



GLADSTONE CONNECTS

SUPPORTING INNOVATION DRIVEN ENTREPRENEURSHIP
WHICH DIVERSIFIES THE REGIONAL ECONOMY

SURVEY REPORT

Prepared by Gladstone Engineering Alliance



Gladstone Connects is part of the larger Queensland Connects program to build regional innovation entrepreneurship. Queensland Connects is an initiative developed by the Team QLD's participation in the MIT REAP Regional Entrepreneurship Acceleration Program. Queensland Connects is supported by the Queensland State Government and delivered by QUT for teams made up of key ecosystem stakeholders to develop evidence-based practical approaches to strengthen innovation-driven entrepreneurship in the region.

In 2018, Gladstone was selected to participate in the program. The team have worked with the broader group to develop a response to the cyclical 'peaks and troughs' of the Gladstone economy.

Each regional team identifies a 'Must Win Battle'.

Gladstone Connects aims to support the diversification of the regional economy away from an over reliance on heavy industry as part of smoothing the peaks and troughs. The project aims to foster economic growth and social progress through innovation and entrepreneurship across a number of sectors in the region in particular around tourism and manufacturing.

Vision

The vision of the Gladstone Connects is for Gladstone to become the centre for sustainable innovation-driven entrepreneurship.

Purpose

The purpose is to support entrepreneurial action to smooth the cyclical nature of the local economy by diversifying the regional economy away from an over reliance on heavy industry.

Scope

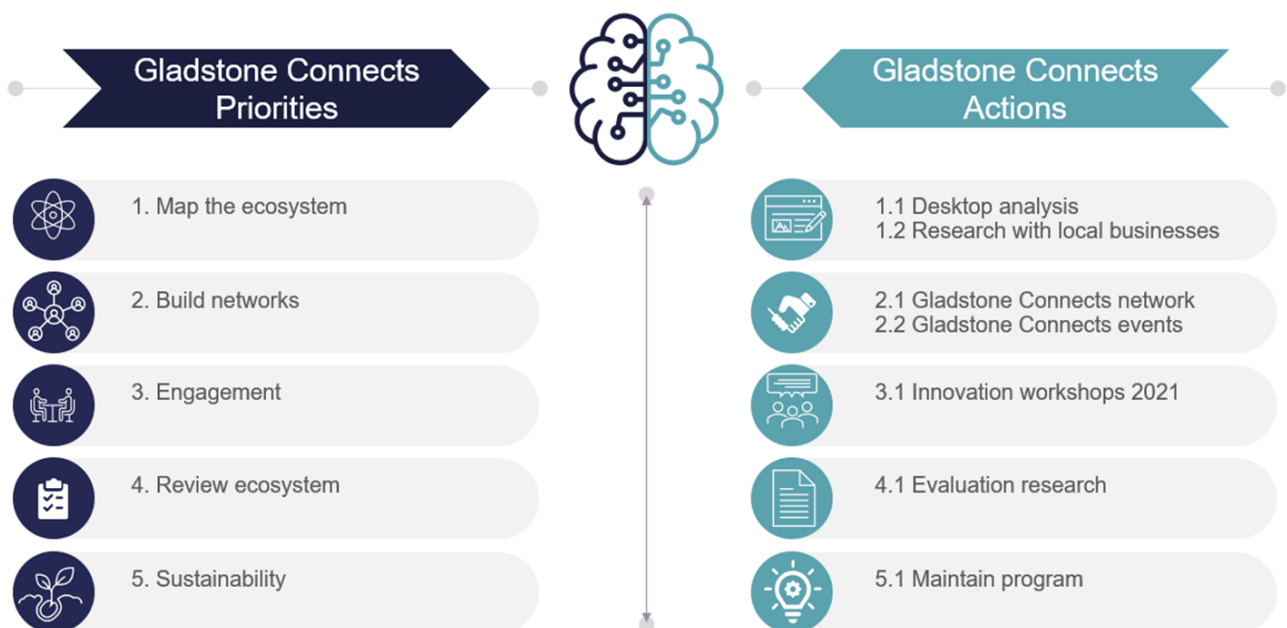
The strategic scope of the project is region wide, cross sector and efficiency focused. The project includes start up and scale up ventures, existing businesses, government, universities, corporates and the community.

Objectives

The Gladstone team's 'Must win Battle' is to diversify the economy to enable the region to thrive through economic fluctuations.

The objectives are:

- to identify ways and actions to support the growth of the Gladstone region outside an over reliance only on existing heavy industry.
- to transform the Gladstone region into one where innovative businesses engage, thrive and grow.



Queensland Connects is an initiative developed by the Team QLD's participation in the MIT REAP

<https://research.qut.edu.au/ace/academic-research/publications/queensland-connects-accelerating-queenslands-innovation-driven-entrepreneurs/>

Partners

An innovation driven entrepreneurship ecosystem has the entrepreneur at its centre, with the government, universities, corporates and risk capital providers are key stakeholders in the ecosystem playing a range of roles to support, collaborate with and develop entrepreneurs.

Central Queensland University is the lead for the Gladstone Connects project. The other partners in the project include:

- Gladstone Regional Council Mayor
- Gladstone Regional Council economic development staff
- Startup Gladstone
- Local industry such as Rio Tinto, Australia Pacific LNG
- Local entrepreneurs and entrepreneurial businesses

Stakeholder common causes



University

New students & courses; industry placements; research



Entrepreneur

Opportunities for success; pipeline for talent



Risk Capital

Attracting RC to region; making connections; links to entrepreneurs



Corporate

Diversify moving forward; communication; long-term



Government

Local, State and Federal benefits

Gladstone Connects Stakeholders



Gladstone Connect Team Members

Team Champion

- Mr Luke Sinclair, CQUniversity, Associate Vice President Gladstone and Wide Bay Burnett Regions

Team Lead, University

- Dr Linda Pfeiffer, CQUniversity

Government and Data

- Mr Garry Scanlan, Gladstone Regional Council

Government

- Hon. Glenn Butcher MP, Minister for Regional Development and Manufacturing
- Mr Matt Burnett, Mayor of Gladstone

Corporate

- Mr Robert Gibb, Conoco Phillips, Australia Pacific LNG Project
- Ms Michelle Coats, Rio Tinto's Here for Gladstone
- Mr Gus Stedman, Gladstone Area Promotion and Development Limited (GAPDL)
- Ms Chantale Lane, Gladstone Engineering Alliance (GEA)
- Ms Stacey Williams, Gladstone Industry Leadership Group (GILG)

Entrepreneur

- Mr Stephen Strachan, Start-Up Gladstone
- Mr Luis Arroyo, Start-Up Gladstone
- Mr Mitch Upton, Upton Engineering

About Gladstone

Located in Central Queensland, Gladstone is approximately 550 kilometers north of Brisbane. The Gladstone region is home to almost 63,500 people and covers 10,500 square kilometers. There are 3,700 businesses and the largest industry is manufacturing (by employment).

The region comprises the coastal towns, rural and hinterland communities and suburban hubs. The Gladstone region includes Kroombit Tops in the west to the coral lagoons of the Southern Great Barrier Reef. The Gladstone region's environment is as varied as its capacity for economic development.

- Gladstone Regional Council's Gross Regional Product is estimated at \$5.60 billion, which represents 1.59% of the state's GSP (Gross State Product).
- The largest industry in Gladstone is manufacturing by employment numbers. There are 3,701 local businesses in Gladstone and 29,072 local jobs.
- Population: 63,412 (ABS ERP 2019)
- Land area: 10,506 square Kms
- Local businesses: 3701
- GRP: \$5,602 million (30th June 2019)
- Unemployment rate: 7.8% (March 2020)
- Labour force: 35,044 persons
- Local jobs: 29,072
- Employed residents: 29,008



GLADSTONE CONNECTS

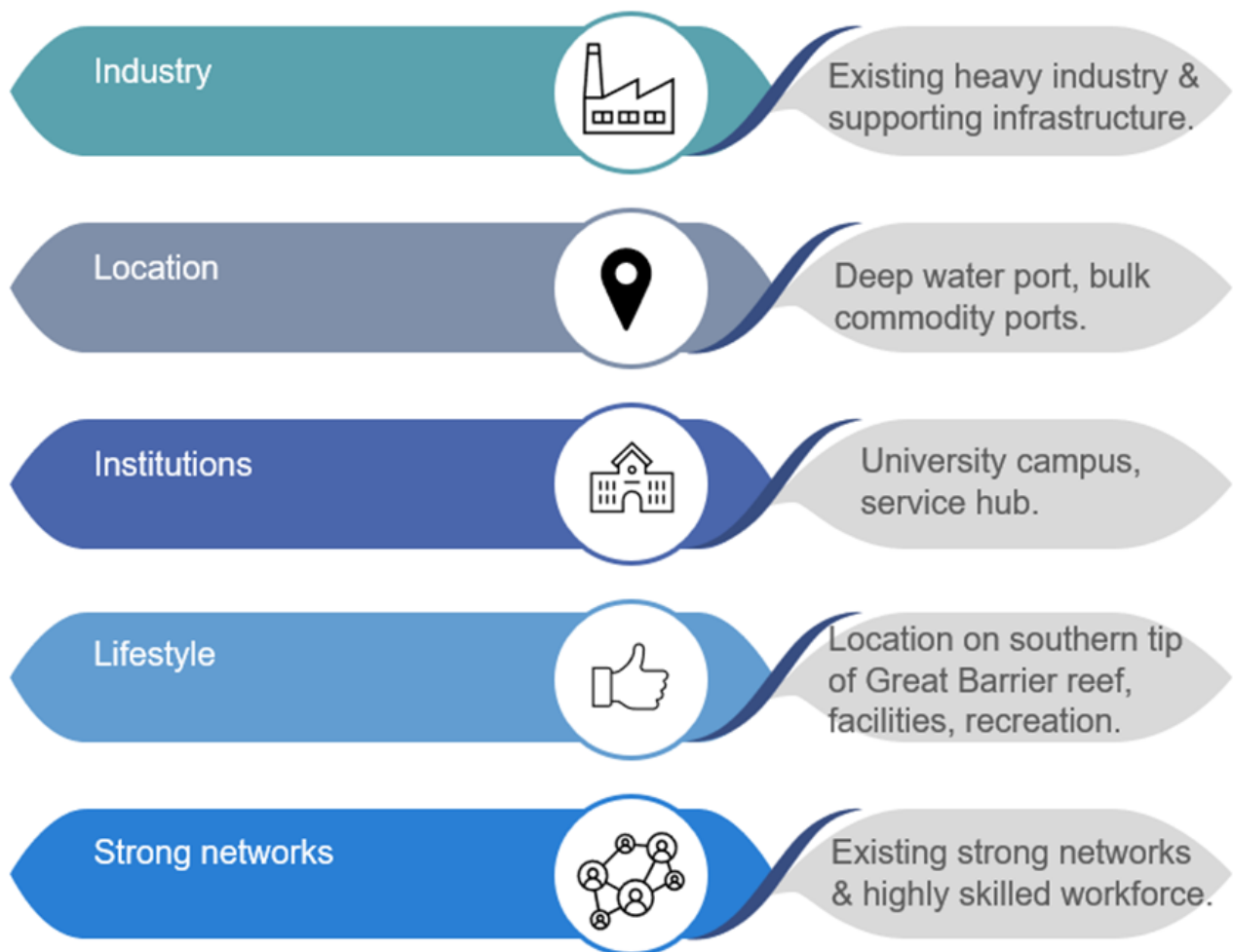
Supporting innovation driven entrepreneurship
to diversify the regional economy

Gladstone Region Comparative Advantages

The Gladstone region has historically been recognised for heavy industry. “In recent decades, the economy has been built around heavy industry with access to a deep water harbour for export trade. The region has two of the world’s largest alumina refineries, the Boyne Island Aluminium Smelter and the Liquefied Natural Gas (LNG) industry on nearby Curtis Island. But after a period of economic slowdown and the world-wide pandemic, it is now looking to recover and revive its communities for a brighter future. Industry, along with an engaged community, will be at the centre of this revival. Several renewable energy projects embracing biofuels, solar energy, hydrogen and new waste management practices have been proposed for the Gladstone State Development Area. Their go-ahead would position the city of Gladstone as a renewable energy hub, taking the economy in an exciting, new direction.”

(Gladstone Regional Council 2020-21 Operational Plan and Budget page 5).

Gladstone Region comparative advantages



<https://economy.id.com.au/gladstone> Australian Bureau of Statistics – Business register – originally sourced from ATO data

MAPPING THE ECOSYSTEM

Methodology

In line with Queensland Connects' commitment for helping regions foster economic growth and social progress through innovation and entrepreneurship, Gladstone Engineering Alliance (GEA) in partnership with Gladstone Connects committed to undertake primary research to determine issues regional businesses face.

GEA interviewed 46 business owners/managers to gauge their innovative direction and give them an opportunity to participate in shaping the future growth of the Gladstone region.

The key outcome of this research was to understand the ecosystem in which the Gladstone Connects operates. By mapping the ecosystem challenges, opportunities, threats and weaknesses facing Gladstone, regional business issues can be understood related to developing entrepreneurs.

The interviews led by GEA gathered data on skill requirements to respond for sustainable future business growth. The analysis can transform and enable greater opportunities in the region. It will also give a comprehensive understanding and overview of its support for the evolving Gladstone innovation driven entrepreneurship ecosystem.

The information used to measure success will be:

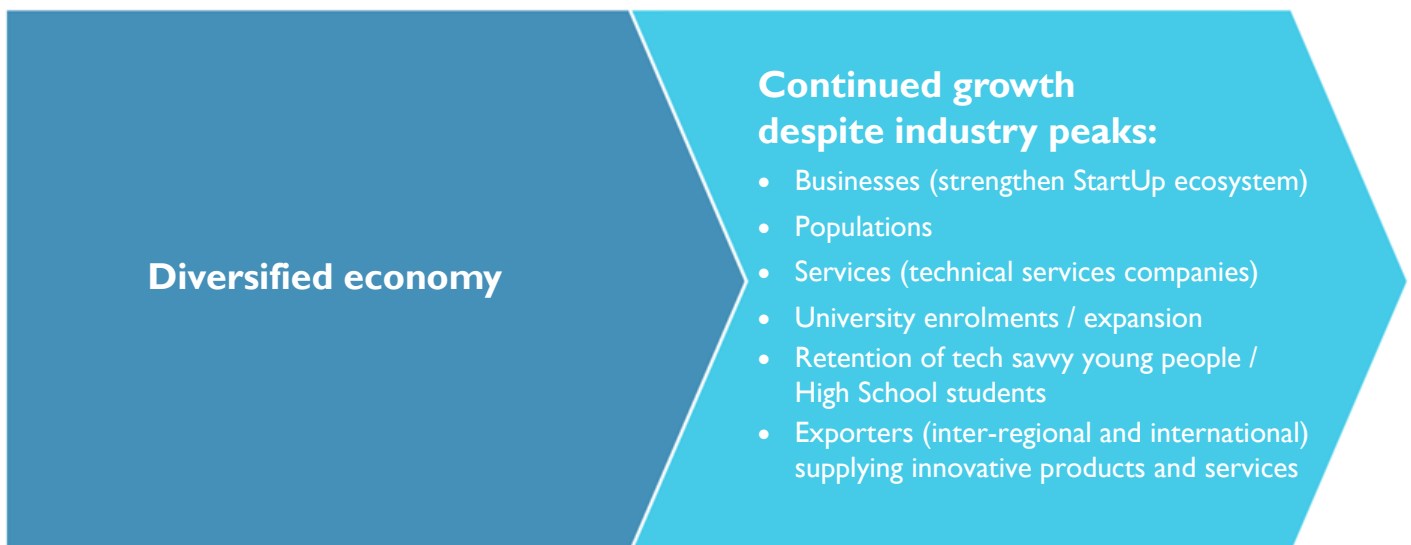
- Growth in the quantity and quality of startups in the Gladstone region.
- Job creation in resource-linked industries.
- Increase in venture funding, mergers, alliances and acquisitions in the Gladstone region
- Increase in nascent entrepreneurship and ecosystem engaged startups.
- Improvement in entrepreneurial mindset in the Gladstone region.

Sustainability plan

Sustainability comes through collaboration. StartUp Gladstone's Innov8tors program in partnership with Rio Tinto, mentors startups through the process of idea to market readiness.

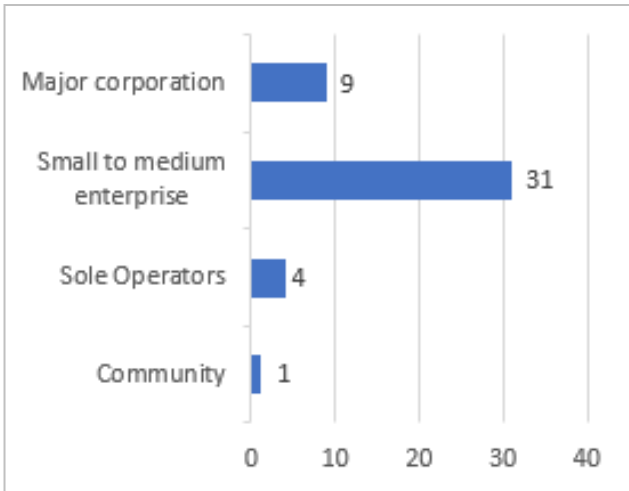
MEASURING SUCCESS

What does success/progress look like?



SURVEY SUMMARY REPORT

What best describes your organisation?



Did you encounter or overcome any problems or challenges while starting up your business in Gladstone? If so, what were the problems or challenges?

Participants	Challenges
14	Lack of appropriate skilled workers
7	Accessing large organisation's supply chain and procurement "it's who you know not what you can do for them"
6	COVID-19
5	Lack of knowledge about the industry supply chain
4	Boom and bust area
4	Not being locals
2	Lack of advertising/marketing
1	Council permits
1	Competitive pricing
1	Gladstone not being seen as a tourist destination

How diverse would you say your business is in terms of employees skill sets?

Most businesses responded that they have a very diverse, multi-ticket employee skillset that can be applied to multiple jobs due to the various requirements of the industry.

Several commented that due to Gladstone being focused on shutdown maintenance work, they had

difficulty retaining good employees because work will only last for several months. Jobs were not consistent so staff left rather than stayed and contributed to the Gladstone economy.

List of skillsets available

Truck and crane drivers, CNC machinist and equipment operators
Tradesmen (Scaffolders, boilermakers, welders, mechanics, electricians, blasters, plumbers)
Surveyors, drone operators, town planners, engineers
IT and administration staffs, drafters, app developers, estimators and tender writers
Accountants and financial advisors, leadership coaches, management consultants, project managers
Environmental, risk management, fire consultants

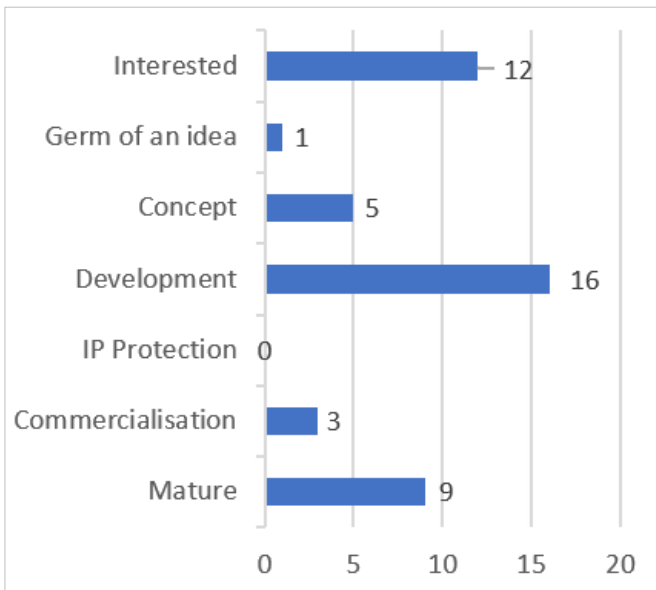
Are there any ways in which your business is innovating?

42 out of 46 reported that they were constantly innovating to adapt with the changing world. 4 reported they were not focused on innovation but only continued what they have done to run the business.

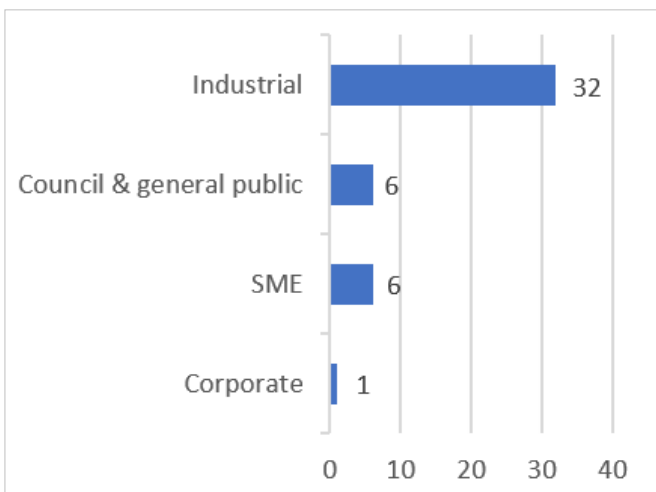
Some remarkable innovations currently happening:

Technology	3D modeling, mapping techniques, automation, going paperless, CRM & cloud applications, virtual inspections and tours, robotic demolition, computerised scaffolding, plasma cutting
Manufacturing efficiency	Diamond phasing, patented laser controlled circular machines, cryogenics, developing new filter design, new welding technology
Health and Safety	Adaption during COVID, forensic cleaning - no touch technology using UVC light, temperature screening and QR code login
Management	Leadership coaching, wage system structure software, ISO certifications, streamlining recruitment process using aptitude testing software, better vendor management systems
New products	Research and development of new products, high purity alumina & oil shale

Where do you see yourself on the innovation journey now?



Who is your current target market?



Do you research your current target market?

35% said Yes, 9% very little, 20% said No

How do you research your market?

Use of marketing officers, BDMs, tender department, state funding research, sending capability statements, phone calls, tech tours, approaching manufacturers and doing webinars.

How do you currently market your business?

Participants	Business marketing
24	Social Media / Website / Newsletter
19	Networking
13	Word of mouth
5	Sponsorship
3	Print ads / Yellow pages
3	Main media TV/Radio
3	Tenders

What do you think has led to your business being/not being successful?

Most businesses interviewed were successful. There are patterns identified that allowed their sustainable growth.

Participants	Patterns for growth
14	Reliability / High standards of service
13	Client relationship
11	Skillsets / good people
8	Adapting to evolving technology
4	Work culture
3	Price positioning
2	Leadership / Management
2	Investing in people / team

Where would you like to see your business head or how would you like to see it develop over the next five years?

Participants	Business direction
24	Sustainable business growth
8	Staff increase
5	Advance in technological system
5	Expanding territory nationwide / internationally
4	New major project/manufacturing centre
3	Consistent job /income stream
2	Equipment/machinery increase
1	Supply to government

What do you think your business needs to reach these goals? What resources do you think your business needs to grow?

Participants	Business needs
13	Marketing / Sales / BDM
9	Qualified and committed staff
8	IT innovation
5	Easier access to specialised trainings done locally
3	Better management/leaders/system
3	More projects coming into Gladstone
2	Equipment/machinery upgrade
2	Grant funding
2	Reliable suppliers
1	Partnership with courier company
1	More incentive to buy locally, taxes for international equipment are only paid once but locally it's more expensive

Do you have sufficient access to these resources?

54% had issues getting the right staff. **10%** reported they were not getting access to local skilling to equip their team. **4%** reported they were not aware of funding opportunities and they miss them.

Do you find that between yourself and your staff you have the right skills needed for your business to be successful?

30 participants said, Yes, **8** No, **8** Developing/Finding staff

What skills do you think you need?

Participants	Skills needed
5	Apprentices/staffs that have the right attitude, committed and really want to work
4	Skilled tradesman/operators with experience
2	CNC machinist
2	More fitters and boiler makers
2	BD and marketing skills
1	Project managers, managers & admin
1	Accessible hazardous course training

1	Cert IV Plumbing not available locally
1	Certified tender writer
1	More local experience
1	Video editing

Have you tried to find staff with these skills?

Participants reported the following challenges with finding staff:

- Staff/operator with newly inducted certificates does not have the safety experience to be on site immediately, they must still be guided by experienced operators even if they have higher qualifications in paper.”
- “Taking a Cert IV in the city will cripple my business because the staff would be required to be away for months straight and they will just lose interest.”
- “Training is not always available, the schedule of local RTOs does not fit the industry shutdown schedule where we need people most.”
- “Pick and stick: we hire them and test them and if they do not have the right character or does not fit the job, we have to find another one.”
- “New generations now only look for money, they don’t care and do not want to grow with us. No attachment to support and develop within.”
- “We have to get apprentices that really have the commitment to work and we train them to learn the trade and developing them takes months.

Does your business import any product interstate or overseas? Why / why not?

19 participants said, Yes, **19** No, **8** mixed import

Specialised equipment not available locally: generators, surveying equipment, printers and copiers
There are no incentives for buying in Australia. Tax for purchasing items overseas is lower than buying the machinery and heavy equipment here.
We try to buy locally in Gladstone as much as possible, but the prices here are 2-3x higher than getting from Brisbane or overseas
Raw materials overseas and interstate: cables, pipes, specific welding machine and consumables, casting and forging, refracturing materials

If yes, Would you like to have products manufactured locally?

8 participants said, Yes, 14 No

Small and medium businesses can work together to support major contracts, we just have to collaborate. Some businesses already have the specialised machines.

Products that Gladstone have the available resources:

- upcoming tyre recycling plant then produce tyres in Gladstone
- aluminium fabrication plant, steel mills and not ship them to China then we buy it back from them
- incentives to use of LNG locally

What do you think has stopped this from happening?

We can already manufacture them here if we get the right skilled machinist but there are only a few

The cost of labour stops most parts from being manufactured in Australia and hence are imported. We cannot compete with China, India and other countries.

Yes it would be better to support Australians but no incentive from the government to buy nationally.

We are more service related and develop products in CQ.

Does your business export any products interstate or overseas?

11 participants said, Yes, 32 No, 3 mixed

Did you find exporting your products to be difficult or easy?

Everyone answered that the process was easy.

Surveyed data sent through cloud sharing

International accounting, speaking engagement

Been exporting products for years: Gas, cables, specialised equipment

What has stopped you from exporting?

Taxes and permits

Cash flow is the main issue to stop me from exporting my products

the costs of manufacturing in Australia and competing with other countries

Who or what have been the key people or organisations you have interacted with in the course of setting up your business?



Have you attended any conferences, networking events, workshops, hackathons or meet ups?

All answered Yes

17	GEA events, workshops and networking
2	Council events
2	GCCI networking events
4	Government events and workshops
1	DCTC and Startup Gladstone
20	Other events

What has been your experience of these events?

Good, as an opportunity to network, meet people

Only positive things from them, the GEA events are second to none and important for the business.

GEA/DSDMIP LEAN workshop - brought back new innovative ideas to pass onto staff

In the right environment context they can be very useful to network on work in and around Gladstone

Expo with GEA was really good had access to the right people, panel discussion was very informative

Generally really good but I am selective as time is precious. NTA, Accountant ones, Panalitix

Good, not a lot of work but exposure and gets them to know company name, local exposure.

DCTC and Startup Gladstone events are very positive, I've been learning from the businesses in CQ coming from Sydney.

Some of them are not our target, some helpful, some not but learn from everything

What skills do you think are needed for your business to be successful?

9	Project management, leadership and business coaching skills, supervisor training; team building
8	Marketing, sales analysis and social media
6	Business development and planning
6	Locally accessible training than flying to the city for training: surveying, safety, cert IV plumbing
5	Experienced skilled operators, tradespeople
3	IT and online presence
3	In-house training, duplication of current skillsets
1	Online courses
1	Work funding
1	Customer service training
1	Professional drone pilot training
1	Plant control system training
1	Refractory, high level boiler, welding training
1	Town planning

How do you think training could be improved?

“Specialised training is not available in Gladstone. Businesses have to fly their staff for training to get certifications. If they need Cert IV training it has to be done in the major city which may take months to complete. Taking the certification will take them away from their work so most of them decide not to take their skills to the next level. Having a different format for the training will help.”

“People with newly completed tickets don't have enough hands on training to really be ready at the site. Improving this will speed up hiring the right staff and productivity.”

What do you think are the current and future trends in terms of manufacturing for the Gladstone ecosystem for the next 5 years? 10 years? 20 years?

Participants	Current and future trends
6	Renewable energy/clean energy
3	Hydrogen hub
4	Manufacturing of products from nearby resources so we could export and other niche market products
3	New industries to come to Gladstone that will use the available resources we produce from gas, coal, alumina, LNG, power, iron ore and Orica.
3	Automation trends will be the future demands that we need to prepare for
2	Better training facilities invested in Gladstone rather than going to Brisbane, Sydney or Mackay.
2	Attract different people by preparing the infrastructure: hospitals, age care, lifestyle.
2	More affordable labour force
1	Manufacture batteries, solar panels
1	Upgrading bridges and roads to accommodate mining trucks and Gladstone can be a hub for heavy equipment
1	Ship building facility
1	Resolve spending money locally by bringing in people that would stay in Gladstone since better and stable jobs are available
1	Major projects we've been waiting for starts and provide stable jobs to Gladstone
1	Grow more agricultural products
1	QER's oil shale into fruition and production
1	Get the price of power down for the industries to drop their price and we can use their products locally
1	Having a military base will liven the town
1	Industry tours showcasing Gladstone's industry to attract investors
1	Become a destination of choice by creating large infrastructures that would support livability
1	Clothing made locally and jobs available than getting them overseas

How do you think the future trends will impact your business?

It will make opportunities accessibility to more skilled labourer. Work opportunities will pour in hospitals, lifestyle and livelihood opportunities will also grow.
Cheaper more cleaner energy will provide better business opportunities and investors.
Improving agriculture will play a major part to the industry: from bi products, fertiliser bi-fuel , schools will be involved in doing agriculture.
The future trends will boost the whole economy.
If QAL shuts down in the future, it will affect everyone. Having new manufacturing plants will help the town be sustainable.
Improving the infrastructure such as bridges and roads will attract projects.
If we expand client and skill base, reduce environmental footprint and cost , then innovation and tech will come.
It will lessen our reliance on overseas purchases if we can manufacture for Australia.
The future trends will create a positive impact as a whole. However, having new projects mean that current staff will move to different roles and staffing changes will be the issue for different business.
It will bring more tourist interested in Gladstone, and more tourist will give more jobs and people will start moving to Gladstone.
New projects will create a mad boom for our waste management business
New projects will help generate enough money for machinery improvement and grow the business.
New projects will give us certainty to have local clients and eventually we could export what we have to other countries.
More tech space will assist in the growth of the business and support different levels of the industries built and will be built.
Expect that we will get challenged a lot for our contracts and pricing to be more competitive but we have done a good job in differentiating ourselves and finding other options.
Positively, apprenticeship methods will change to cater to the needs of the upcoming trends.
New projects will generate more work and opportunities.

Impact will be positive as they need special services from marine or emergency services.
As new opportunities happen, our skills, product and services will change. We will adapt to become an integrator and make it all work.
My clients who do maintenance as a 1st tier will benefit from this, and my financial consultancy business that services them would have better opportunities.
Big maintenance projects would boost the Gladstone region and if we manufacturing everything they need, that would make us sustainable.
There might be a shortage of labour in the early start, however, in the long run it will affect the business positively.
Significantly, more industries to come will help the region. However, if projects finish up it would not be good for everyone. We need to prepare the town to not to be a boom and bust.
Anything that creates wealth and economy would help, our oil shale too could help and become massive. QER have made a very good growth and hopefully see fruition on what they have been doing.
Most businesses are encouraged to buy local, this mentality has to be influenced to everyone. This is a great marketing edge online and locally. We also have to continue to produce services to appeal to a broader client base.
We are going to be needed as advisors in that space. We need to evolve more as management and tax accountants.
New trends will improve the economy. We will either maintain and repair the existing one and build the new ones.

Are you interested in receiving information about Regional Innovation groups you can connect with?

98% said Yes

Are you prepared to be part of a Hackathon (facilitated workshop to assist in solving real problems)?

96% said Yes

Would you be interested in sharing your business journey at a dinner/forum?

93% said Yes

What is one problem you need solving for your business (what keeps you up at night)?

Delivery of upcoming major infrastructure projects
Training available locally
Finding skilled employees
Marketing/communications/sales methods to grow customer base
Finding more grants we can use
Unfair competition
Change management for growth, structuring the organisation, putting new systems, succession planning, professional development
People leadership skills, attitude is everything
Solve the problem of prioritising local businesses when doing tenders against the businesses from other cities with lower work salaries who eventually wins over a few dollars
Legislation changes
Access to a reputable software developer to take current software to the next level and find funding for development
Management training and team building
Enough profitability to improve machinery in all fields
Profitability to move heavy cylinders around the country, operating cost, road transport plus no int'l competitors. We could do this or hold this in Gladstone.
Faster council approvals to bring the major projects sooner
Right now, manufacturing in Australia is not cost effective, find a way to stimulate the government to resolve the current labour rates in Gladstone so we can keep good and reliable people
Our work is 100% reliant on coal or aluminium and we want to expand to be sustainable
Worrying about instability of work. We need constant work flow. I have a lot of guys working with me, and I wanted to constantly provide them work
Upskilling locally, we like to do this ourselves but paying someone to travel out of town is not always an option
Increase the number of tourism tours to keep the business going
Continuity, keeping contracts, maintaining people, getting a lot of sustainable work even in uncertainty

Ensuring safety. Having the right people and culture is key. Levelling out the shutdown will allow us to work with familiar teams all year round than a certain portion of unfamiliar people.
Ensuring our strategy is applicable for the rapidly changing world, we are a traditional business but we need to adapt to exist and thrive in this new world
The tendering system with the government has too many bottle necks. They over complicate the requirements from 30 pages and 40 hours of work which should be a couple hours
Main issue is putting the foot in door of the mining sector. Getting someone to give us an opportunity
I need a good manager. I need them to come live in the region and manage a firm the way we run it in the city
Really good, HR /IS system that is user friendly and with EBA system with payroll

Is there anything else that you would like to mention?

We're looking forward to greater change through this interview.
Extra help on health, schooling and supply chain
Council not supporting locals, using outsiders to do local work.
We enjoy working with GEA and being involved in networking and connecting with companies, when someone is struggling we help each other.
For procurement teams to be open to small businesses and be guided by them
Cheaper energy cost so we can compete internationally
Council could do more, just like Bundaberg and Rockhampton giving incentives to move into town to open more businesses and get families living here
Start a coding club here, if we want innovation started. Chatting to people with broad skillsets to solve big problems, hackathons. My passion is programming it can change the world and we can make a difference.
We are on a major growth forecasting for regional QLD, and is winning to invest the money required in order to grow. We've already proven that in \$280M in regional QLD.

RECOMMENDATION

Mapping the ecosystem provides a clear pattern for what businesses want. Our analysis of the survey data identifies key points that needs to be addressed to provide sustainability in the Gladstone region and to also encourage innovation.

Local training and skilling. It was reported that there is a need to have more specialised training to be more accessible in Gladstone. By changing the implementation method, businesses could get more people skilled with real work experience to make them productive. Collaboration between SME's and CQU to navigate potential solutions facilitated by GEA is recommended.

Investing in developing skilled workers. Our infrastructure, system and stability of work is not attractive enough to bring in more skilled workers to move here. Gladstone needs to develop the health care system, make big industries work together to level the shutdown schedules and create a sustainable work stream to revive the town including the retail space. Local stakeholders must develop a livability pitch to sell our region.

Leadership and management. Gladstone has a big pool of skilled workers, leading and managing them to stay in Gladstone is always a challenge. When our infrastructure is ready, more leaders and project managers will move, live and spend their resources in our region.

Major projects to start sooner. Gladstone has so many projects under discussion however, there is no clarity whether they are moving forward. Regional stakeholder's collaboration is needed to encourage progress to make Gladstone attractive during this time of uncertainty.

Pricing war and competition. Buying local is always being defined, however, getting the projects won by businesses outside Gladstone due to technicalities will not help give back to our community. We must prioritise our locally based businesses before giving projects to businesses outside our region. Adopting a benchmark definition of local content is necessary.

Competitive wages to start new manufacturing in Australia. High wages have always been the concern for most businesses to be sustainable. Government funding to encourage stability with the jobs would assist in attracting investors. Several businesses have problems recruiting due to the Jobseeker scheme, restructuring job incentives to support businesses would be more sustainable for long term employment.

PROJECT SUMMARY

The 46 businesses interviewed from August 19 - October 9, 2020 found great value in the Gladstone Connects project, they were thankful that they were involved in the future of innovation in Queensland.

Being part of the project motivated participants to continue remaining resilient and to enable change in all aspects of their business so they can prepare Gladstone for the future. The one on one sessions enabled participants to speak about their challenges and analyse their current business model to see how they can augment and improve their system. The greatest learning they gained in taking part in this project is that stakeholders are working together to make Gladstone ready for a sustainable innovation ecosystem. Businesses want to be part of the solution.

The challenges that were presented were hindering participants to run their businesses efficiently while innovation is being overlooked in order to respond to their immediate issues.

The project has achieved the objective of mapping the ecosystem of the businesses. This report will assist in guiding Gladstone Connects in developing the outcome of our innovation pathway.



GLADSTONE CONNECTS



Queensland
Government



Operated by





GLADSTONE CONNECTS



Report prepared by Gladstone Engineering Alliance