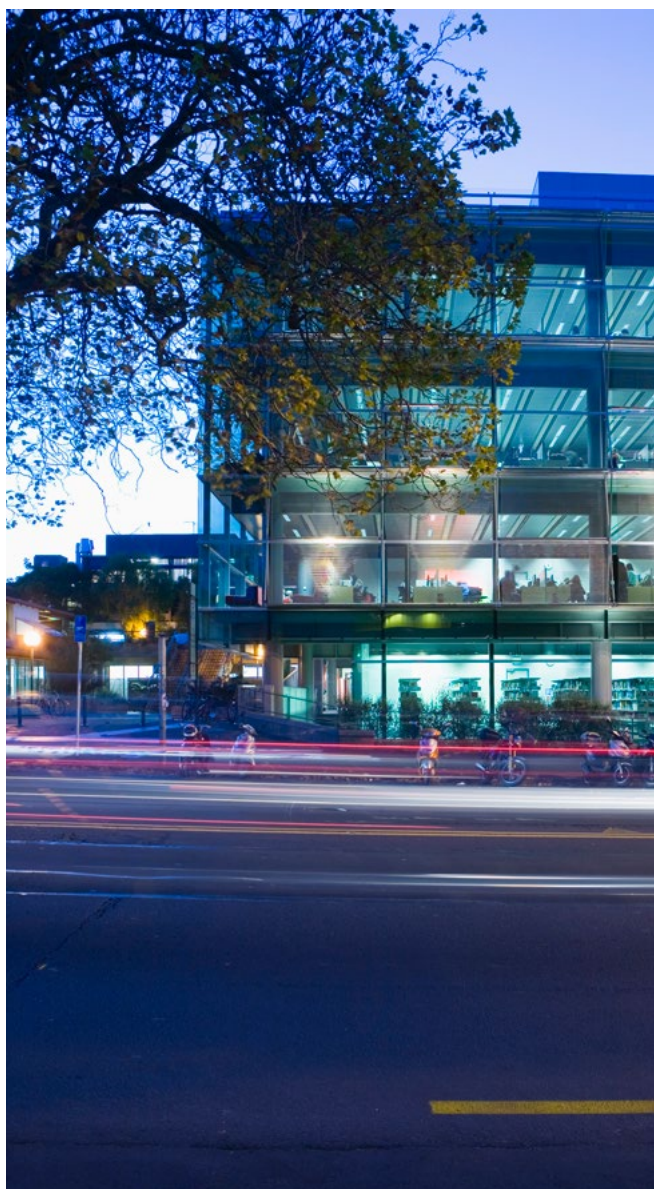
Monitoring the actions proposed will allow ATEED to gauge the delivery and effectiveness of these actions, and will inform any in flight refinement (where required) and shape future actions for innovation in Auckland. ATEED has proposed three tiers of monitoring:

- **Tier 1:** Monitoring of Auckland’s macroeconomic and global innovation performance
- **Tier 2:** Monitoring of the environment under the six priorities
- **Tier 3:** Monitoring and evaluating specific interventions delivered within this plan, under the six priorities.

A summary of the proposed monitoring and evaluation framework is detailed on the following pages. This framework will be used to inform an Auckland Innovation Dashboard which will be developed during year 1 of this plan.

Post the delivery of this plan, ATEED will lead on an evaluation of its effectiveness and interventions in supporting innovation across Auckland.

Level	Pillar	Indicative measure	Data sources
Auckland economy’s innovation performance indicators	n/a	<ul style="list-style-type: none"> • Innovation Cities Global Index Ranking • Percentage of Auckland businesses innovating • Innovation performance v similar cities globally 	<ul style="list-style-type: none"> • Innovation Cities Global Index • BOS Survey • Auckland Council Quarterly Economic Updates • ATEED International benchmarking
Innovation priorities performance indicators	01 Connectedness and collaboration	<ul style="list-style-type: none"> • Number of business-to-business and business-to-tertiary collaborations • Number of total events held across Auckland • Improved satisfaction with networking events and pathways 	<ul style="list-style-type: none"> • Environmental monitoring • Primary and secondary research • Media monitoring
	02 Culture and catalysts	<ul style="list-style-type: none"> • Innovation media profile • Auckland innovation International Profile • ICT and digital sector growth 	
	03 Capability building	<ul style="list-style-type: none"> • Number of innovative business start-ups • Number of innovative businesses realising growth and exporting 	
	04 Talent	<ul style="list-style-type: none"> • Number of Māori business realising growth and exporting • Number of ICT graduates • Number of ICT graduates securing employment • ICT/Tech skills gaps reduced • STEM subject uptake • Number of skilled migrants in attracted in the tech sector • Number of Kiwi diaspora returning 	
	05 Market insights	<ul style="list-style-type: none"> • Businesses moving into new markets • Improved customer satisfaction 	
	06 Capital	<ul style="list-style-type: none"> • Number of investors in Auckland • Number of tech focused investors in Auckland • Number of international investors in Auckland • Value of investment in tech industry • Value of Māori Treaty of Waitangi investments 	



Innovation priorities –
intervention performance
measures

01 Connectedness and collaboration	<ul style="list-style-type: none"> • Events calendar developed • Number of events supported • Virtual network established • Virtual network users • Formal connections with international innovation hubs 	<ul style="list-style-type: none"> • Programme monitoring • Event monitoring • Network monitoring • Impact assessment
02 Culture and catalysts	<ul style="list-style-type: none"> • Events calendar developed • Number of events supported • Role models identified • Media and digital coverage of supported events • Business competitions delivered • Callaghan Innovation R&D grants facilitated 	<ul style="list-style-type: none"> • Programme monitoring • Primary research • Media monitoring • Case studies
03 Capability building	<ul style="list-style-type: none"> • Mapping exercise undertaken • New Innovation mentor programme delivered • New services piloted • Number of companies supported • Impact of support 	<ul style="list-style-type: none"> • Programme monitoring • Primary research • Media monitoring • Case studies
04 Talent	<ul style="list-style-type: none"> • Māori economic development programme developed and delivered • Number of Māori businesses engaged • Number of Pacific peoples, youth, immigrants and women engaged • Engagement with migrants • Engagements with Kiwi diaspora 	<ul style="list-style-type: none"> • Programme monitoring • Primary research • Impact assessment
05 Market insights	<ul style="list-style-type: none"> • Information collated and disseminated • Showcase events supported • Global networks developed • Number of businesses signposted • Number of businesses moving into international markets • Success of businesses in international markets 	<ul style="list-style-type: none"> • Programme monitoring • Primary research • Impact assessment
06 Capital	<ul style="list-style-type: none"> • Number of investors supported • Number of international investors attracted • Māori investors supported 	<ul style="list-style-type: none"> • Programme monitoring • Primary research • Investment activity monitoring

For more information

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