



**Australian Government**

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**Department of Innovation  
Industry, Science and Research**

# **Building a culture of innovation**

## **Stakeholder feedback**

**Industry Innovation Councils Team  
Manufacturing Division**

May 2011

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  - Information Technology
  - Pulp and Paper
  - Space
  - Steel
  - Textile, Clothing and Footwear

**Email** [innovationcouncils@innovation.gov.au](mailto:innovationcouncils@innovation.gov.au)

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# Introduction

Building an innovation culture in Australian industry is a vital part of the Government's plan for building a fairer, richer, and greener nation. To achieve this, it is important for the Government to remain connected to the views of industry innovation leaders. This report discusses the views of members of the eight Industry Innovation Councils (Councils) and other innovation stakeholders.

The results are presented in three sections. The *first* examines perceptions of innovation culture in selected industry sectors in Australia from January 2010 to March 2011, comparing the results among sectors, in different types of innovation, and between Council members and other stakeholders. The *second* outlines how stakeholders perceive the relative level of innovation in their sector, compared with all other industry sectors in Australia. The *third* highlights the most significant innovation successes and barriers identified by stakeholders.

## Key findings

A key message is that **stakeholders see a strong and ongoing role for government** in encouraging and strengthening industry innovation. Many stakeholders identify Australian Government programs, including the Councils, as making an important contribution to successful innovation in their industry sector. However, many stakeholders also characterise government as a barrier to innovation, either through specific actions or through a lack of policy coordination. These views provide insight into how stakeholders perceive current government initiatives, and suggest goals for future action.

Stakeholder comments also address a range of **other innovation successes and barriers**. Successes include development of innovative goods and services, and increased collaboration. Barriers include the cost of innovation and access to finance; fragmentation and risk aversion; and issues with a lack of skilled people and the small size of the Australian market.

Innovation culture is an important element of a positive brand for Australian industry. Of the stakeholders, **81 per cent strongly agree or agree that the culture of innovation has improved in their industry sector since January 2010**. This is above the key performance indicator of the Councils' work, which sets the goal that at least 70 per cent of stakeholders report perceived improvements in innovation culture in their industry sector.

**The outlook on innovation is positive in most but not all industry sectors**. Across two of the eight industry sectors surveyed—Pulp and Paper, and Steel—the majority of the 14 stakeholders do not perceive improvements in their sector's innovation culture. Responses in these sectors are also less optimistic than the other six industry sectors about performance on specific types of innovation, such as introducing new goods and services, developing new processes or organisational methods, and creating new marketing activities.

In industry sectors where stakeholders are mostly positive about their sector's innovation culture, they also report specific weaknesses in innovation capabilities. Stakeholders report that **marketing innovation is less common** than innovation in goods or processes across several sectors, especially Future Manufacturing; Information Technology; Space; and Textile, Clothing and Footwear. Encouraging knowledge transfer to these sectors, from other sectors where stakeholders do report strong marketing innovation, could be a valuable opportunity to strengthen innovation at the level of the firm.

# Industry Innovation Councils

The Industry Innovation Councils (Councils) bring together innovation leaders from industry, unions, research and government, often for the first time, to contribute to building an Australian innovation culture. They provide strategic advice on innovation priorities to Senator the Hon Kim Carr, Minister for Innovation, Industry, Science and Research; champion innovation in industry; and build connections and collaborate across Councils and with other innovation organisations and initiatives.

Minister Carr has established eight Councils, covering the Automotive; Built Environment; Future Manufacturing; Information Technology; Pulp and Paper; Space; Steel; and Textile, Clothing and Footwear industries. Each has developed a strategic roadmap and is implementing a program of work aimed at strengthening innovation in industry. There are also cross Council initiatives, such as the multimedia *Innovation Profiles* project, where twenty-five Council members shared their experiences as innovation leaders, presenting real stories of innovation in industry in Australia.

The Councils' website at [www.innovation.gov.au/industryinnovationcouncils](http://www.innovation.gov.au/industryinnovationcouncils) contains media releases, the *Innovation Profiles*, projects and activities, and links to sites for each Council.

## Stakeholder feedback process

Obtaining stakeholders' perceptions of innovation in their sector provides a window on innovation efforts by industry and government, and opportunities for future action.

A feedback questionnaire was developed to explore stakeholder views on several aspects of innovation culture in Australian industry, from January 2010 to March 2011. These were:

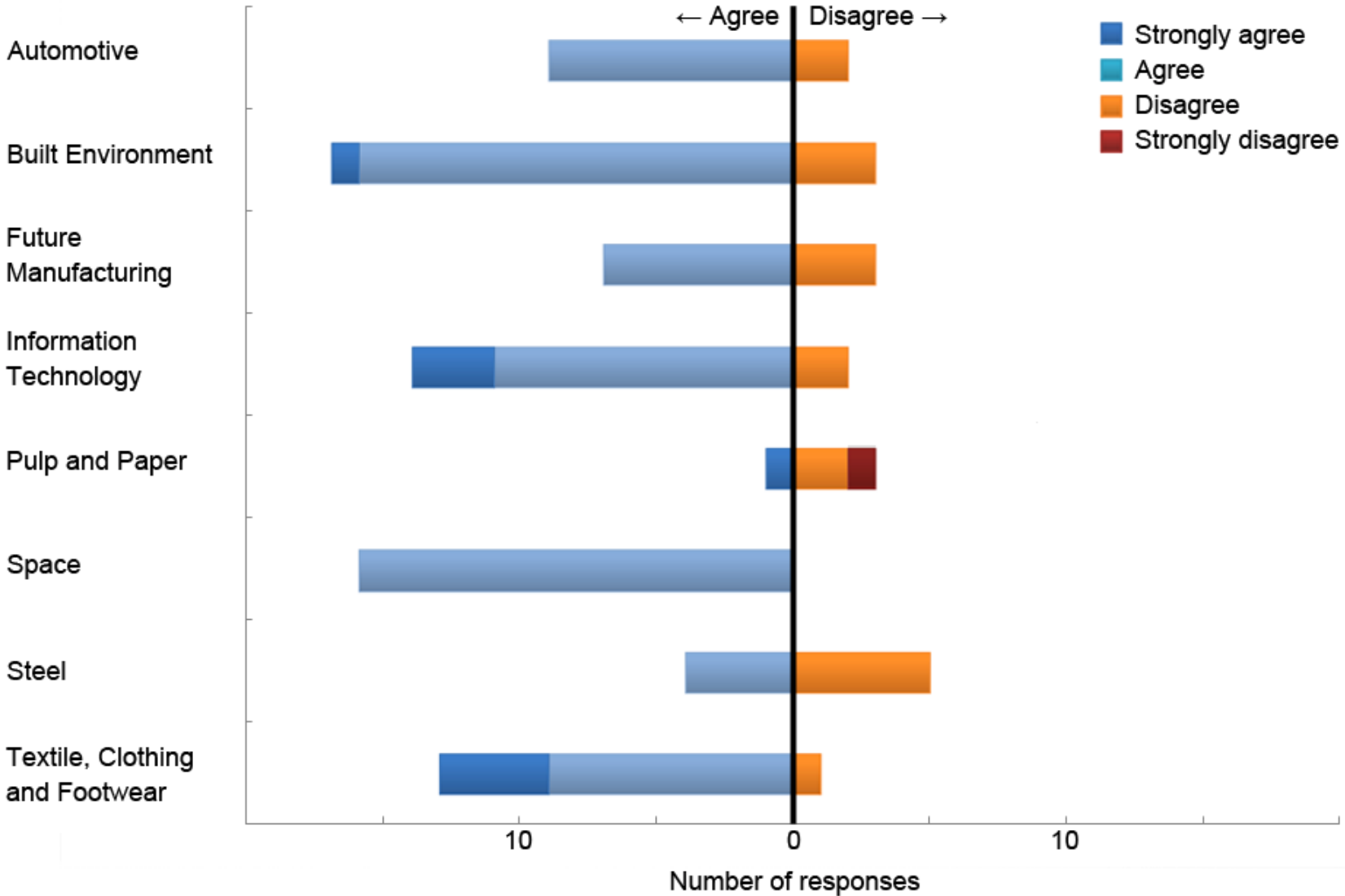
- extent of improvement in innovation culture with their sector,
- extent of their sector's increase in ability to introduce innovations in three areas (goods or services, processes or organisational methods, and marketing activities),
- extent of innovation in their sector, relative to all other industry sectors in Australia,
- innovation successes, and
- innovation barriers.

The questionnaire was distributed to members of Industry Innovation Councils, as well as a range of other stakeholders, including representatives of peak associations, for completion on a voluntary basis. A copy is provided at **Attachment A**.

In total, **102 responses** were received. The breakdown of responses by industry sector is:

Automotive	11
Built Environment	21
Future Manufacturing	10
Information Technology	16
Pulp and Paper	4
Space	16
Steel	10
Textile, Clothing and Footwear	14

**Figure 1 Innovation culture improved**



*Of the stakeholders, 81 per cent strongly agree or agree that innovation culture in their industry sector has improved since January 2010.*

# Innovation culture

A strong culture of innovation in industry is a valuable asset in building global brand recognition of Australia's capabilities. This was identified by the Chairs of Councils when they included 'Innovative Australia' in their shared strategic outcomes, noting that, 'Australia needs *to be* and needs *to be seen to be* innovative.' Championing innovation in industry, in order to build such an innovation culture, is a key function of Councils.

Of the stakeholders, 81 per cent strongly agree or agree that the culture of innovation in their industry sector has improved from January 2010 to March 2011. This meets the goal set, in a key performance indicator for the Councils, that 70 per cent of stakeholders perceive an improvement in innovation culture in their industry. This overall positive view of improved innovation culture is reflected in **Figure 1**, which shows the perceptions for each sector.

## **Stakeholders in most, but not all, industry sectors perceive improved innovation culture.**

In six of eight sectors, a majority of stakeholders report that the culture of innovation has improved in their industry sector since January 2010. These six sectors are:

- Automotive
- Built Environment
- Future Manufacturing
- Information Technology
- Space
- Textile, Clothing and Footwear.

In these sectors, the share of responses that strongly agree or agree that innovation culture has improved ranges from 70 per cent for Future Manufacturing, to 100 per cent for Space.

In two sectors, a minority of stakeholders reported an improving innovation culture. These sectors were Pulp and Paper, and Steel. Most of the 14 stakeholders from these sectors who submitted questionnaires do not perceive an improvement in their industry's innovation culture from January 2010 to March 2011. The small sample size means that these views should not be considered definitive, but they are consistent with stakeholder comments on the difficulty of innovating under challenging conditions. Further engagement with stakeholders in these sectors would be valuable to investigate the reasons for their views.

The responses provided by Council members (63 per cent of the total) were also compared to those provided by other external stakeholders (37 per cent), to determine if there was a difference in either group's perceptions of innovation culture. No statistically significant difference was found. This may indicate that the membership of Councils provides a reasonable reflection of the wider sector stakeholder communities from which they are drawn.

# Types of innovation

In addition to giving their view of overall innovation culture, stakeholders gave their views on three specific types of innovation in their industry sector. They were asked to comment on whether their sector was increasing its ability to introduce new or significantly improved:

- goods or services,
- processes or organisational methods, and
- marketing activities.

Stakeholder views on these three types of innovation, as well as the views on innovation culture discussed previously, are presented in three figures. **Figure 2** tabulates the results for all sectors. **Figure 3** illustrates the aggregated results across all stakeholders. **Figure 4** displays the results for each sector, and identifies areas of relative strength and weakness in each sector.

Examining all stakeholders' perceptions of their own industry sectors, as shown in **Figure 3**:

- 79 per cent perceive increasing ability to innovate in goods or services,
- 77 per cent perceive increasing ability to innovate in processes or organisational methods, and
- 64 per cent perceive increasing ability to innovate in marketing activities.

These results demonstrate that the perceived improvement in innovation culture, as discussed previously, is supported by perceptions of increasing ability to introduce innovative goods or services, and processes or organisational methods.

**Marketing innovation could receive more focus from Councils and other initiatives,** especially in the development of strategies at the firm level. Several industry sectors in **Figure 4** are generally positive about improving innovation culture, as well as an increasing ability to innovate in goods or services, and processes or organisational methods, but are less positive about increasing their ability to innovate in marketing activities. The sectors in this category are Future Manufacturing; Information Technology; Space; and Textile, Clothing and Footwear. It may be possible to encourage the transfer of insights into these sectors, from industry sectors that report higher rates of marketing innovation, such as Automotive and Built Environment.

**Figure 2 Types of innovation—all industry sectors**

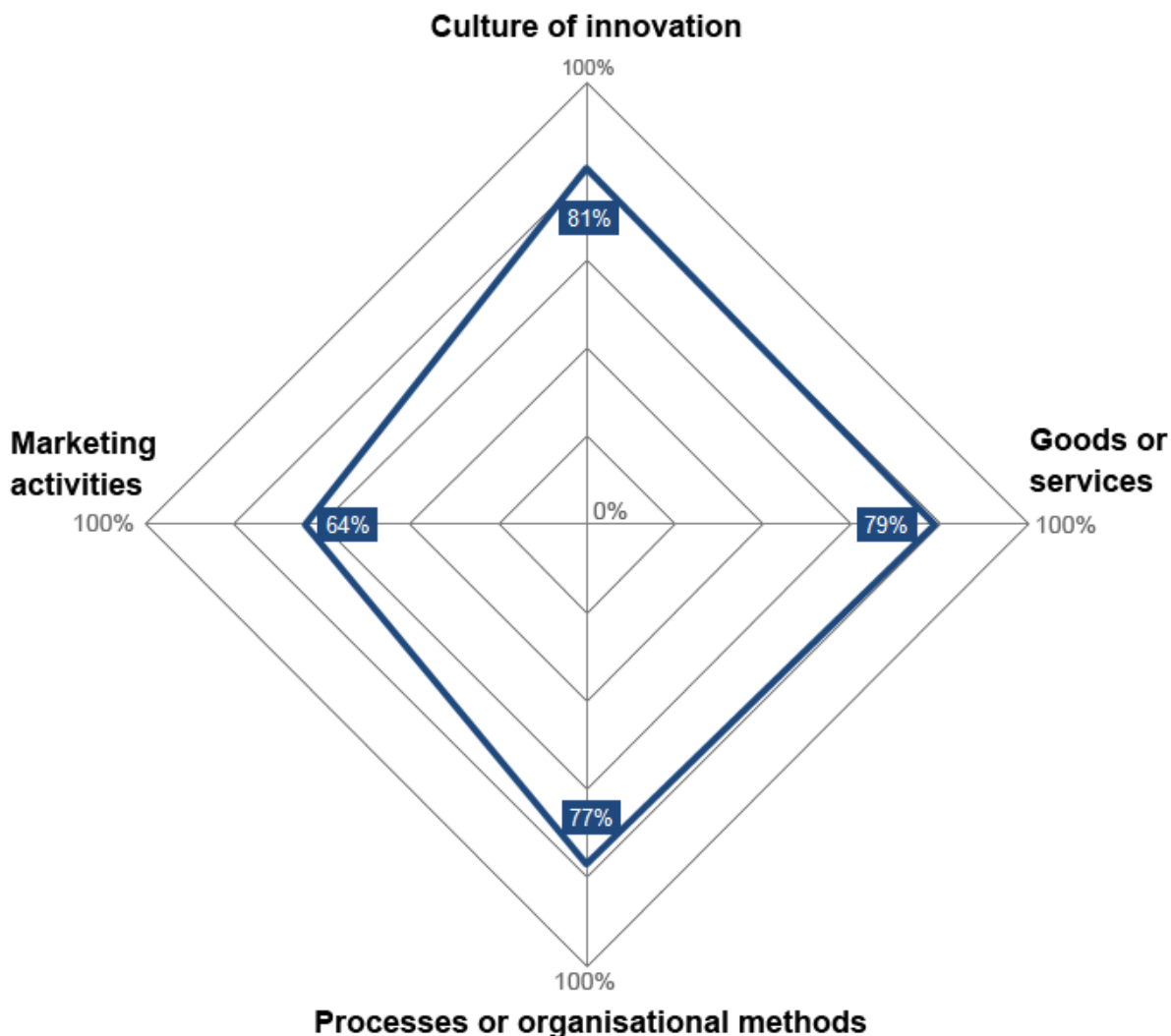
Proportion who strongly agree or agree that they perceive improvements in their industry sector, in innovation culture and three types of innovation:					
Industry sector	Responses	Culture of innovation (%)	Goods or services (%)	Processes or organisational methods (%)	Marketing activities (%)
Automotive	11	82	63	100	75
Built Environment	21	85	75	79	79
Future Manufacturing	10	70	70	80	30
Information Technology	16	88	94	88	69
Pulp and Paper	4	25	25	50	50
Space	16	100	88	56	69
Steel	10	44	67	56	56
Textile, Clothing and Footwear	14	93	100	93	64
<b>Total</b>	<b>102</b>	<b>81</b>	<b>79</b>	<b>77</b>	<b>64</b>

**Other areas for development can be identified within specific industry sectors.**

Stakeholders in the Space sector report the equal second lowest rate of innovation in processes or organisational methods, at 56 per cent, despite excellent perceptions of improving innovation culture and increasing innovation ability in goods or services. Similarly, only 63 per cent of Automotive sector stakeholders perceive improving innovation in goods or services, with a far higher proportion reporting better innovation in processes or organisational methods. Targeted work to investigate these areas of relative weakness in innovative sectors may be valuable.

**In the Pulp and Paper and Steel sectors, the stakeholder outlook is poor across all three types of innovation.** Compared to other industry sectors, stakeholders generally have less positive perceptions of improving innovation in goods and services, processes or marketing, and less than half of stakeholders perceive an improving culture of innovation. This is illustrated by the small size of their graphical representations in **Figure 4**. Again, it is important to note that these views are based on a small sample size and should not be considered definitive, but they reinforce the earlier less positive view of innovation culture in the two sectors.

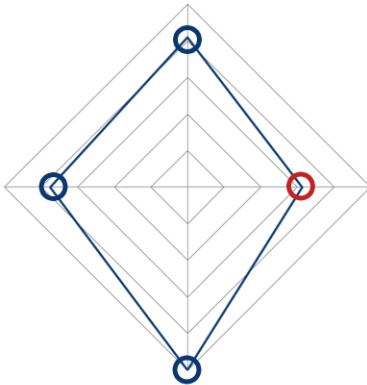
**Figure 3 Types of innovation—aggregated**



*Note: Each axis increases from 0% at the centre to 100% at each corner of the diamond. Lines further from the centre indicate more positive stakeholder views.*

**Figure 4 Types of innovation—by industry sector**

**Automotive**

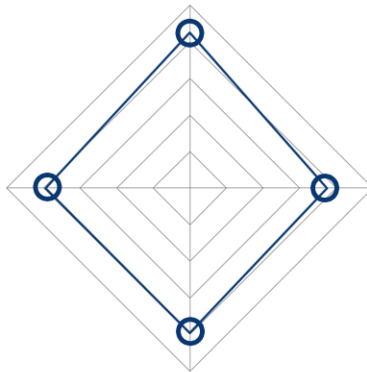


*Stakeholder replies: 11*

Automotive stakeholders are positive about improvements in innovation culture, and the sector's increasing ability to introduce innovative processes or organisational methods, and marketing activities.

They are less positive about increasing ability to introduce innovative goods or services, with only 6 of 11 stakeholders perceiving improvement.

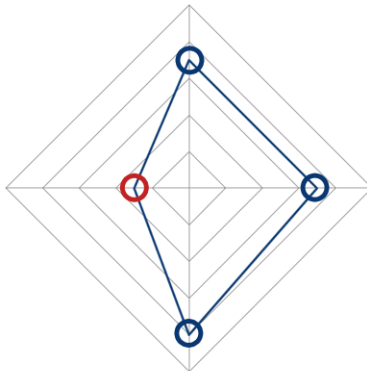
**Built Environment**



*Stakeholder replies: 21*

Built Environment stakeholders are consistently positive, perceiving improvements in innovation culture and in the sector's increasing ability to innovate across goods or services, processes or organisational methods, and marketing activities.

**Future Manufacturing**

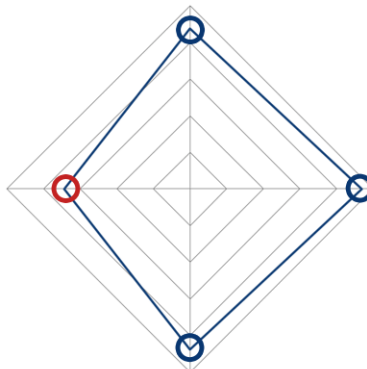


*Stakeholder replies: 10*

Future Manufacturing stakeholders have positive perceptions of an improving innovation culture, and increasing ability to innovate in goods or services, and processes or organisational methods.

They do not readily perceive an increasing ability to innovate in marketing activities, with only 3 of 10 stakeholders giving positive responses.

**Information Technology**



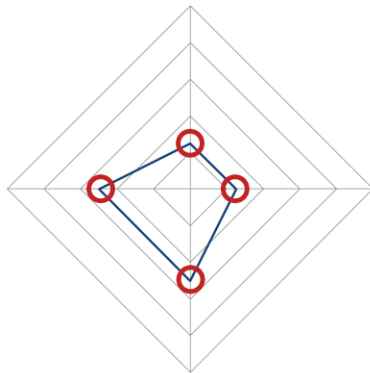
*Stakeholder replies: 16*

Information Technology stakeholders are strongly positive about their improving innovation culture and improving innovation ability in goods or services, and processes or organisational methods.

They are less positive about an increasing ability to innovate in marketing activities, with 11 of 16 stakeholders perceiving improvement.

**Figure 4 Types of innovation—by industry sector** (continued)

**Pulp and Paper**

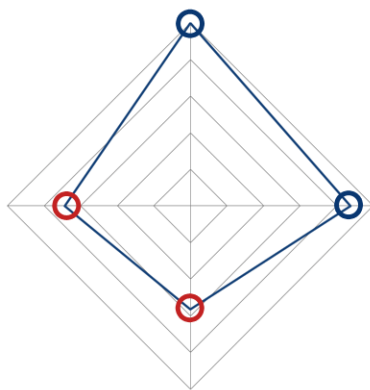


*Stakeholder replies: 4*

*Only 1 of 4 stakeholders in Pulp and Paper perceives improvements in an innovation culture in their sector or increasing ability to innovate in goods or services, with 2 of 4 stakeholders perceiving increasing ability to innovate in processes or marketing activities.*

*However, due to the very small sample size, these conclusions should not be viewed as definitive.*

**Space**

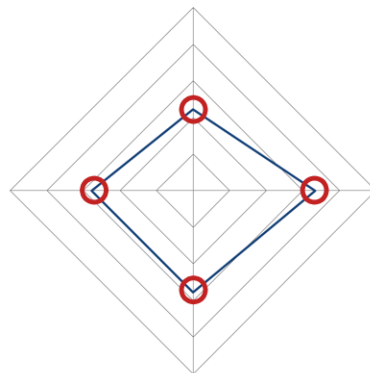


*Stakeholder replies: 16*

Space stakeholders are strongly positive about their sector's improving innovation culture and increasing ability to innovate in goods or services.

They are less positive about improving innovation ability in processes or organisational methods and in marketing activities.

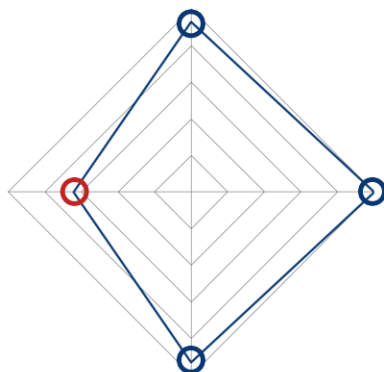
**Steel**



*Stakeholder replies: 10*

Relatively few stakeholders from the Steel sector perceive improvements in innovation culture or innovation performance. Of the types of innovation covered, perceptions of improvement are most positive for innovation in goods or services.

**Textile, Clothing and Footwear**

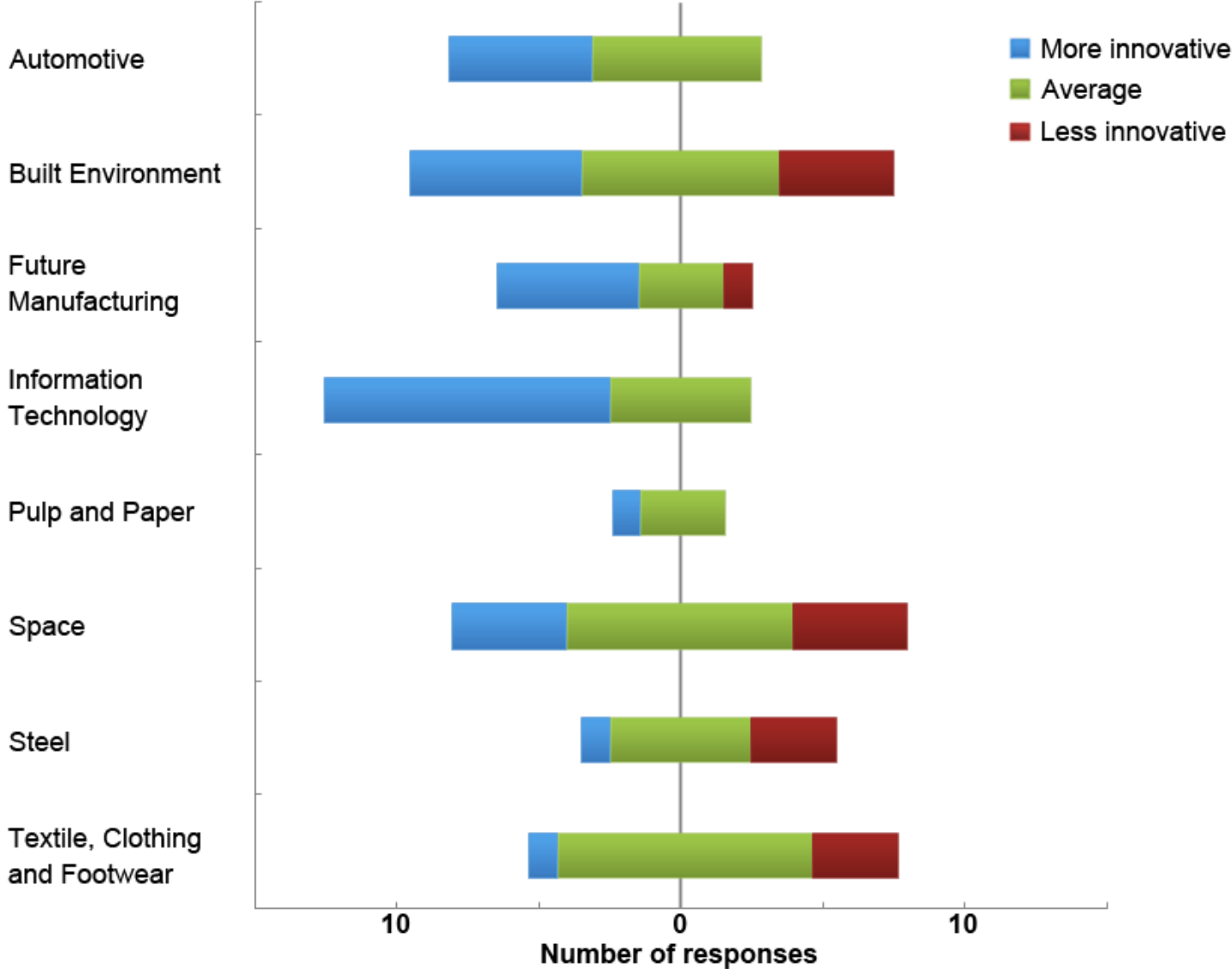


*Stakeholder replies: 14*

Textile, Clothing and Footwear stakeholders are strongly positive about an improving innovation culture, and innovation in goods or services, and processes or organisational methods; at least 13 of 14 stakeholders perceive improvement.

Fewer stakeholders (9 of 14) report increases in the sector's ability to innovate in marketing.

**Figure 5 Relative innovation—by industry**



*Note: Responses for each sector are aligned at the centre of their **Average** responses, to show the relative numbers of **More** and **Less innovative** responses.*

## Relative level of innovation

An industry's innovation image matters. It can influence how companies take risks and invest in innovation, whether they reach out to form new collaborations to deliver improved productivity and competitiveness, and whether their innovative capabilities form a key part of their brand and marketing efforts. The Councils' shared strategic goal, 'Innovative Australia', identifies the need for a strong innovation brand for Australian industry. To assess brand perceptions of relative innovative ability, respondents were asked how they perceived the level of innovation in their sector, compared to all other Australian industries. The results are illustrated in **Figure 5**, which shows the responses from all stakeholders in each industry.

A majority of stakeholders from several industry sectors—Automotive; Built Environment; Future Manufacturing; Information Technology; and Pulp and Paper—describe themselves as more innovative than other Australian sectors. Stakeholders from the Space sector consider that it has an average level of innovation, while most Steel, and Textile, Clothing and Footwear stakeholders describe their sector as less innovative compared with all other sectors in Australia.

**Figure 5** indicates how stakeholders perceive their sector's innovation performance *at present*. **Figures 1** and **4** show how stakeholders perceive that innovation ability to be *changing over time*, through factors such as whether innovation culture has improved and whether their sector has increased its ability to introduce innovative goods or services, processes, or marketing activities.

Interestingly, there is no direct link between sectors where stakeholders rate themselves as more innovative than in other sectors (in **Figure 5**), and sectors where stakeholders report improving innovation culture or innovation performance (in **Figures 1** and **4**).

In this light, it is possible to group stakeholder perceptions into four broad indicative categories, which may overlap:

1. **Seen as relatively more innovative, and continuing to improve in ability:**  
Automotive; Future Manufacturing; Information Technology;
2. **Seen as relatively less innovative, but now perceived as improving in ability:**  
Built Environment; Space; Textile, Clothing and Footwear;
3. **Seen as relatively more innovative, but now perceived as declining in ability:**  
Pulp and Paper [but note the very small sample size];
4. **Seen as relatively less innovative, and not perceiving ongoing improvements:**  
Steel.

Industry sectors in groups 1 and 2 may act as valuable sources of innovation success stories. Industry sectors in groups 3 and 4 may require further investigation to determine the causes of perceived decline in innovation ability; this is partly provided by the discussion of innovation barriers in this report.

**These results may also motivate and direct enhanced interaction between Councils.** Lessons from group 2—the industry sectors where innovation is now growing—may be particularly useful for guiding work to encourage and strengthen innovation in groups 3 and 4, possibly suggesting a role for increased engagement between Councils.

# Innovation successes

Real stories of successful innovation in Australian industry are vital to building and sustaining an innovation culture. They provide an insight into whether concepts such as innovation culture are being effectively translated into real, value-adding innovations.

Stakeholders were asked to identify **the most innovative change in their industry sector** since January 2010. The responses on successes largely fall into four categories, shown in **Figure 6**:

- support for the role of government in encouraging innovation;
- development of specific innovative products or services;
- environmentally friendly ('green') products or systems; and
- building new collaborations.

**Stakeholders from several industry sectors are highly positive about the role of governments in innovation, particularly the Australian Government.** These include:

- Space, citing the establishment of the Space Policy Unit and in particular the Australian Space Research Program (ASRP);
- Information Technology, focusing on the National Broadband Network (NBN) and the opportunities it will create for new services;
- Automotive, in relation to the *Automotive Australia 2020* Technology Roadmap, and the Green Car Innovation Fund (GCIF; prior to its closure to new applicants); and
- Built Environment, in relation to the Built Environment Council championing the accelerated adoption of Building Information Modelling (BIM).

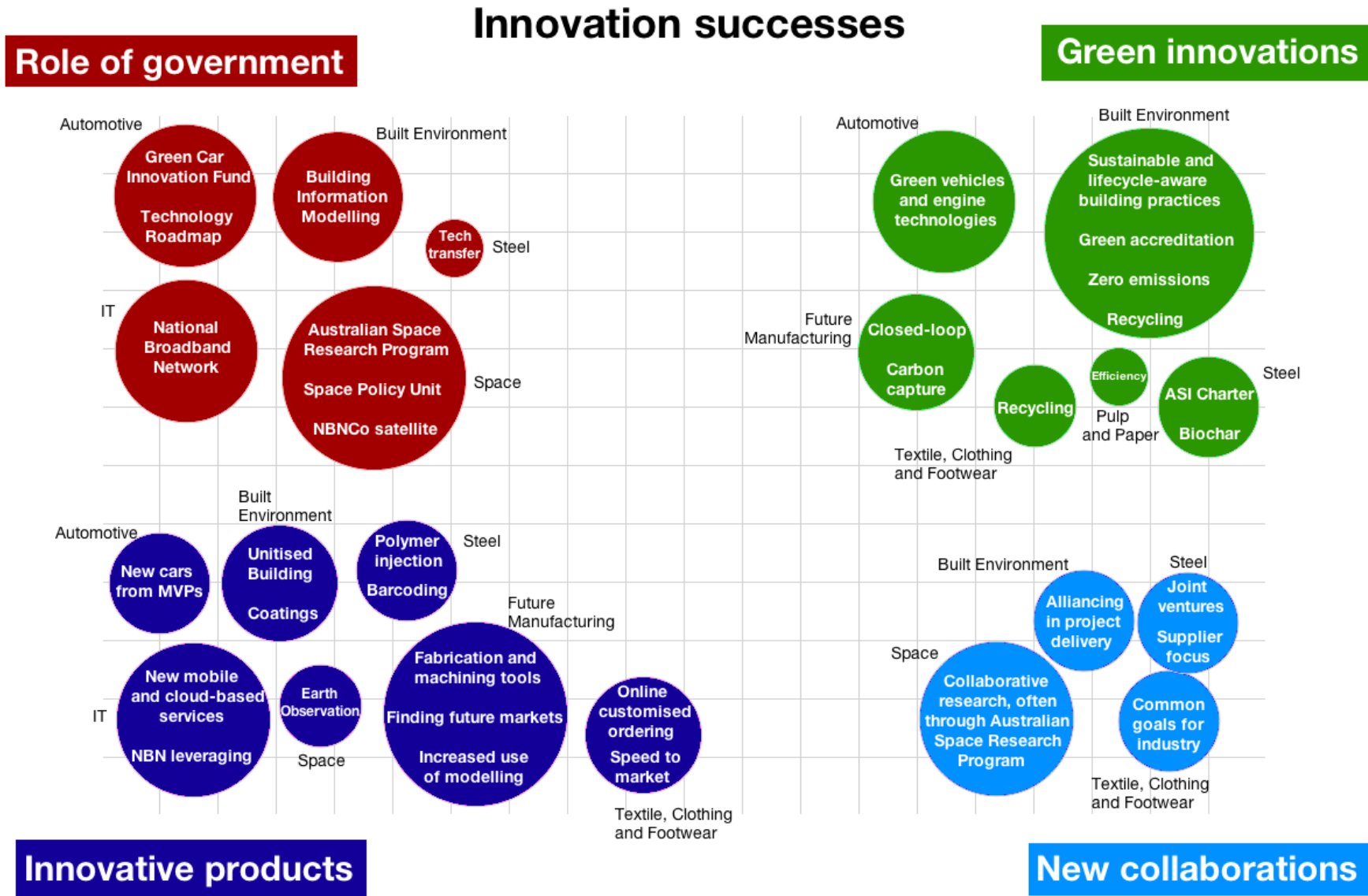
**Stakeholders welcome government involvement in innovation via a range of mechanisms.**

Stakeholders report significant gains from direct funding approaches, as with the ASRP and GCIF. In other cases, government investment acts to create a platform that can be leveraged by industry for innovation, with the NBN being a key example. Governments also may act in a coordinating role, as in the development of the Automotive Technology Roadmap. These different approaches have all been perceived as having a strong positive impact on innovation.

Stakeholders report that **Australian firms are also successfully introducing innovative products and processes**, contributing to a vibrant marketplace. Stakeholders from all eight industry sectors identify specific examples of innovation, including new goods and services, new methods of designing and manufacturing products, and new markets and means of accessing them. Many of these reflect green technology, especially in the Automotive, Built Environment, and Future Manufacturing sectors. Some sectors are also adopting innovation for sustainability, with stakeholders from the Built Environment and Steel sectors both citing development of accreditation or environmental guidelines. Stakeholders report that Australian industries continue to take up the challenge of building a greener nation.

**New connections and collaborations are also being created.** Stakeholders from the Space; Built Environment; Steel; and Textile, Clothing and Footwear sectors reported increased cooperation and more joint ventures. Some stakeholders cite the work of Councils, and other Government programs (especially ASRP in the Space sector), as playing a key role in developing these new bonds. Effective collaboration can help overcome many barriers to innovation and market access that confront some parts of Australian industry, so the formation of these linkages is vital, as noted in the Government's *Powering Ideas: an Innovation Agenda for the 21<sup>st</sup> Century*.

Figure 6 Innovation successes



Clusters show common themes in responses; area of each circle is scaled to number of responses from the relevant sector. Smallest circle = one response.

# Innovation barriers

Stakeholders are generally positive about innovation culture and activities in Australian industry, and cite a range of innovation successes. Stakeholders were also asked to provide their view on **the most significant barrier to innovation in their industry**. Their comments may provide a focus for ongoing efforts to encourage innovation and reduce obstacles to the innovation process.

Responses were characterised by five main themes, illustrated in **Figure 7**:

- the role of government as an innovation barrier;
- the cost of innovation and ability to finance it;
- cultural issues and industry fragmentation;
- access to skilled people; and
- features of the Australian market.

Importantly, although many stakeholders identify government actions as supporting innovation, **many stakeholders also perceive government as an innovation barrier**. At least one response from every industry sector fell into this category. The predominant reasons given are policy indecision, lack of vision for an industry, or an uneven commitment over time. These issues are characterised as hampering coordination, growth and investment.

Some stakeholders identified **specific policy issues** that acted as barriers, including:

- withdrawal of Government support for innovation, especially in the case of the closure to new applicants of the Green Car Innovation Fund in the Automotive industry;
- image problems stemming from particular Government programs that experience implementation issues;
- a lack of Government procurement in support of innovation in Australian industry; and
- Government contributions to what they perceived as difficult operating conditions, in areas such as the carbon price and product dumping.

Although many of these are complex policy issues affected by multiple factors, the comments from stakeholders provide a useful insight into how they perceive the work of Government, and present potential goals for future initiatives.

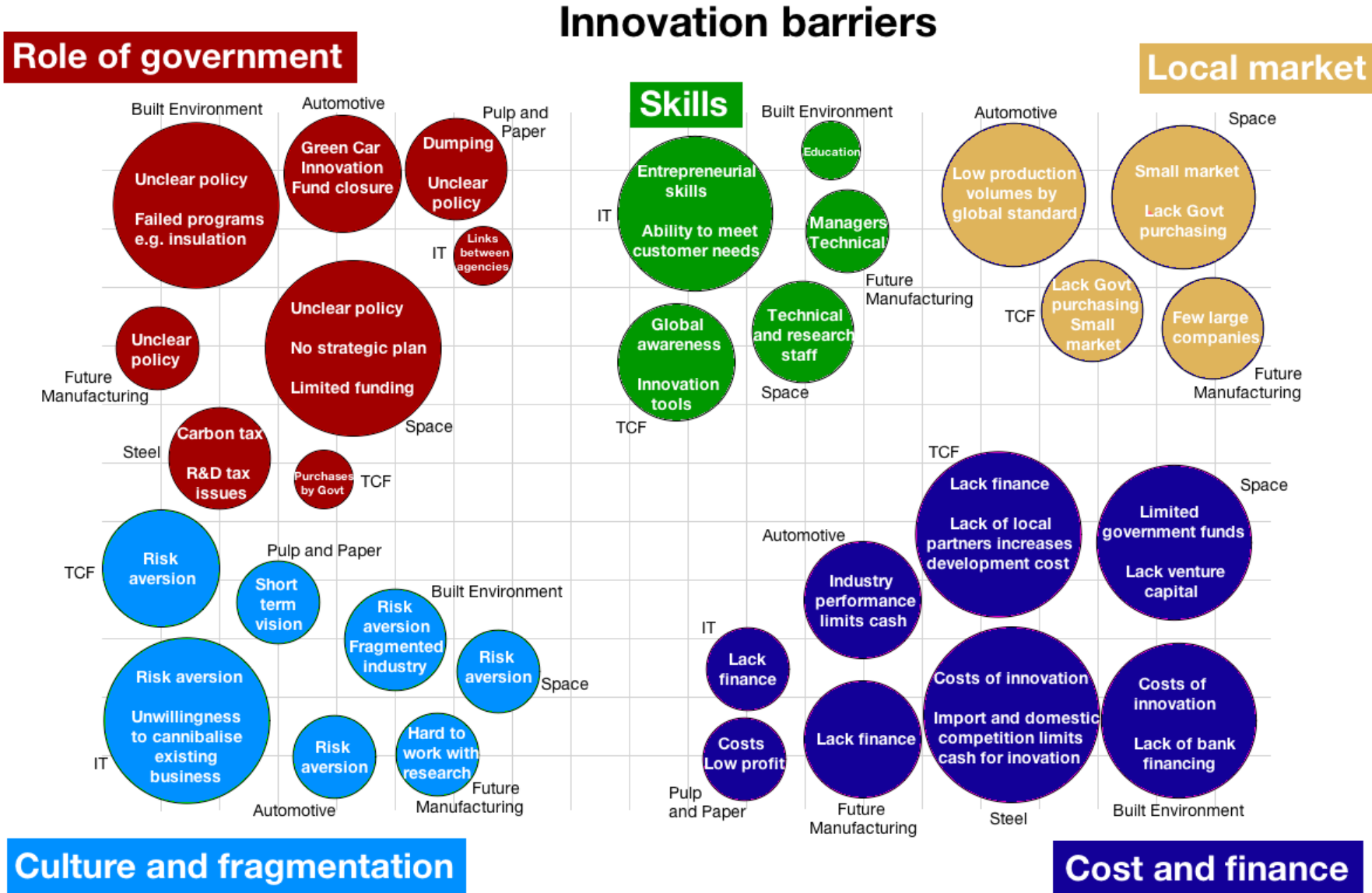
**Lacking the financial ability to invest in innovation** is a major issue for stakeholders in all industry sectors. Many stakeholders report that they lack the available cash, or access to sufficient risk finance or venture capital, to adopt strong innovation initiatives. This is particularly the case in some sectors where multiple stakeholders report that industry-wide performance issues, such as import competition and constrained profits, make it especially difficult to allocate assets to innovation rather than core business activities. Another theme is the recognition that innovation is expensive, even for businesses with cash on hand, which can impose a barrier to innovation.

**Many industry sectors also face cultural barriers to innovation, especially risk aversion.**

Despite perceived progress in developing a culture of innovation, stakeholders in seven of eight sectors identify cultural issues, such as risk aversion or industry fragmentation, as key barriers.

**Industry sectors also face issues with skills shortages and market size.** Stakeholders identify a shortage of skills—both the supply of skilled people, such as technical or research staff, and the existence of entrepreneurial and managerial skills in people holding key business positions. The small size of the Australian market is also identified as increasing the difficulty of generating returns on investment in innovation, and making it harder to attract innovative activity, such as in the Automotive industry where production volumes are low by world standards.

Figure 7 Innovation barriers



Clusters show common themes in responses; area of each circle is scaled to number of responses from the relevant sector. Smallest circle = one response.

# Conclusion

Stakeholders from Australian industry sectors provided their views on aspects of industry innovation performance. The sectors align with the existing eight Industry Innovation Councils (Councils) covering: Automotive; Built Environment; Future Manufacturing; Information Technology; Pulp and Paper; Space; Steel; and Textile, Clothing and Footwear industry sectors. Stakeholders were Council members (63 per cent) and non-Council members (37 per cent).

A total of 102 stakeholders provided their views on:

- the extent of improvement in innovation culture within their sector since January 2010;
- the extent of their sector's increasing ability to introduce new or significantly improved types of innovation (goods or services, processes or organisational methods, and marketing activities);
- the extent of innovation in their sector, relative to all other industry sectors in Australia;
- their sector's innovation successes; and
- their sector's innovation barriers.

Most stakeholders are positive about the ongoing development of an innovation culture in Australian industry. Of the stakeholders, **81 per cent strongly agree or agree that they perceive improvements in the innovation culture of their industry sector from January 2010 to March 2011**. Stakeholders also generally report an increasing ability within their sector to introduce innovative goods or services, and processes or organisational methods.

Stakeholders are less positive about an increasing ability in their industry sector to introduce innovative marketing activities. This finding suggests that innovative marketing is an area that would benefit from further investigations, and the implementation of innovative marketing initiatives by firms, industry and governments.

Stakeholders identify a range of innovation successes and innovation barriers. The role of government is a strong recurring theme: both as a success, via government support for innovation; and as a barrier, through a perceived lack of policy coordination in some sectors.

Key successes for stakeholders also include increased collaboration activity; new goods or services; and environmentally friendly (green) innovations. Stakeholders also perceive innovation barriers with risk averse cultures, difficulty accessing finance given the high cost of innovation, and factors related to Australia's small market size and shortages of skilled people.

The Australian Government is committed to strengthening Australia's national innovation system to build a fairer, richer and greener nation. Obtaining the views of stakeholders from industry, unions, research and government is part of the '...continuous dialogue with industry about how we can maximise business innovation', a role articulated for Industry Innovation Councils in the Government's *Powering Ideas: an Innovation Agenda for the 21<sup>st</sup> Century*.



# Department of Innovation, Industry, Science and Research

## Stakeholder feedback questionnaire

1. Please indicate your industry sector by selecting *ONE* of the following.

<input type="checkbox"/> Automotive	<input type="checkbox"/> Built Environment
<input type="checkbox"/> Future Manufacturing	<input type="checkbox"/> Information Technology
<input type="checkbox"/> Pulp and Paper	<input type="checkbox"/> Space
<input type="checkbox"/> Steel	<input type="checkbox"/> Textile, Clothing and Footwear

2. Please indicate *ONE* response for each of the following four statements.

Since 1 January 2010 to the present:	Strongly Agree	Agree	Disagree	Strongly Disagree
a) I think the culture of innovation in my industry sector has improved.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) I think my industry sector is increasing its ability to introduce new or significantly improved <i>goods or services</i> .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) I think my industry sector is increasing its ability to introduce new or significantly improved <i>processes or organisational methods</i> .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) I think my industry sector is increasing its ability to introduce new or significantly improved <i>marketing activities</i> .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Please provide comments on the following two questions.

What is the most innovative change you have seen since January 2010 in your industry sector?	
What do you think is the most significant barrier to innovation in your industry sector?	

4. Please indicate *ONE* response for the following.

Compared with all other industry sectors in Australia, I think my industry sectors is:	<b>More innovative</b>	<b>Average</b>	<b>Less innovative</b>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. I am a member of an Industry Innovation Council.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
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*Thank you*