

# Concept to Commercialisation – The Role of Innovation

Oscar Gregory

Director

ARC Research Hub For Australian Steel Manufacturing

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# Steel Research Hub

Industrial Transformation Hub approved December 2013

- Funding commenced September 2014

“The aim of the Steel Research Hub is to develop breakthrough product and process innovations that will enable the Australian Steel Industry to improve its global competitiveness.”



# Strategic Intent

To be the Centrepiece of Collaborative Steel Research in Australia



# Industry Partners



AUSTRALIAN STEEL INSTITUTE



# University Partners

UNIVERSITY OF  
WOLLONGONG  
AUSTRALIA



THE UNIVERSITY  
OF QUEENSLAND  
AUSTRALIA



 **RMIT**  
UNIVERSITY



 **MONASH** University

COLLABORATE/MENTOR/DELIVER

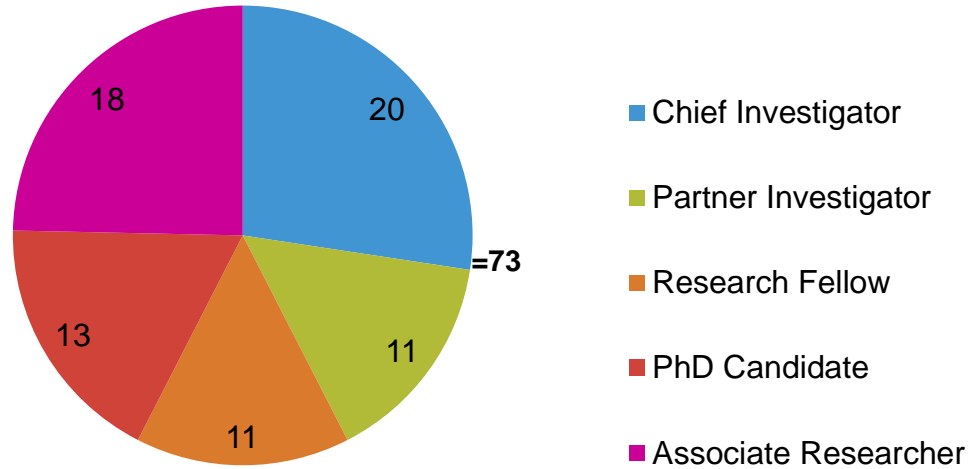


**Steel**  
RESEARCH HUB

UNIVERSITY OF  
WOLLONGONG  
AUSTRALIA



# Participants



# Advisory Council

**Dr Cathy Foley (Chair)**, Science Director and Deputy Flagship Director,  
Manufacturing Flagship, CSIRO

**Ian Cummin**, Executive General Manager People & Organisational Performance,  
BlueScope Steel

**Leanne Grogan**, Regional Manager, Illawarra & South Coast, Australian Industry  
Group

**Dale Clarke**, General Manager, Group Project Management & Direct  
Procurement, Stockland

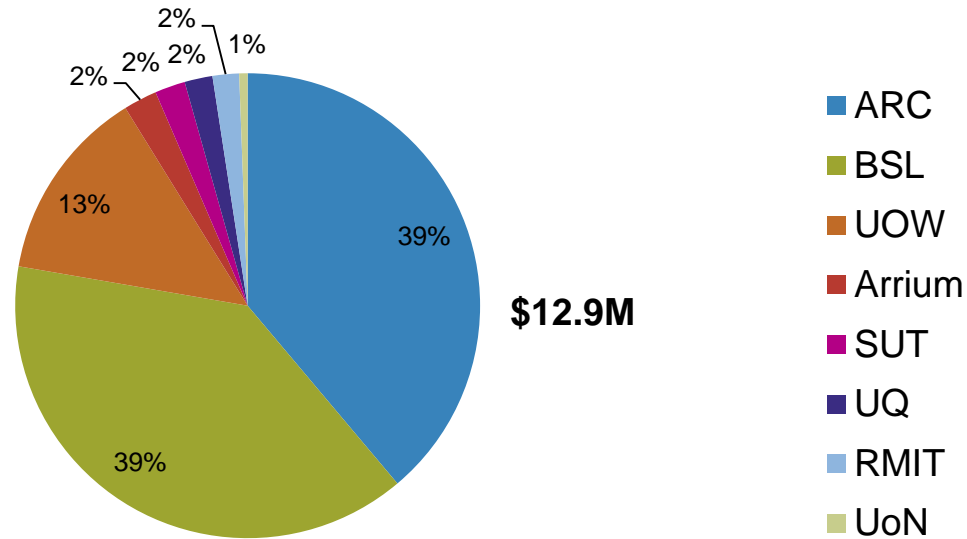
**Peter Key**, National Technical Development Manager, Australian Steel Institute

**Peter Chesworth (Advisor)**, Head of Division, Department of Industry and  
Science

**Oscar Gregory**, Director, Steel Research Hub

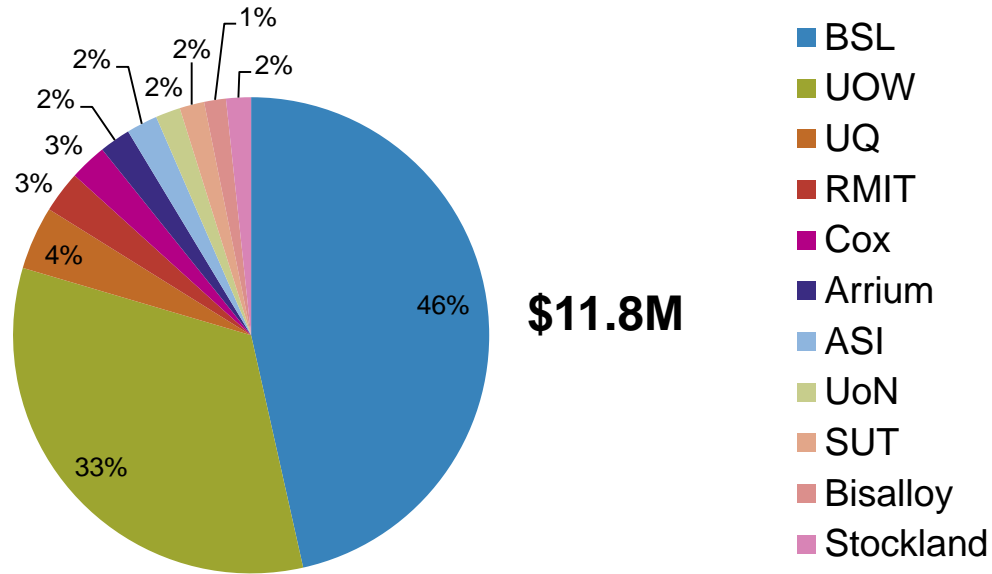


# Steel Research Hub - Cash





# Steel Research Hub – In Kind \$



# Research Programs

Managing Innovation in the Steel Industry

Market Focused Product Innovation

Innovative Coating Technologies

Sustainable Steel Manufacturing

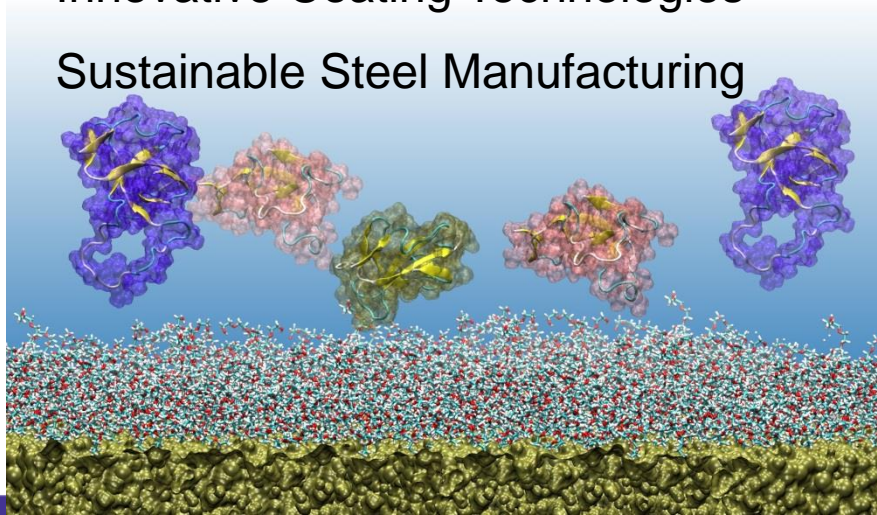
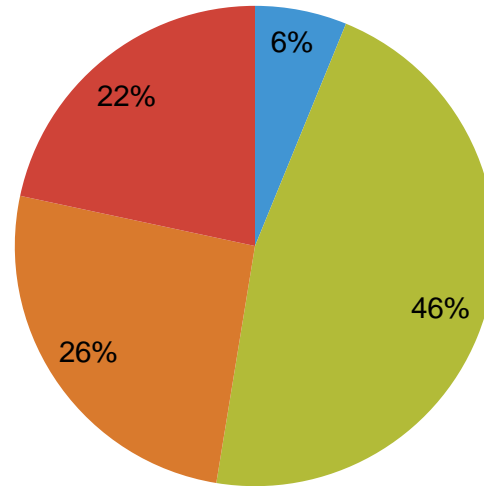


Image credit: Kamron Ley and Irene Yarovsky, RMIT University

A molecular model of bacterial protein interaction with biofouling protected Colorbond(R)

# Research Programs



- Managing Innovation in the Australian Steel Industry
- Market-focused Product Innovation
- Innovative Coating Technologies
- Sustainable Steel Manufacturing

# Program A

## Managing Innovation in the Australian Steel Industry

*An overarching program investigating innovation management in the steel value chain aimed at reducing the risk to successful commercialisation of key process and product innovations.*



# Innovation Must Be Focus

"Precision welders and robotic mechanics will be more useful in the growing advanced manufacturing sector than yet more law graduates for whom there are no jobs.

Increasing population to increase economic growth was no longer a simple equation based on migration quotas.

It must take into account infrastructure planning, design and liveability of cities and regions, housing affordability and stresses on the environment." Catherine Livingstone – Chair Telstra

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*“The whole concept that you have to have a perfect solution before you talk to the market is bogus”*



# Innovation is Challenging

The path from concept to commercialisation is complex.

The change we are facing is not only about 'what' skills our partners need

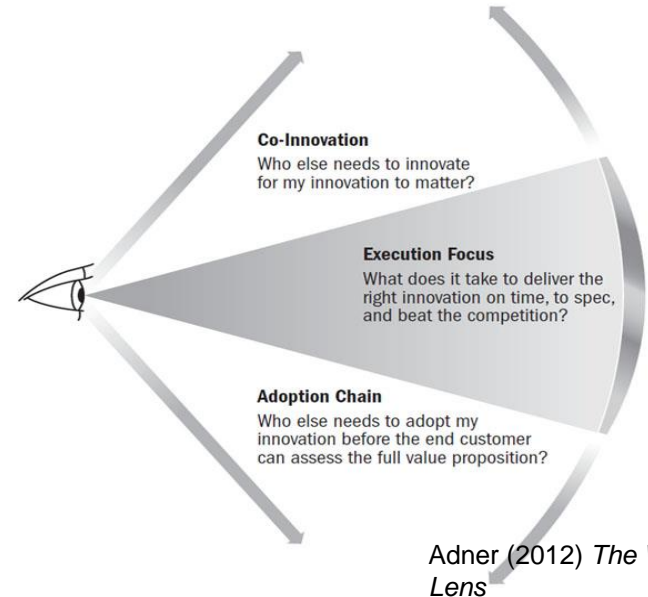
How we orchestrate the alignment of resources and capabilities held by groups of individuals within an innovation ecosystem is just as important as the possession of skills.



# Innovation Governance

Ecosystems are important because it is highly unlikely that the next big innovation is going to come from within a single company

Need new rules for how to stimulate, steer and sustain ecosystem activity



# Concept to Commercialisation – Role of Innovation

A new way of thinking

A culture of Innovation requires an openness to new ideas and inputs from within and outside the firm, a willingness to collaborate, learn, take the necessary risks to pursue new opportunities and readily accept failure.

This is a collaborative innovation project



# Steel Research Hub - People

