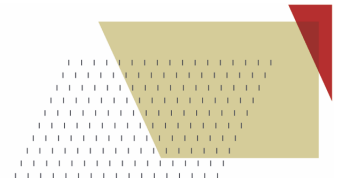# BENDIGO TECH SCHOOL

StartUp Central Victoria

StartUp Central Victoria
LEGO® SERIOUS PLAY® Workshop
11 May 2022

Workshop Statement of Purpose:

To identify what existing mechanisms/programs/resources are currently in place to support business growth in the Loddon Campaspe region as well as the gaps and opportunities to strengthen the ecosystem. What would our ideal future look like and what resources should we be prioritising? Recommendations will be reported at a Regional Form on 9 June.

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Identifying the team's values and strengths

Participants and background

| Name	Organisation	Role
Kerry Anderson	StartUp Central Victoria	Project Manager
Christine Coombes	Loddon Shire Council	Executive and Commercial Services Officer
Dave Hughes	Emporium Creative Hub	Manager
Meagan Keating	Invest Loddon Mallee	Project Officer
Stephanie Mein	CoGB	Economic Development Officer
Ivan Rwakijuma	CoGB	Economic Development Officer
Rob Stephenson	Be Bendigo	Advocacy Lead

Hopes and Aims

Red	- A picture of what resources we have across region.
Lime Green	- A Roadmap
Yellow	- To understand the current initiatives, programs, & resources that exist to support businesses across the region.
Green	- Encourage rather than frustrate - Find a less complex way for people to get "stuff" done.
Orange	- Initiative for new ideas/directions - Time to refresh
Pink	- To be able to contribute in a meaningful way - To ensure small business is represented fairly
Blue	- Learn about strategies for business growth; business survival; technology adaptation; and innovation.

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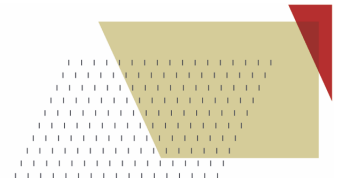VICTORIA State Government | Education and Training
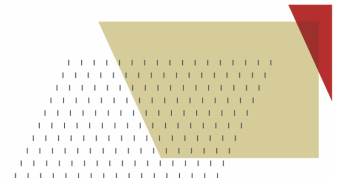
Current Ecosystem Issues

By exploring current issues within the StartUp Ecosystem, this framing activity helped the group understand the barriers and blockers to growth that they would need to address in determining the ideal state of a future ecosystem.

| Red	- Confusion - Unknown - Perception - Blockage - Communication
Lime Green	- Unachievable - Incomplete - Ingredients - Hidden - Seed
Yellow	- Unaware - Disconnect - Information - Support - Idea
Green	- Knowledge - Remote - Barriers - Access Issues - Unattainable
Orange	- Environment - Zoning - Planning - Innovation - Warnings
Pink	- Glass Ceiling - Closed door - Eye
Blue	- Drivers for growth - Learning resources

StartUp Central Victoria Identity Models

In this part of the workshop, participants built the core (current) and aspirational models of the Loddon Campaspe StartUp ecosystem. After presenting individually, the workshop team built a shared model of the ideal future state of the eco-system. The core state identified that there were many barriers preventing successfully growth of StartUp culture in the region, with many initiatives disconnected from each other and difficulty locating information.

The ideal future state of the ecosystem is a **connected, diverse, inclusive, and creative knowledge economy in which resources are freely available and success is celebrated.**

|	Core (current)	Aspirational	Group Aspiration
Red	- Isolated - Innovation unknown - Barriers - Bureaucracy! Slow knowledge where to go.	- Know where to go! - Sharing info/skills - Encouraging - Mobile flexible - Gathering talking - Collaborations	- Thriving business and healthy communities go hand in hand - Creative/diverse ways of learning and doing business - Celebrate & appreciate business value to community
Lime Green	- Under Construction - Barriers	- Diverse - Open - Communication	- Access to technology + funding - Diversity of well-connected people and stakeholders who communicate openly and freely - Key industries are well represented
Yellow	- Bang - Grants - Mentors - Gov + Training - Exist but barriers	- Online - Resource/connection - Physical - Hub - Awareness & support	- Everyone in the ecosystem is connected and all are equally important as each other
Green	- Separate Elements - Expertise + resources - Productivity capacity underutilised - Difficulty accessing finance - Good ideas that are not fully realised - Environment separate consideration - Elephant in the room - Gender access - Refugee/Migrant Knowledge	- Everybody working together/collaboration - Projects advanced for work well	- Knowledge/resources accessible to all - Funding/investors present and accessible
Orange	- Barriers - Silos - Aging - Stale ideas	- Communication - Connection - Resilience - Growth	- Education - Staying afloat - Connected - Accessible - Silos broken down

Pink	- Silos
	- How to gain help
	- Willingness to offer help
		- Great sharing of knowledge
		- Case studies
		- Break barriers
		- Willingness to work together for better ideas
		- Meet together
			- Open doors
			  o Education
			  o Government
			  o Business (industry)
			- External investments
			- Different means of. Connection and being represented

Blue	- Many ideas - Limited access to advice - Barriers to access market, learning, and peer resources	- Collaboration - Balance skill sets - Clear focus	- Gender & cultural diversity - Celebrating achievements
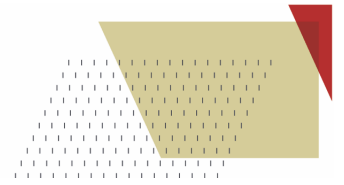
Actions and Agents

A small build explored the priority actions needed to achieve the aspirational future state of SCV/StartUp culture in the region. Where possible, these were then grouped into sub-categories, along with several outlier actions related to digital transformation or business, growing understanding, and addressing the housing affordability crisis.

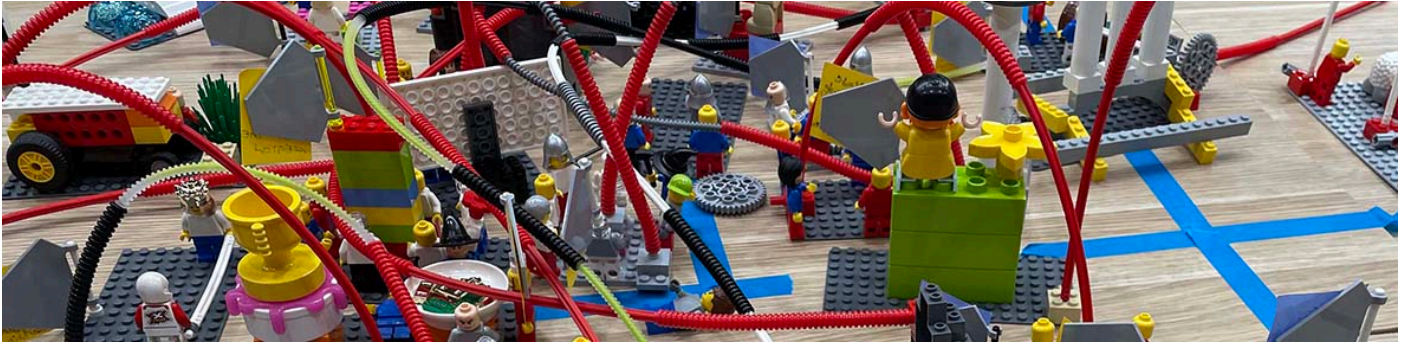| Actions |
|---|
| **Advocacy** |
| **Creating awareness** |
| Showcase + celebrate business to inspire others and increase awareness |
| Unity of the peoples will grow in the region |
| Connection |
| Networking |
| Create clear connections to info/service collaborations. |
| Talent identification |
| Education |
| Walk in another one's shoes to create better ideas, increase knowledge |
| **Attract ICT investment** |
| Attract investment into online platforms of information & ensure support structures are in place to maintain the information. |
| Increased digital connectivity will build the bridge that separates communities: rural and regional |
| One platform where all mediums connect and cross reference |
| Support the elevation of businesses into the digital world to connect to support, customers, and each other. |
| Growing understanding |
| Housing availability to support growth of population. |

Agents are influencers within an adaptive system. They can represent government or private organisations, institutions, stakeholders, community groups and target audiences. The agents were then positioned within the actions build according where they have the most impact. Shaded agents in the table below were suggested post-workshop, and do not appear on the system model.

Agents	
Start-ups/ business	Secondary schools
B2B	Peak bodies VFF/retail manuf.
TAFE	Small Business bus
BRMG	Progress/dev orgs
Council bus grants	BGO Software dev group
Working heritage	RDV/RDA
VTIC	Business.gov.au
Regional Australia Institute	Grants and Programs finder (business.gov.au)
La Trobe University	DELWP
Committee 4 M+EM+BUS MA	Business Victoria
Regional Dev Vic	Sustainability Victoria
Vic Gov & Bus Grants	Export Victoria
SCV	Council financial support measures
Council eco dev/business officers	Managing cash flow/retaining employees
Biz Champions	Upskill My Business
Financial services (Bank + HASN)	Advice for landlords and agents
Small Business Commissioner	Heads Up
Emporium Creative Hub	Ahead for Business
Be.Bendigo & chambers VCCI, Etc.	National Debt Hotline

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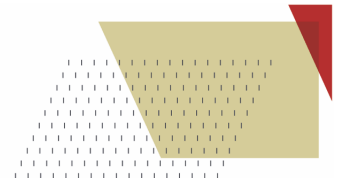
Ecosystem Connections

Each participant was asked to build connections to highlight the three most important links between agents and actions. This can help identify priority projects, partnerships, or collaborations.

Red	- SCV > Education - SCV > Showcase Awareness - SCV > Networking
Yellow	- Start-ups & Businesses > education - Start-ups & businesses > Networking - Eco Dev & business officers > creating awareness
Green	- RDV > Chambers - RDV > Be.Bendigo - RDV > VCCI - La Trobe > BRMG - Education > BRMG
Orange	- Creating Awareness > Investment attraction - RDV > Council Eco Dev - Education > Business Transformation
Pink	- Education > Peak Bodies - Create Connections > Committees 4M - Advocacy > Peak bodies
Blue	- Vic government business grants > business linkages - Be.Bendigo > Attraction pf ICT invest - Financial services > Business Transformation

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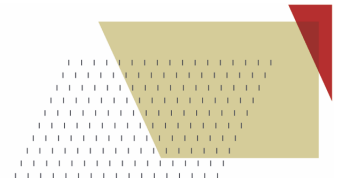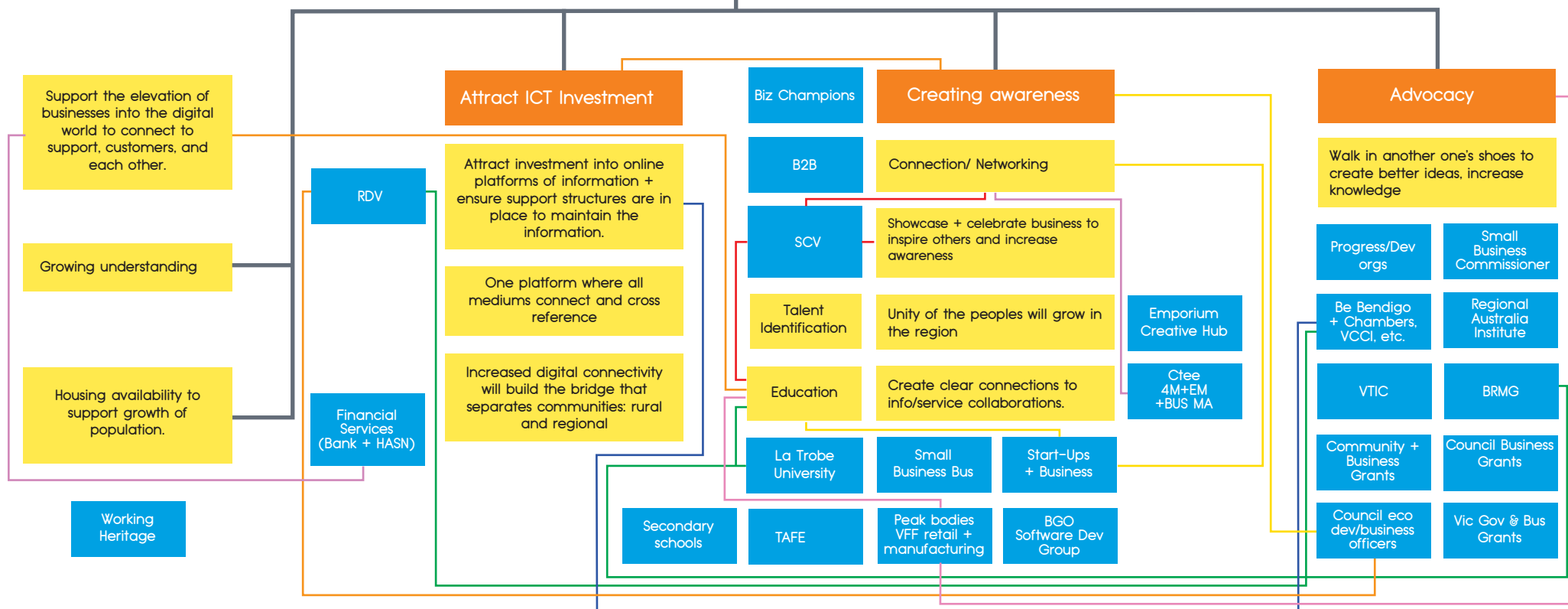
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SCV Eco System

Key Features of an Aspirational StartUp Central Victoria Ecosytem

- There is a diverse range of creative and inclusive ways ways to learn and conduct business

- Business value to community is appreciated and celebrated
- Diverse network of well-connected people and stakeholders who communicate openly and freely
- Key industries are well-represented
- Knowledge/resources are accessible to all
- Funding/investors present and accessible
- Gender + cultural diversity
- Achievements are celbrated

Support the elevation of businesses into the digital world to connect to support, customers, and each other.

Growing understanding

Housing availability to support growth of population.

Working Heritage

RDV

Financial Services (Bank + HASN)

Attract ICT Investment

Attract investment into online platforms of information + ensure support structures are in place to maintain the information.

One platform where all mediums connect and cross reference

Increased digital connectivity will build the bridge that separates communities: rural and regional

Biz Champions

B2B

SCV

Talent Identification

Education

La Trobe University

Secondary schools

TAFE

Peak bodies VFF retail + manufacturing

BGO Software Dev Group

Creating awareness

Connection/ Networking

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Small Business Bus

Start-Ups + Business

Emporium Creative Hub

Ctee 4M+EM +BUS MA

Advocacy

Walk in another one's shoes to create better ideas, increase knowledge

Progress/Dev orgs

Small Business Commissioner

Be Bendigo + Chambers, VCCI, etc.

Regional Australia Institute

VTIC

BRMG

Community + Business Grants

Council Business Grants

Council eco dev/business officers

Vic Gov & Bus Grants

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Strategic Actions

A small build was conducted at the conclusion of the workshop to explore the actions necessary, over the coming 12 months, to ensure the continuity of SCV activity and the growth of Start-Up culture in the Loddon Campaspe region. Most actions were framed around continuity of funding and working with key stakeholders and organisations to build networks and create awareness.

Strategic Focus	Q1	Q2	Q3	Q4
Create Awareness	• Create or identify and independent agency /platform to continue SCV collaboration across the region	• Eco Dev Expo/Calls • Presentation on joint Projects		• RDV practitioner support into individual councils
Connection	• Continue networking meetings with Eco dev and Business officers from the 6 LGAs	• Collaboration/ • connecting groups		
Advocacy	• Strengthen SCV networks to share information	• Promote investment opportunities for small scale Start Ups.		• Determine education skills/needs and future strategic framework • Councils to maintain and update SCV website and resources
Funding	• Get all 6 LGAs + Business Orgs to invest in SCV	• Project Manger Appointment (to represent all 6 councils)		

Final Review

The workshop team were successful in identifying:

- existing mechanisms/programs/resources to support business growth
- Priority gaps, opportunities and resources needed in the future
- Potential actions over the next 12 months
- Clear, quantifiable initiatives aimed to deliver these actions