

IDEA PROJECT

IDEA Project
Program Handouts
Day 1



SYNECTICS

March 2000
Version 1.0

Time	Session	Handouts
8:30	Opening Session	
9:00	Program Overview	3
9:15	Sponsor's Introduction	4
9:30	Expectations	6
10:00	Break	
10:15	Economic Challenge	7
11:15	Drivers of Growth: Industry Cluster Gap Analysis	32
1:00	Lunch	
1:30	Preliminary Value Propositions	35
3:00	Break	
3:15	Looking Back: Economic Transition Issues	39
4:15	Prepare For Evening Session	
5:00	Check-Out	
5:30	Dinner	
6:30	External Industry Expert Reference Check	
8:30	Close	

- **a socially responsible, economic development strategy which is practically implementable,**
- **which leverages the natural competitive advantages of Western Australia in a regional and global context.**
 - **creating 50,000 jobs in 25 years**
 - **creating 1,000 jobs in the next 5 years**

Program Overview & Outcomes

SESSION	THEME	OUTCOMES
<p>DAY 1</p> <p>Monday, 20 March</p>	<p>ST ANDREW'S ECONOMIC CHALLENGE</p> <p>LOOKING BACK ON ECONOMIC TRANSITIONS</p> <p>LOOKING FORWARD TO A CLUSTER-BASED ECONOMY</p> <p>PRELIMINARY VALUE PROPOSITION</p>	<ul style="list-style-type: none"> ⊙ Establish a clear understanding of workshop outcomes ⊙ Establish context: <ol style="list-style-type: none"> 1. The St Andrews Vision 2. Common understanding of the Social Benefit Cost Analysis ⊙ Develop a shared understanding of “Why am I here?” ⊙ Pressure test and rank industry clusters ⊙ Build preliminary partner value propositions between Government, Tokyu, Community and Industry ⊙ Identify key issues that may block economic development and transition programs ⊙ Test industry cluster ranking and key assumptions (Industry experts reference group)
<p>DAY 2</p> <p>Tuesday, 21 March</p>	<p>BUILDING AN END-TO-END ECONOMIC TRANSITION PROCESS</p>	<ul style="list-style-type: none"> ⊙ Develop a shared understanding of key findings of the Global Study Tour ⊙ Establish a community leadership process ⊙ Develop/agree economic transition principles ⊙ Understand and test the end-to-end economic transition process (simulation) ⊙ Clarify end-to-end economic transition process issues and options (International reference group)
<p>DAY 3</p> <p>Wednesday, 22 March</p>	<p>DRIVERS OF GROWTH</p> <p>QUICK WINS</p> <p>ECONOMIC FOUNDATIONS</p> <p>NEXT STEPS</p>	<ul style="list-style-type: none"> ⊙ Conduct gap analysis for drivers of growth, quick wins and economic infrastructure ⊙ Develop one year objectives for the due diligence and quick wins phase ⊙ Identify options ⊙ Develop high level tasks, milestones, timelines and resources for achieving one year objectives ⊙ Agree next steps

Some Guidelines

1. No problem solving. Learning, awareness, understanding and mutual support will be the focus.
2. Every idea and comment is valid. People need not agree.
3. All ideas written on flip-charts as community record.
4. Task-oriented activity. We will stick to the time frames.
5. No lectures.
6. No pleading self-interests or personal agendas.
7. Facilitators structure tasks and manage time.
8. Participants generate and analyse information, derive meanings, propose action and take responsibility for output.

Participant Expectations

I am here at this workshop because...

Who I am and what I stand for is...

The best thing that can happen here is...

The worst thing that can happen here is...

What I believe will happen here is...

How I can best sabotage the groups effectiveness is...

How I can best support and contribute to the groups effectiveness is...

A. Summary of findings

B. Cluster Synopsis

1. Educational Campus-Communities
2. Research - St Andrews / Kansai / Hyogo Links
3. Tourism Leveraging - Beaches / Golf / Parks
4. Lead Professional Services
5. Endogenous Self-Containment
6. Export Leveraging - SURD
7. Lifestyle - Recreation / Arts / Culture
8. Inherent Employment
9. Advanced Manufacturing
10. Value Adding to Natural Resources
11. Biotechnology, Health and Medicine
12. Infrastructure / Construction

1. Educational Campus Communities

Description

Description: Development and delivery of educational programs to regional, rural and remote communities.

Sub-clusters - Five Campus Communities

- Agriculture
- Education
- Ekistics
- Health
- Mining

Possible Proponents

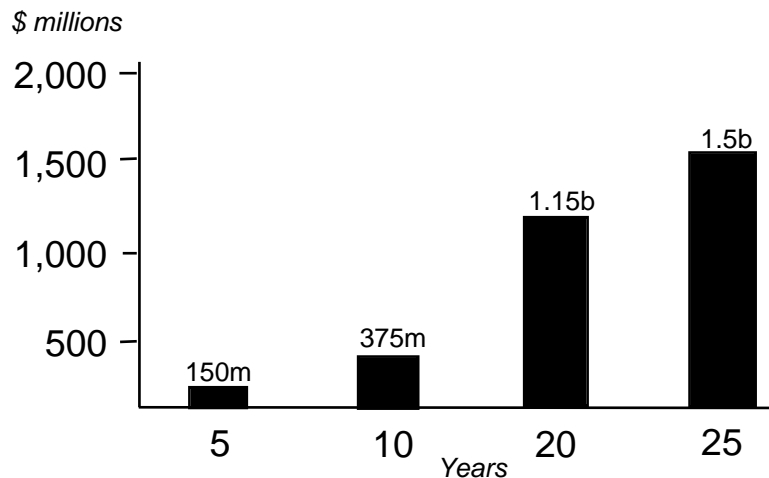
Public Sector

- WA Regional Development Council
- WA Department of Education
- DETYA
- United Nations University

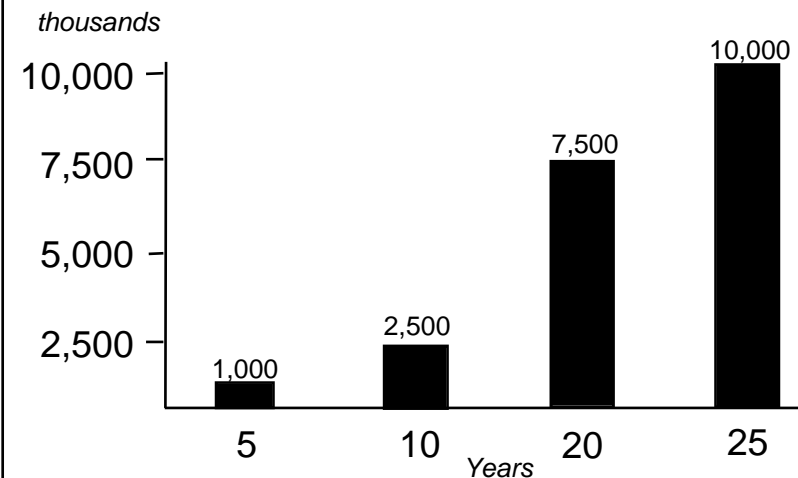
Private Sector

- IDP Education Australia
- Council on International Exchange
- Industry

Market Size



Job Creation



1. Educational Campus Communities

Funders & Players

Funders

- Government eg. Japanese Agencies, AusAID
- Foundations eg. Bill Gates, Gotoh, Rockefeller
- Sub-cluster industries

Major Performers

- *Major Players:* Monash, Kalgoorlie School of Mines, UWA, SAGRIC International, Australian Centre for International Relations
- *Overseas:* Montpelier, Sophia Antipolis, St Andrews (Scotland)

SWOT

Strengths: Location, Perth, telecommunications

Weaknesses: Required involvement from competing universities, global venture, diverse funding sources

Opportunities: Telecommunications hub, technology transfer, remote tertiary facilities

Threats: Feasibility funding, competition from universities, international competition, racism

Market Capture Assumptions

Scale

- Global market 1.8m to 2.8m students by 2010
- Australian share of 5% growing to 10%, representing 400,000 by 2025

Potential

- Competitive advantage in remote education
- Innovative funding
- Capture 50,000 or 12.5% of Australian market
- Start construction in 2002; complete in 2004; attract 5,000 students/1,000 jobs by 2005

Skills & Jobs

Competitive advantage in education related to:

- Wet and dry tropics management - agriculture, pastoral, mining and community development
- Management of oceans, tropical savannahs, wet tropical forests and coastal zones
- Other St Andrews clusters

Job Growth Assumptions

- *10,000 students per campus, by 5 campuses*
- *1 job to 5 students*
- *Average salary of \$50,000*

2. Research - St Andrews / Kansai / Hyogo Links

Description

Description: Provision of international R&D services to support - regional, rural and remote communities in WA; New city developments; St Andrews' clusters in developing countries

Sub-clusters

- Regional / Rural / Remote WA
- Sustainable Urban & Regional Development
- International R&D for St Andrews clusters

Possible Proponents

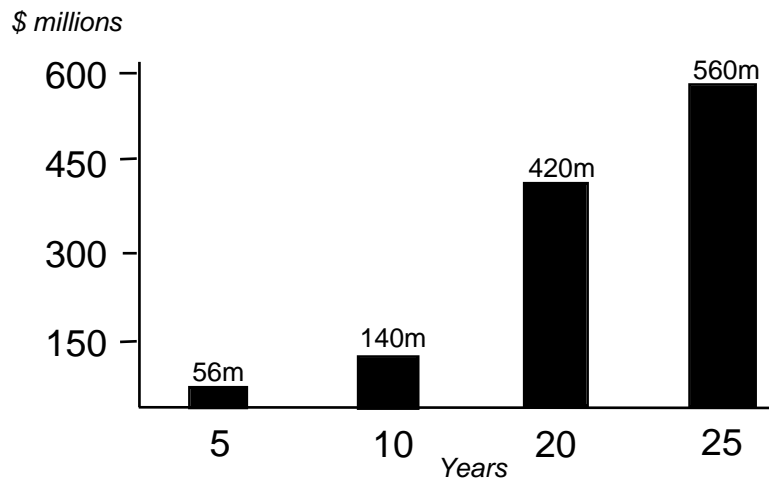
Public Sector

- Public research enterprises participating in CRC's
- UNESCO and United Nations

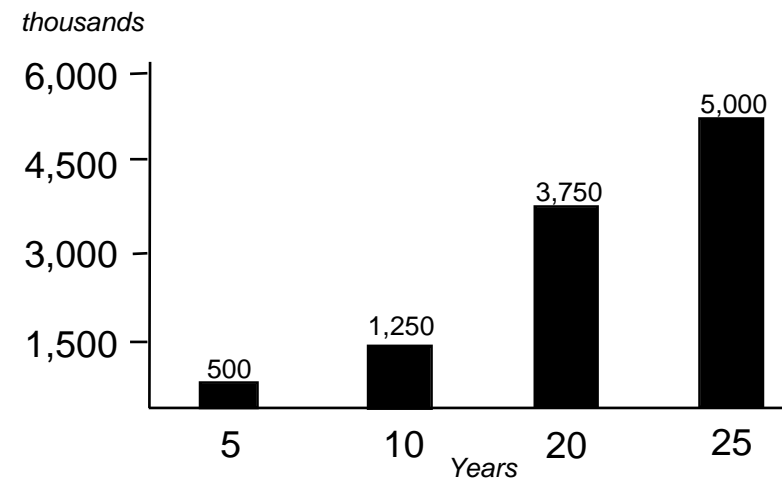
Private Sector

- Kansai Science City
- Hyogo Science and Technology
- Science and technology CRC's

Market Size



Job Creation



2. Research - St Andrews / Kansai / Hyogo Links

Funders & Players

Funders

- Government programs eg. Strategic Planning Support Scheme, R&D Start, Innovation Investment Fund, Technology Diffusion, CRC's

Major Performers

- *Major Players:* CRC's, CSIRO divisions, WA agency research units, corporate research units
- *Overseas:* Kansai Science City, Hyogo, Montpellier, Sophia Antipolis

SWOT

Strengths: Location, WA telecommunications R&D, WA research base

Weaknesses: Government enthusiasm, business case, diverse financial and research interests

Opportunities: Telecommunications hub, R&D centre for remote WA, technology transfer

Threats: Competition for funding, university research units, international competition

Market Capture Assumptions

Scale

- Australia invests \$15b in education training and research - about 2.5% of GDP
- Current Australian R&D market - \$4.2b
- OECD average investment in knowledge (R&D, software etc.) exceeds 10% of GDP

Potential

- Australia accounts for 2% of global R&D
- Education campus community cluster would be a major driver to attract R&D funding

Skills & Jobs

See education campus community cluster notes

Job Growth Assumptions

- *R&D enterprises aligned to campus communities*
- *Attract 1,000 research-based employees within each of the 5 clusters (ie. total of 5,000) - 25% scientists, 50% technicians, 25% support*

3. Tourism Leveraging - Beaches / Golf / Parks

Description

Description: Tourism products to international and domestic tourists, as well as convention, incentive and event travel

Sub-clusters

- Accommodation
- Food and beverage
- Attractions - Passive
- Attractions - Active

Possible Proponents

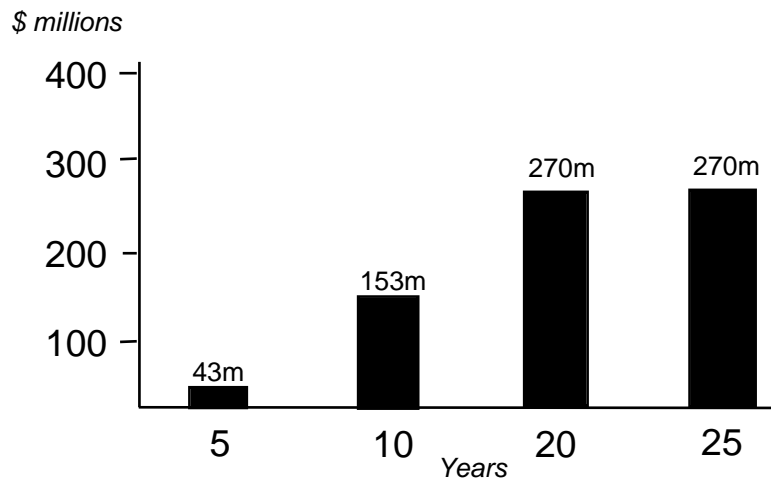
Public Sector

- WA Tourism Commission
- Department of Conservation and Land Mgt
- Ministry of Sport and Recreation
- City of Wanneroo

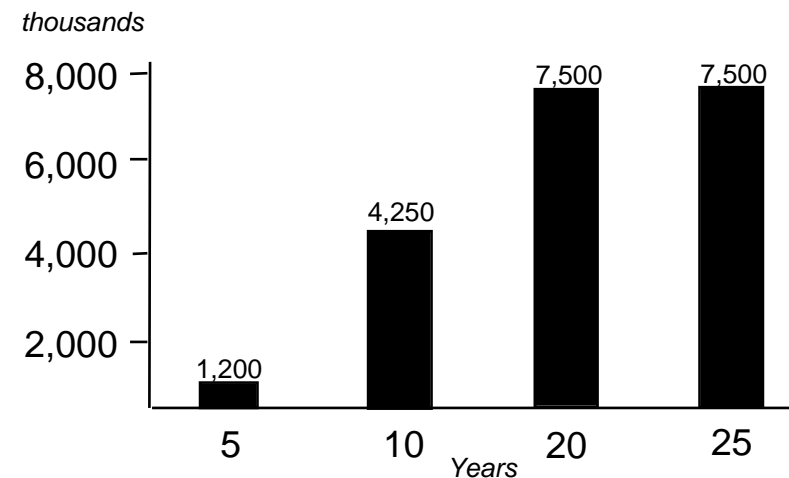
Private Sector

- Major hotel chains
- Food and beverage facilities
- Theme park operators and event organisers

Market Size



Job Creation



3. Tourism Leveraging - Beaches / Golf / Parks

Funders & Players

Funders

- Accommodation operators and investors
- Food and beverage operators
- Site specific development enterprises

Major Performers

- *Major Players:* Accor, MacDonald's, Sea World Queensland
- *Overseas:* Pan Pacific, McDonald's, Disney

SWOT

Strengths: Coastal location, climate, diversity of natural environments, proximity to Perth

Weaknesses: Proximity to world markets, tourism infrastructure, public transport

Opportunities: Nature-based tourism, IDEA, leisure time for community members

Threats: Competing public infrastructure projects, alternative Perth sites, timeframe

Market Capture Assumptions

Scale

- Global market - tourism is 11.6% of GDP, 9.4% of all jobs
- Australia - 7.4% of GDP; 3.9% of WA GSP

Potential

- St Andrews will have 150,000 residents, 7.5% of Perth population
- Potential to exceed WA ratio of 1:12 jobs
- Leverage Club Capricorn, golf course and beaches

Skills & Jobs

Large talent pool in WA, 8% of all jobs
Highly regarded TAFE programs

Job Growth Assumptions

- *Additional development construction to start in 2002 to achieve 1,250 jobs by 2005*

4. Lead Professional Services

Description

Description: Business, finance, legal and property-related services eg. surveyors, planners, environmental technologists, engineers, architects, urban designers, trades

Sub-clusters

- Economic, Social & Environmental Planning
- Urban Design
- Engineering
- Financing
- Project Management

Possible Proponents

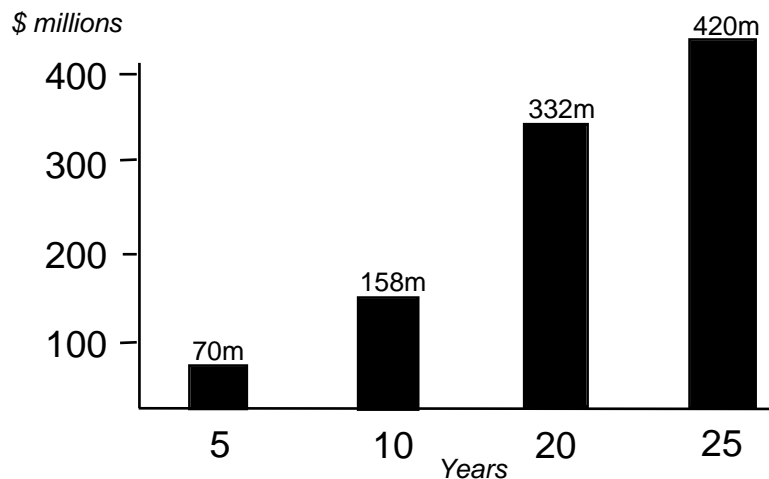
Public Sector

- LandCorp, Department of Commerce and Trade, Department of Land Administration
- Ministry for Planning, Small Business Development Corp ...

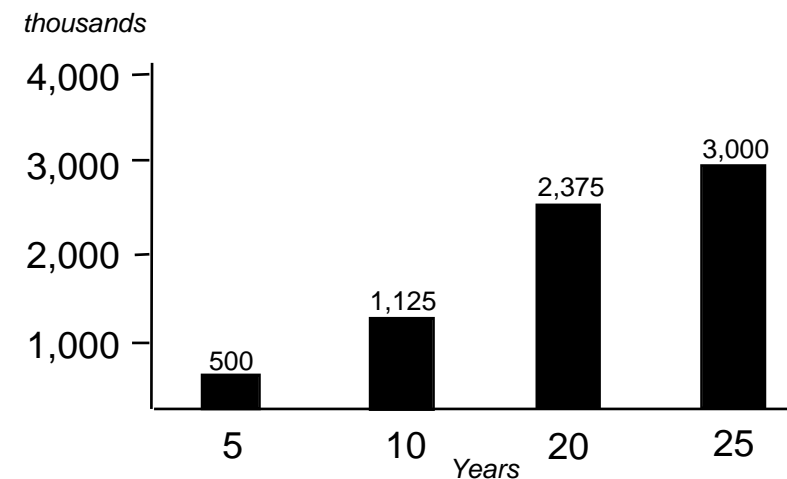
Private Sector

- Lead service firms
- Chambers of Commerce, Professional institutes, Private infrastructure providers

Market Size



Job Creation



4. Lead Professional Services

Funders & Players

Funders

- Consulting and civil engineering firms
- Legal and accounting firms
- Environmental technologists
- Private infrastructure providers

Major Performers

- *Major Players:* ACT Electricity & Water, Lend Lease, Delfin, Dames and Moore, Sinclair
- *Overseas:* Tokyu, Sophia, Weyerhaeuser Real Estate, Development Securities, Woodlands

SWOT

Strengths: Single large scale project, training infrastructure, attractive lifestyle

Weaknesses: Short term scale, funding start-ups

Opportunities: Skills development, world class enterprise

Threats: Fear of moving existing enterprises to new locations

Market Capture Assumptions

Scale

- Better Cities Program contributed to a 200% increase in GDP and 5,000 to 12,000 jobs
- \$1b urban development creates 125 to 300 jobs

Potential

- St Andrews will generate \$16b to \$19b in urban development ie. to support 150,000 residents

Skills & Jobs

- Large professional pool experienced at urban development for 20,000 to 30,000 residents
- Limited experience for 150,000 residents

Job Growth Assumptions

- *St Andrews will generate increases in employment per \$1b in urban development*
- *Lead professionals will be 2% of population*

5. Endogenous Self-Containment

Description

Description: Emerging enterprises and activities servicing the new market of cash-rich, time-poor, double-income households

Sub-clusters

- Outsourced Household Service Providers
- Small Office/Home Office Workers
- Micro-Industrial Symbiosis Participants

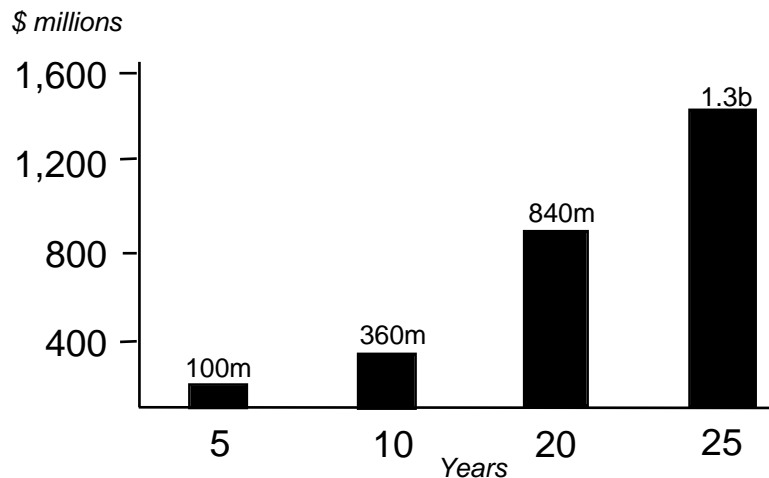
Possible Proponents

Public Sector

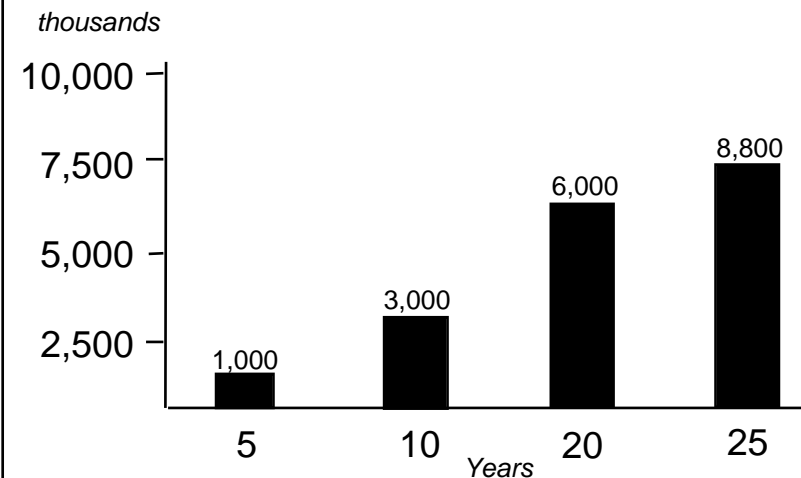
Private Sector

- The new market of cash-rich, time-poor, double-income households

Market Size



Job Creation



5. Endogenous Self-Containment

Funders & Players

Funders

- Communities and Private foundations
- Enterprises and financial institutions
- Small Business Development Corp

Major Performers

- *Major Players:* ACTEW - wiring households with fibre optic, recycled water, water treatment
- *Overseas:* Disney, Eco-villages, Tridos Bank (Netherlands)

SWOT

Strengths: St Andrews focus, Tokyu focus, telecommunications R&D, attractive lifestyle

Weaknesses: Conventional urban development, comprehensive scale, take-up rates, investment

Opportunities: Reverse Australian deficit in IT&T, reverse OECD hollowing-out middle class

Threats: Comprehensive planning effort

Market Capture Assumptions

Scale

Outsourced Household Services

- Outsourced meal example: US - 2 in 5 meals; Australia - 1 in 5 meals in a \$14b industry

SOHO Outsourcing

- Businesses have already outsourced about 63% of non-core services

Micro-Industrial Symbiosis

- More labour intensive than conventional means
- WA averages 574 people to deliver water, gas, electricity sewerage to 150,000 residents

Skills & Jobs

- Some of the residents of St Andrews will choose to engage in self-containment jobs

Job Growth Assumptions

- *Doubling of average salary*
- *Tax effective strategies will help drive growth*
- *Need to commence the construction of business incubation facilities, office space and renewable energy facilities in the next few years*

6. Export Leveraging - Sustainable Urban & Regional Development (SURD)

Description

Description: Leverage the St Andrews experience to develop a world-class sustainable urban and regional development program

Sub-clusters

- World-class Urban Design
- Sustainable Planning
- Large-scale Project Management

Possible Proponents

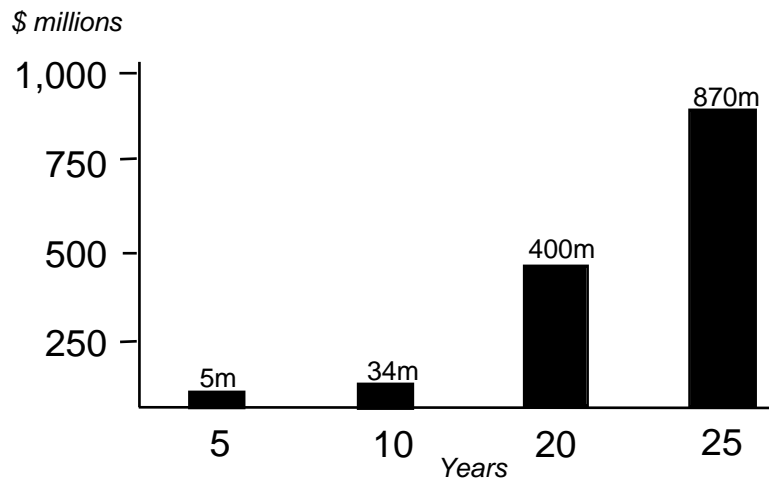
Public Sector

- LandCorp
- Department of Commerce and Trade
- Department of Land Administration
- Ministry for Planning
- Public Infrastructure Providers

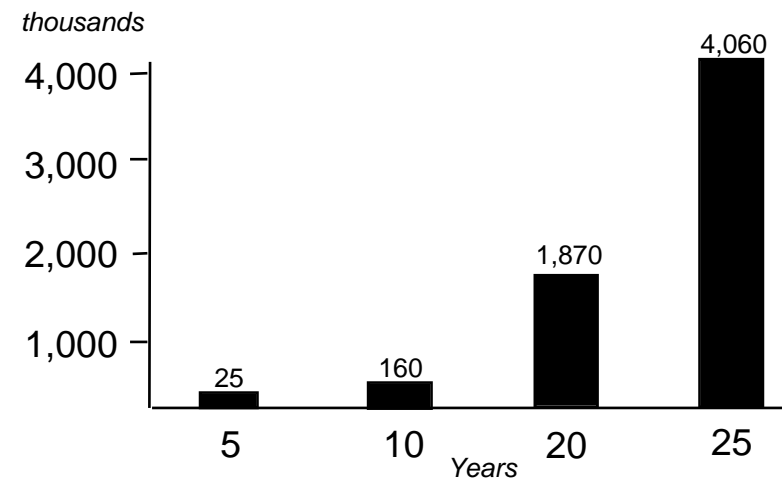
Private Sector

- Consulting and Civil Engineering Firms
- Chambers of Commerce, Private infrastructure providers

Market Size



Job Creation



6. Export Leveraging - Sustainable Urban & Regional Development (SURD)

Funders & Players

Funders

- World Bank
- International Monetary Fund
- International Development Agencies
- National & Provincial Governments

Major Performers

- *Major Players:* Asia Pacific Design Group, Qnetwork, Freehill's, CSIRO
- *Overseas:* Collaborative Economics, Calthorpe, ICF-Kaiser, East-West Centre

SWOT

Strengths: Many organisations, St Andrews world scale, location, environmental attraction

Weaknesses: Co-ordination requirements, low professional service base

Opportunities: Attract world-class professionals, proximity to \$1b plus markets

Threats: Competition from other Perth-based and regional clusters establishing SURD exports

Market Capture Assumptions

Scale

Urbanising nations examples:

- China 390m to cities
- India 340m to cities
- USA 68m to cities

Potential

- WA SURD producers have capacity to equal or exceed average Australian per capita delivery
- Perth is home to many SURD related CRC's

Skills & Jobs

- Significant availability of SURD / support skills eg. Marketing, Business Management, Computer Services, Finance and Investment

Job Growth Assumptions

- *Health:* 1 job per \$100k turnover
- *BioTech:* 1 job per \$450k turnover
- *Consult engineers:* 1 job per \$120k turnover
- *Mechanical:* 1 job per \$100k turnover
- *Civil engineers:* 1 job per \$300k turnover

7. Lifestyle - Recreation / Arts / Culture

Description

Description: Close alliance to the Tourism cluster with an emphasis on passive recreation such as art and cultural heritage

Sub-clusters

- Art Galleries / Studios
- Music Studies
- Live Theatre
- Art in Public Places

Possible Proponents

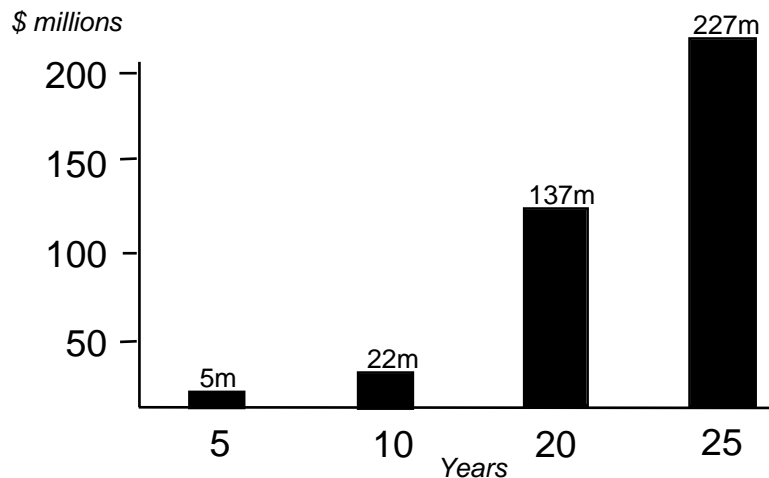
Public Sector

- ArtsWA
- Centre for Indigenous History (UWA)
- Western Australian Museum
- Library and Information Services

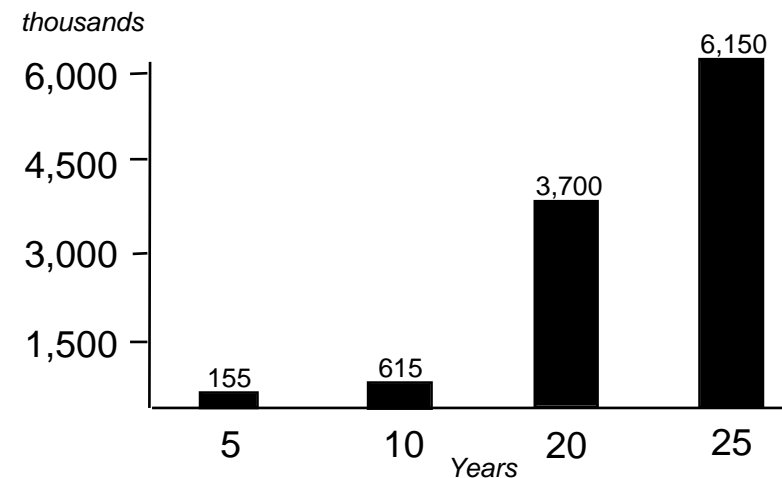
Private Sector

- Property developers
- Individual artists and performers
- Corporate benefactors
- Private benefactors

Market Size



Job Creation



7. Lifestyle - Recreation / Arts / Culture

Funders & Players

Funders

- Individual Artists
- Corporate and Private Benefactors

Major Performers

- *Major Players:* National Gallery, National Museum, WA Museum, Heytesbury
- *Overseas:* Guggenheim Foundation, Tokyu, Louvre, Chicago Museum of Modern Art

SWOT

Strengths: 'Spirit of Place', differentiates St Andrews, positive contribution

Weaknesses: Funding competition, evaluation of economic value, overlap with tourism

Opportunities: Resident companies, North-west corridor art community, Dept of Commerce

Threats: Free-market pressures, lack of promotion, lack of private sector involvement

Market Capture Assumptions

Scale

- Australian market is \$19b; employs 500,000 or 7% of workforce
- \$1.3b in Perth; employing 35,000

Potential

- St Andrews focus and natural attributes provides a capacity to capture a reasonable share of this market

Skills & Jobs

- Significant wealth of talent in WA

Job Growth Assumptions

- *Location will help attract a higher per capita share of talent*
- *Likely that St Andrews already has a reasonable population of arts talent*
- *5% growth rate*

8. Inherent Employment

Description

Description: Typical service providers such as retail food and non-food outlets, state government eg. teachers, postal, police, emergency etc.

Sub-clusters

- Local Government
- State Government
- Retail

Possible Proponents

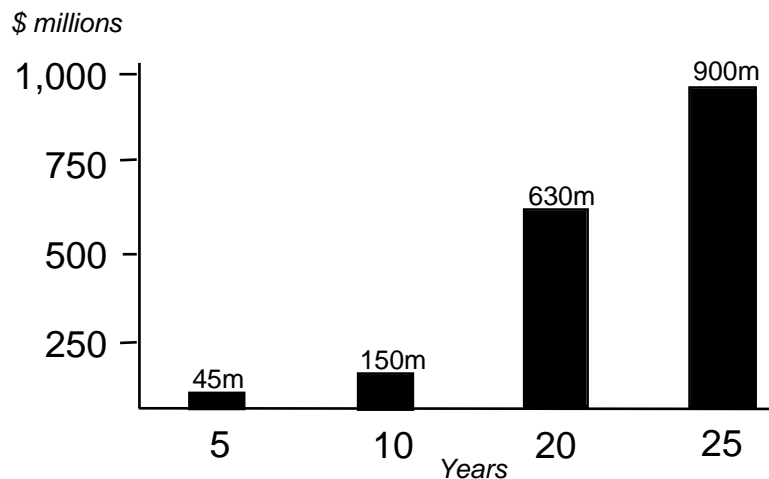
Public Sector

- Department of Commerce and Trade
- Small Business Development Corporation
- Ministry for Planning
- LandCorp and Local Government

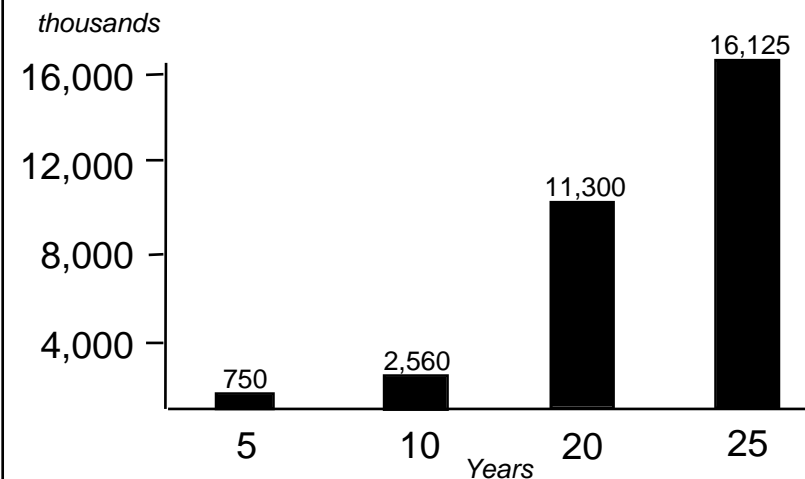
Private Sector

- Chamber of Commerce
- Business Council
- Trader's Associations
- Community councils

Market Size



Job Creation



8. Inherent Employment

Funders & Players

Funders

- State and Local Government
- Independent small business
- Fast food franchises
- Retail chains

Major Performers

- *Major Players:* State/Local Government, Franchise retailers, Fast food, Buying assoc'ns
- *Overseas:* State/Local Government, Franchise retailers, Fast food, Buying assoc'ns

SWOT

Strengths: Large employment provider, good planning

Weaknesses: Limited export potential, low pay

Opportunities: Synergies between employment enterprises, Co-location

Threats: Poor planning, reliance on other communities facilities

Market Capture Assumptions

Scale

- Normally 25% of total employment; 18% in Perth's north-west corridor
- Average family spends \$12k to \$15k annually on inherent employment related activities

Potential

- Good planning and design will capture optimum share

Skills & Jobs

- Good availability of part time workers, in particular student population

Job Growth Assumptions

- *25% of the labour force*

9. Advanced Manufacturing

Description

Description: Advanced or 'elaborately-transformed manufacturers' (ETM's) include products and services such as consumer electronics, IT&T equipment

Sub-clusters

- IT&T Equipment
- E-Commerce Technologies
- IT-Biotech Technologies

Possible Proponents

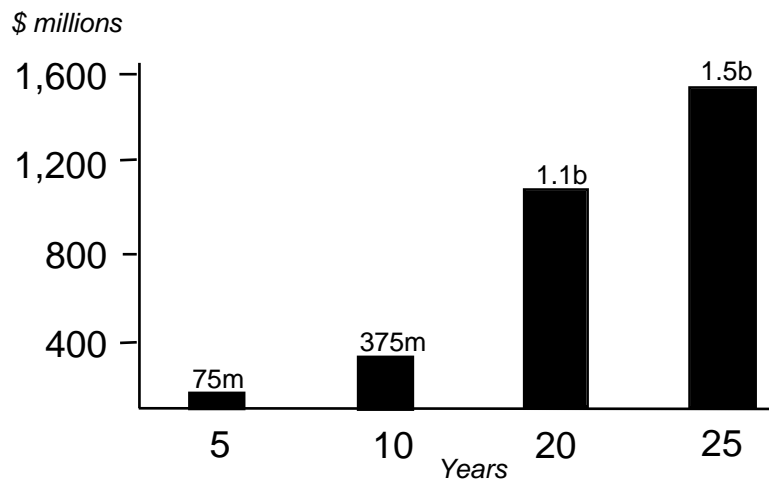
Public Sector

- Public research enterprises engaged with manufacturing-related CRC's
- WA Technology & Industry Advisory Council

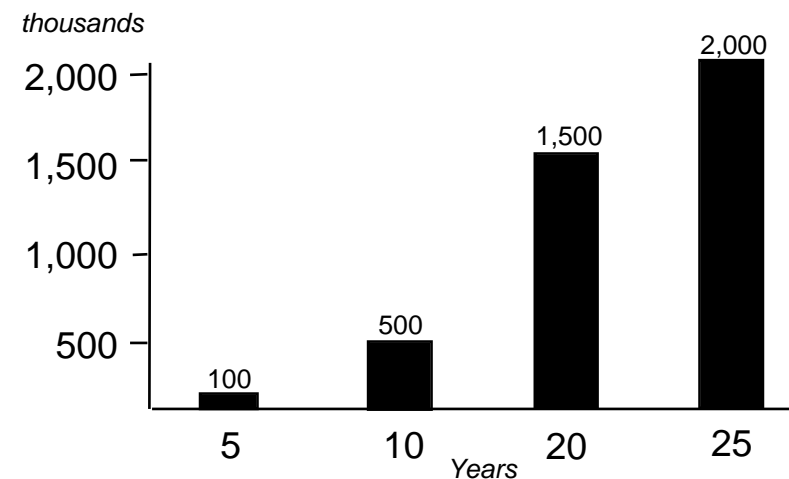
Private Sector

- ETM enterprises attracted to St Andrews
- Private research enterprise involved in CRC's
- Associations - Electrical and Electronic Manufacturers, Telecommunications ...
- Kansai Science City

Market Size



Job Creation



9. Advanced Manufacturing

Funders & Players

Funders

- ETM's
- Government programs eg. Strategic Planning Support Scheme, R&D Start, Innovation Investment Fund, Technology Diffusion, CRC's

Major Performers

- *Major Players:* BHP, James Kirby, Aerospace Technologies, ERG, Telstra, Sausage ...
- *Overseas:* Semi-conductor manufacturers and their clusters ...

SWOT

Strengths: Resource sector, WA information & technology companies, educated workforce

Weaknesses: Narrow economic base, weak commercialisation, declining resource values

Opportunities: Global perspective, Resource industry, Environmental, Political

Threats: Attracting venture capital, retaining talent, MNC's dominance, global competition

Market Capture Assumptions

Scale

- Large global industry

Potential

- 1995/96 local industry revenues of \$2.8b; 52% by non local firms
- 400 multimedia and IT firms
- Strong export orientation eg. 12% of WA industry revenue derived from exports vs 5.6% nationally

Skills & Jobs

- Recommendation to undertake feasibility of attracting a semi-conductor fabrication plant or short-run manufacturing plant

Job Growth Assumptions

- *Step increase of 1,000 to 5,000 jobs*
- *\$1b plant generates \$750m in exports and 1,000 jobs*
- *Generating significant productivity gains - \$750k per employee vs \$20k per employee in the tourism industry*

10. Value Adding to Natural Resources

Description

Description: Value adding WA's natural resources including fibre, timber, food, seafood, cereals etc...

Sub-clusters

- Agriculture
- Horticulture
- Timber

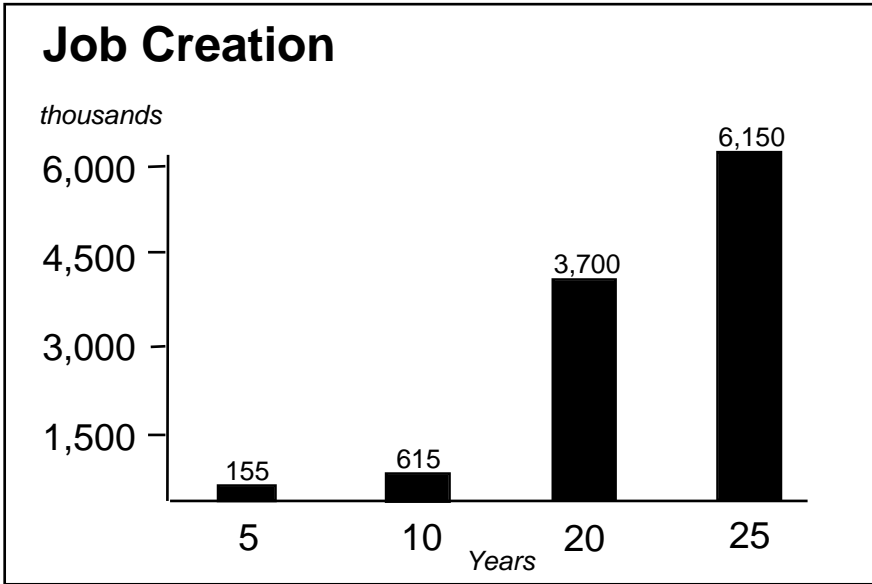
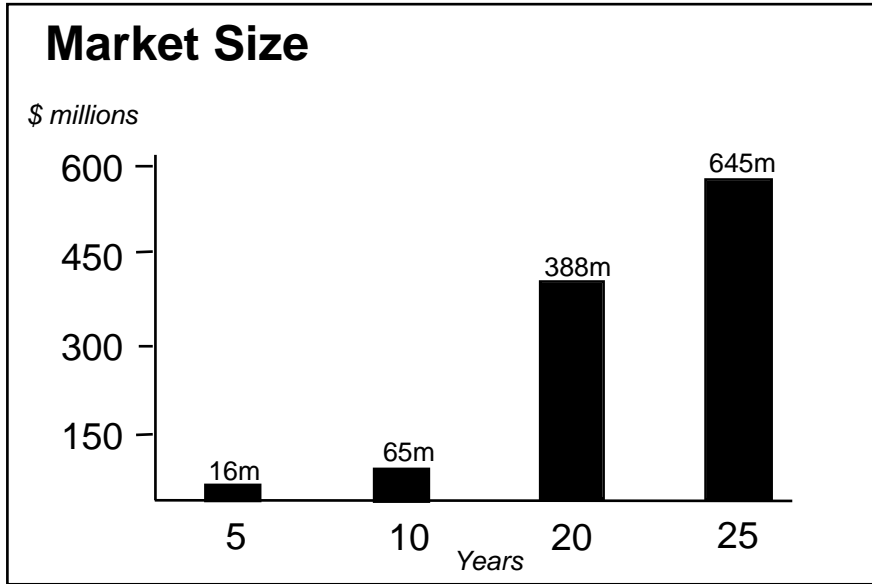
Possible Proponents

Public Sector

- Department of Commerce and Trade
- Agriculture Western Australia
- Department of Resources Development

Private Sector

- Small and medium enterprises
- Farmers, graziers, horticulturists
- Aquaculture operators
- Small goods manufacturers
- Weavers and caterers



10. Value Adding to Natural Resources

Funders & Players

Funders

- Small and medium enterprises
- Investors
- Primary producers

Major Performers

- *Major Players:* Heinz, San Remo Pasta, Poachers Pantry, Manjimup Syndicate ...
- *Overseas:* Kraft, Nestles, Nabisco, Kimberly Clark, RJ Nabisco

SWOT

Strengths: Range of natural resources, Perth and export markets, skills, access to production

Weaknesses: Many small participants, funding start-ups

Opportunities: Eco-industrial synergies between activities, new products for Asia

Threats: Environmental impact, South West Australia has similar advantages

Market Capture Assumptions

Timber Scale

- Example - 10% of jarrah was value-added 10 years ago; now 52% is value-added

Agriculture Scale

- Large opportunities eg. wheat-to-flour (179k tonnes), pig carcasses (91k tonnes by 2001) ...

Potential

- IDEA project provides a strong framework to attract industry participants

Skills & Jobs

- Strong skills base
- 16 TAFE colleges

Job Growth Assumptions

- *Strong jobs growth in fruit and vegetable processing of 9.6% over past decade*
- *Similar growth assumptions to Arts and Cultural cluster*

11. Biotechnology, Health & Medicine

Description

Description: Biological discoveries, fermentation processes, breeding techniques, gene technology

Sub-clusters

- Biotechnology and Health
- Biotechnology and Medicine
- Genetic Technologies

Possible Proponents

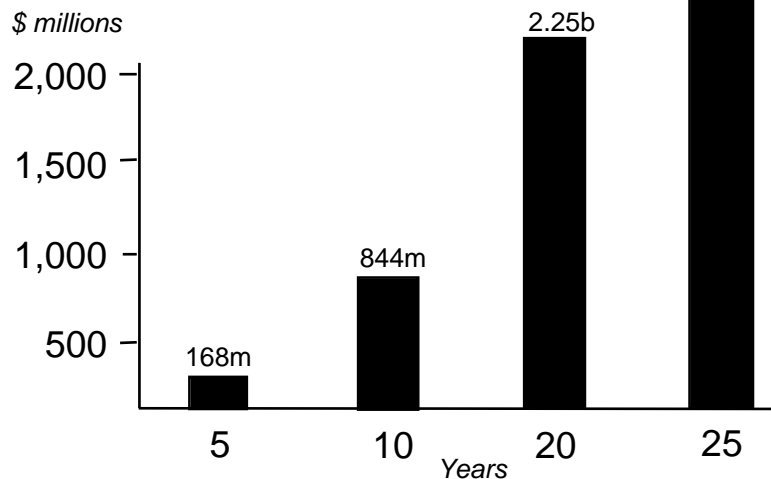
Public Sector

- Biotechnology Australia
- Public research

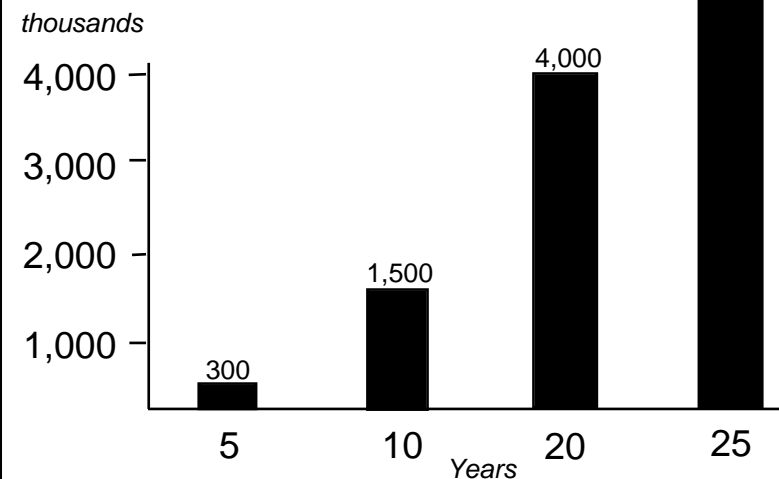
Private Sector

- Major biotechnology enterprises
- Private research enterprises eg. CRC's
- Santen Pharmaceutical, Nara R&D, Kansai Science City, Research and Education Center for Genetic Information

Market Size



Job Creation



11. Biotechnology, Health & Medicine

Funders & Players

Funders

- Biotechnology Australia
- International biotechnology companies
- Financial institutions and venture capital

Major Performers

- *Major Players:* Australia Wide Industries, Biota Holdings, Biotech Australia, Biotech International, CSL, FuCell, PanBio, Progen
- *SMEs:* AMRAD Operations, AMRAD Biotech
- *Overseas:* Glaxo, Roche, Pan Vera, Telluride

SWOT

Strengths: Intellectual property, specialist scientists and technicians, physical environment

Weaknesses: No presence in 11 medical CRC's, poor commercialisation, infrastructure

Opportunities: Export non-genetically modified foods, investment in biotech research eg. CRC

Threats: Low investment, talent attracted off-shore by venture capital, MNC dominance

Market Capture Assumptions

Scale

- Global market \$15b, \$80b by 2005
- Health care 90%
- 180 businesses in Australia

Potential

- Federal incentives eg. 1999/00 budget of \$614m
- Tax incentives eg. capital gains tax

Skills & Jobs

- WA State Agricultural Biotechnology Centre
- Murdoch Bioinformatics Research Group
- DCI at Royal Perth

Job Growth Assumptions

- *Australian biotech growth at 15% per annum*
- *Australian jobs - 80,000 by 2025*
- *St Andrews jobs - 2,500 in human therapeutics; leveraging to 5,000 in total*
- *Average salary of \$100k to attract talent*

12. Infrastructure and Construction

Description

Description: *Leading edge transportation and telecommunications are necessary but not sufficient conditions for world class trade. This cluster looks at public infrastructure facilities.*

Sub-clusters

- Transport
- Energy
- Water and Sewerage
- Telecommunications
- Network University

Possible Proponents

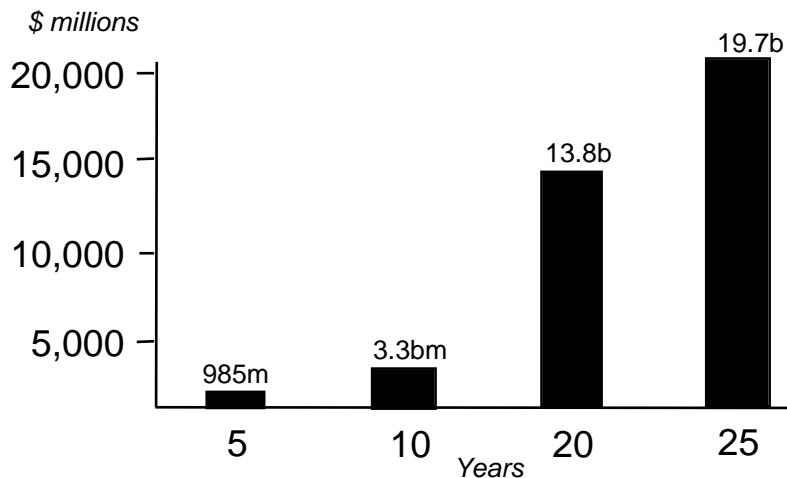
Public Sector

- WA and Australian Government
- Wanneroo Shire Council
- Public infrastructure providers

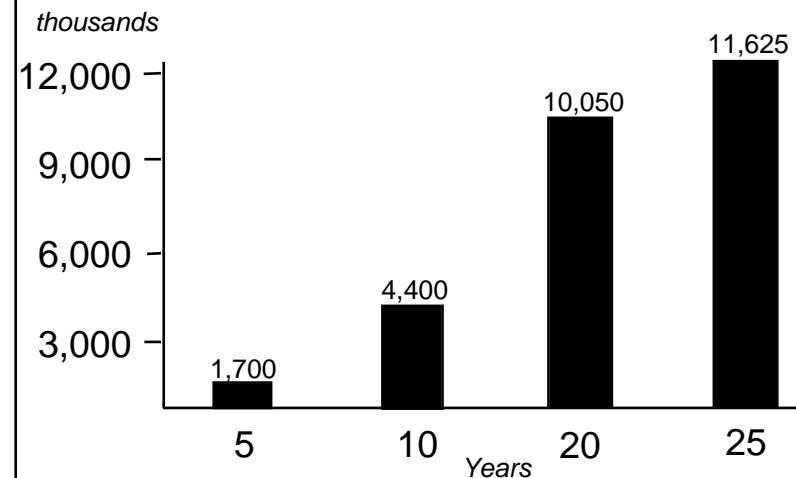
Private Sector

- Major developers, builders and construction companies
- Cisco Systems
- CRC Telecommunications players
- Private infrastructure companies

Market Size



Job Creation



12. Infrastructure and Construction

Funders & Players

Funders

- Major developers and construction companies
- Cisco Systems
- Private players in Telecommunications CRC
- Private infrastructure providers

Major Performers

- *Major Players:* ACTEW, Lend Lease, Delfin, Civil & Civic, John Hollands, Egis
- *Overseas:* Tokyu, Sophia, Bilfinger+Berger, Development Securities, Woodlands, Egis

SWOT

Strengths: Major metropolitan land holding, infrastructure planning, MOU, Tokyu

Weaknesses: Few global examples, too visionary, timing, limited benefits from e-comm

Opportunities: Large upside if we get it right, global city status, best practice site

Threats: Government commitment, financial institution support,

Market Capture Assumptions

Scale

- See Export Leveraging SURD and Lead Professional Services Better Cities Program reference

Potential

- Early stage success at St Andrews will be a key driver

Skills & Jobs

- Excellent skill base

Job Growth Assumptions

- *Applied ratio of \$120k output per construction worker and the cost of incremental scale development over the period to estimate jobs*

Key Questions

- Completeness:* Should we add or delete any of the sub-clusters?
- Quick Wins:* What opportunities does this cluster present for securing a business in the next 1 to 3 years?
- Key Issues:* What key issues may block us from achieving a quick win?
- Ranking:* Rank on a scale of 1 to 12 the priority of this cluster as:
- A. A quick win candidate
 - B. A strategic candidate

Process

Overview

10 min

Pressure test in break-out groups

60 min

- 30 minutes per cluster
 - 20 minute pressure test
 - 10 minute rank
- Self-select into 6 groups, facilitators to assign clusters to tables
- Assign roles - recorder, presenter, time keeper
- Record ideas on flip chart, secretaries will transcribe into templates
- One secretary per group, odd groups to be picked up during breaks

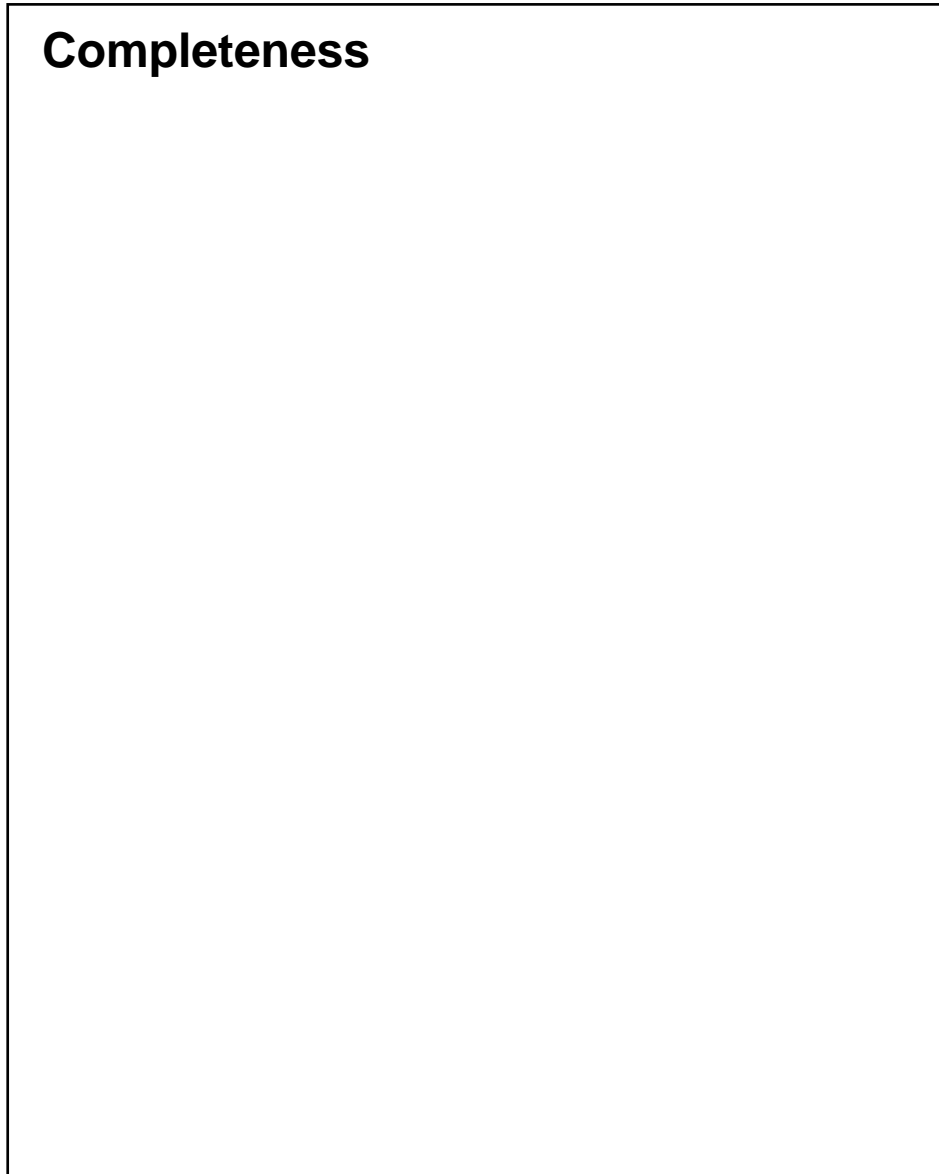
Report back

30 min

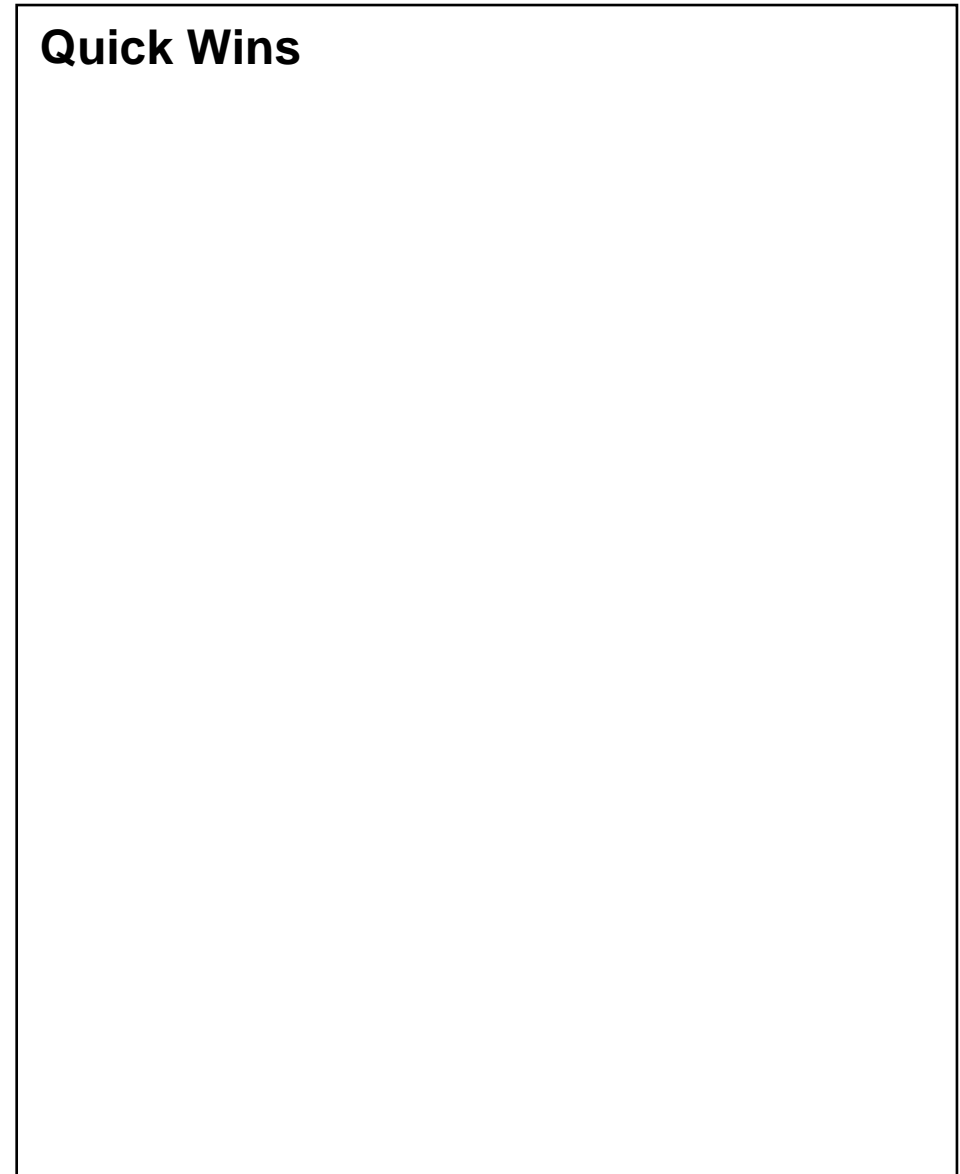
- 5 minutes per group

Industry Cluster Number & Title *(Cluster Template 1)*

Completeness

A large, empty rectangular box with a black border, intended for notes or data related to the 'Completeness' category.

Quick Wins

A large, empty rectangular box with a black border, intended for notes or data related to the 'Quick Wins' category.

Key Issues

Ranking

Quick Wins _____
(1-12)

Strategic _____
(1-12)

Other Notes

Value Propositions

What's in it for each stakeholder?

<i>Project Stakeholders</i>	Community	Government	Tokyu	Industry
Community				
Government	1		2	3
Tokyu	4	5		6
Industry				

Process

Overview

10 min

Develop value propositions

45 min

- Self-select into 6 groups, facilitators to assign specific value props
- Assign roles - recorder, presenter, time keeper
- Record ideas on flip chart, secretaries will transcribe into templates
- One secretary per group, odd groups to be picked up during breaks

Report back

30 min

- 5 minutes per group

Value Proposition *(Value Proposition Template 3)*

Government to _____
(Community, Tokyo, Industry)

Economic
Social
Urban Development

_____ **to Government**
(Community, Tokyo, Industry)

Economic
Social
Urban Development

Value Proposition (*Value Proposition Template 4*)

Tokyu to

(Community, Tokyo, Industry)

(Community, Tokyo, Industry)

to Tokyu

Economic
Social
Urban Development

Economic
Social
Urban Development

Key Questions

In past projects like this, what are the things that typically got in our way?

Process

Overview

10 min

Identify Issues

30 min

- Self-select into 4 groups
- Assign roles - recorder, presenter, time keeper
- Record ideas on flip chart, secretaries will transcribe into templates
- Group issues into major themes
- One secretary per group, odd groups to be picked up during breaks

Report back

20 min

- 5 minutes per group

Key Questions

Completeness: Should we add or delete any of the sub-clusters?

Quick Wins: What opportunities does this cluster present for securing a business in the next 1 to 3 years?

Key Issues: What key issues could block us from achieving a quick win or long term strategic potential?

Value Proposition: What else should be in place to facilitate a deal between the stakeholders?

Process

Overview

10 min

Pressure test in break-out groups

80 min

- 30 minutes per cluster
 - 5 minute dump
 - 20 minute pressure test
 - 5 minutes to revise
- 20 minute pressure test one value proposition per group
- Clusters and value propositions pre-assigned during working prep sessions
- Assign roles - recorder, presenter, time keeper
- Record ideas on flip chart, secretaries will transcribe into templates
- One secretary per group, odd groups to be picked up during breaks

Report back

30 min

- 5 minutes per group