



Tasmania

Department of  
**Economic Development**

# Tasmanian Technopark business plan

# BACKGROUND

Since its establishment in 1988, the Tasmanian Technopark has grown from two companies with 30 employees to the current 20 companies with more than 500 employees.

In the early 1990s, the technopark was seen as a major tool in Tasmania's technology based industries with a vision to "develop, support and market viable and sustainable internationally competitive technology based industry sector" (*Tasmanian Technopark – The Focus of Tasmania's Technology Future 1992*)

In 2000, a new management structure was implemented as a direct result of a review that year. The review separated the operational management of the technopark (ie property management, strategic direction and client management) It also outlined a number of future initiatives (eg establish a board of advisers, form a strategic alliance with the University of Tasmania, develop an incubator program and provide internet and intranet access)

The early 2000s witnessed a decline in activity and productivity at the technopark with higher property vacancy levels and negative feedback from tenants. In response, the Department of Economic Development instigated a strategy planning exercise to guide the future of the technopark. A key element of the strategy was the establishment of an advisory group consisting of several tenants, and representatives of the University of Tasmania, Intellinc (a software incubator) and Economic Development. To assist the department and the advisory group, primary and secondary research was gathered. Primary research involved a comprehensive consultation/input process with a face-to-face survey of 26 key stakeholders. Secondary research provided background information and advice on national and international experiences and trends.

With the assistance of the advisory group informed by the primary and secondary research, this business plan has been developed. An operational level action plan will also be developed to implement this strategic level business plan with a key element being the maintenance of the advisory group to monitor and continuously provide input to this plan.



# CONTEXT

The Tasmanian Technopark is an important tool in assisting and encouraging innovation and technology in Tasmania. It supports achievement of a number of broader aims and objectives important to **Tasmania's** economy. The technopark supports and complements a number of economic related goals in Tasmania *Together* Specifically, it supports:

- **Goal 17:** Maximise the opportunities available through information and other technologies.
- **Goal 19:** Have internationally focused business culture that creates business investment and growth and encourages enterprise, innovation and excellence.

It also is an important foundation of Tasmania's Science and Technology Policy by:

- strengthening Tasmania's science and technology capabilities
- developing Tasmanian industry and achieving community and other benefits using science and technology.

The technopark is also a crucial aspect of the Tasmanian Science and Technology Council's Industry Plan through assisting to:

- build and maintain competitive advantages in targeted science and technology areas of strategic value to the state
- developing Tasmanian industry through using science and technology
- raising community and industry awareness of and involvement in science and technology.

The technopark is a significant element of the *Industry Development Plan (IDP)* and relevant to several areas identified in the Tasmanian industry audits.



## TECHNOPARK MISSION

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Develop, facilitate, support and leverage new and established businesses that are innovative, export focused and technology related.

## STRATEGIES TO ACHIEVE MISSION

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The table over the following pages provides details of the range of strategies, accompanying programs, projects and products that have been developed to achieve the Technopark's desired mission. An action plan will be developed to guide implementation of the business plan.



Mission	Strategies	Programs / Projects and Products
<p><b><i>“to develop, facilitate, support and leverage ...”</i></b></p>	<p>a) Develop and support viable and sustainable enterprises, including:</p> <ul style="list-style-type: none"> <li>•incubatees</li> <li>•new and existing tenants at different stages of development</li> <li>•anchor (ie fully commercialised) tenants.</li> </ul>	<p>1.1 Support packages (focus on attractions/retention) that:</p> <ul style="list-style-type: none"> <li>• are tailored to each target group</li> <li>• have a clear criteria (ie incubators, existing and anchor tenants)</li> <li>• provide a matrix of services.</li> </ul> <p>1.2 Ensure there are clear exit processes and mechanisms.</p> <p>1.3 Technopark to structure network; create highest value add-ons and primary role of activity coordinator.</p>
<p><b><i>“new and established businesses...”</i></b></p>	<p>b) Attract new businesses:</p> <ul style="list-style-type: none"> <li>•decide mix, identify targets and attract new tenant mix</li> <li>•promote role of technopark as a leadership hub.</li> </ul> <p>c) Develop existing businesses through achieving critical mass:</p> <ul style="list-style-type: none"> <li>•collaborations and partnering – commonality within and between each stage of development value chain.</li> </ul>	<p>2.1 Evaluation criteria to clarify “preferences” of desirable tenants.</p> <p>2.2 Increase awareness and marketing.</p> <p>2.3 Investment attraction:</p> <ul style="list-style-type: none"> <li>• marketing in conjunction with partners such as the university, CRC, Intellinc, Economic Development etc. (research)</li> <li>• Awareness raising.</li> </ul>

Mission	Strategies	Programs / Projects and Products
<p><b><i>“that are innovative, export focused...”</i></b></p>	<p>d) Value adding by being dynamic, flexible and agile:</p> <ul style="list-style-type: none"> <li>•leverage / cluster / network</li> <li>•consolidating existing ‘core’ competencies</li> <li>•targeted delivery</li> <li>•mix – development cycle</li> <li>•package of solutions to meet business needs</li> <li>•active participation.</li> </ul>	<p>3.1 Focus on stages of business evolution in the value chain to deliver high value creating outcomes.</p> <p>3.2 Collaborations with:</p> <ul style="list-style-type: none"> <li>• universities and Intellinc</li> <li>• a range of businesses with similarities both vertically and horizontally</li> <li>• areas of the Department of Economic Development including the Northern Technopark and other government agencies.</li> </ul> <p>4.1 Management capabilities must contain:</p> <ul style="list-style-type: none"> <li>• gatekeeper and “champion” roles</li> <li>• skills, change and knowledge</li> <li>• experience – public, private sector network.</li> </ul>
<p><b><i>“and technology related.”</i></b></p>	<p>e) Leverage technology commercialisation by:</p> <ul style="list-style-type: none"> <li>•physical services – building, communications, etc.</li> <li>•general support services – reception, secretarial</li> <li>•hub of networking services – internal and external</li> <li>•linkages / development pathways.</li> </ul>	<p>5.1 Create ‘value’ at the firm level.</p> <p>5.2 Development of commercial relationships/partnerships/Joint Ventures.</p>