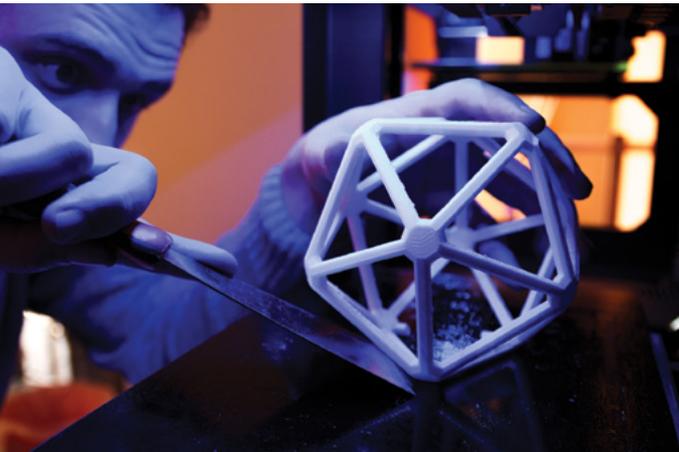


Callaghan
Innovation

New Zealand's
Innovation
Agency



Statement of Intent

1 July 2018 – 30 June 2022



foreword

The world is changing faster than ever before. Technology shifts are the greatest in history.

Not a moment goes by without progress being made somewhere in the world, whether it's a breakthrough in biotech, an advance in aviation or an innovation in industrial design. Global social platforms are accelerating the transformation of society and its values. In the next decade cyber-physical production systems will transform our industry and economy. Up to 50 percent of existing jobs will be replaced.

Changing technologies mean business models are changing too. To remain relevant, government and businesses need to be part of platforms that have established reach and scale. New Zealanders need to understand new technologies and how they can help society, not just businesses. New Zealand businesses need to embrace new technologies, be seriously comfortable with change and learn to collaborate and compete at the same time.

New Zealand businesses need to understand the transformation that is coming to survive and thrive in the next decade. Businesses that stay at the forefront of these trends by investing in research and development (R&D) and innovation capability will be more productive,

grow faster and be more likely to contribute to positive social outcomes than those that do not.

But New Zealand's current investment in R&D is weak and, at 0.5 percent of GDP, business expenditure on R&D (BERD) lags behind other advanced economies where the average is 1.6 percent of GDP. That is despite New Zealand's number one global ranking for ease of doing business in 2017 and 2018. For New Zealand to remain relevant in the 21st Century this needs to change.

At Callaghan Innovation, our mission is to activate innovation and accelerate commercialisation for a better New Zealand. We act to support the Government's goal to increase overall R&D expenditure in New Zealand to 2 percent of GDP by 2027. To do that we support the growth of New Zealand's innovation ecosystem and contribute to improved social outcomes by helping businesses succeed through technology.

Our strategy is to show New Zealand what the future looks like and how we will get there. We stimulate demand for New Zealand innovation, connect New Zealand innovators into, and remove friction from, the innovation ecosystem. We partner with businesses to empower them to innovate.

Callaghan Innovation's services mix is changing to support our strategy and to ensure our customers' needs are met at each stage of the innovation journey. We are redesigning our mix of funding, capability development and R&D support to address our customers' pain points and accelerate the commercialisation of ideas.

Our goal is to ensure our services have the flexibility to meet the needs of the widest range of innovators. We are investing in new technologies to help us connect New Zealand's innovation ecosystem and to enable us to be exemplars of the sharing economy with our specialist research, engineering and commercial expertise.

At Callaghan Innovation we will know we are successful when there are more New Zealand businesses being successful through technology. Success for us means that New Zealand's innovation ecosystem is enriched with connections and collaborations both national and international that bring benefits to New Zealand's economic, social and environmental well-being. With our partners we aim to provide a platform from which innovators can be empowered to succeed, together, for a better New Zealand.



Pete Hodgson
Chair



Vic Crone
Chief Executive



strategy overview

WE ARE
NEW ZEALAND'S
**INNOVATION
AGENCY**

we
activate
innovation &
accelerate
commercialisation
**for a better
New Zealand**



SHOW THE FUTURE

Show New Zealand where technology is taking the world, how we must adapt, and how innovation drives success.



FUEL DEMAND

Be an exemplar for innovation and a voice for innovators. Showcase innovation as a pathway to success.



CONNECT THE ECOSYSTEM

Actively connect people, opportunities and networks. Collaborate to remove friction.



EMPOWER INNOVATORS

Be a partner – offer the right service and funding at the right time for greatest impact.



our purpose

Callaghan Innovation's mission is to activate innovation and accelerate commercialisation for a better New Zealand.

We support the Government's economic strategy to improve the wellbeing and living standards of New Zealanders through productive, sustainable and inclusive growth.

We grow New Zealand's innovation economy and contribute to improved social outcomes by helping businesses succeed through the use of technology and innovation.

Callaghan Innovation's strategy is focused on:

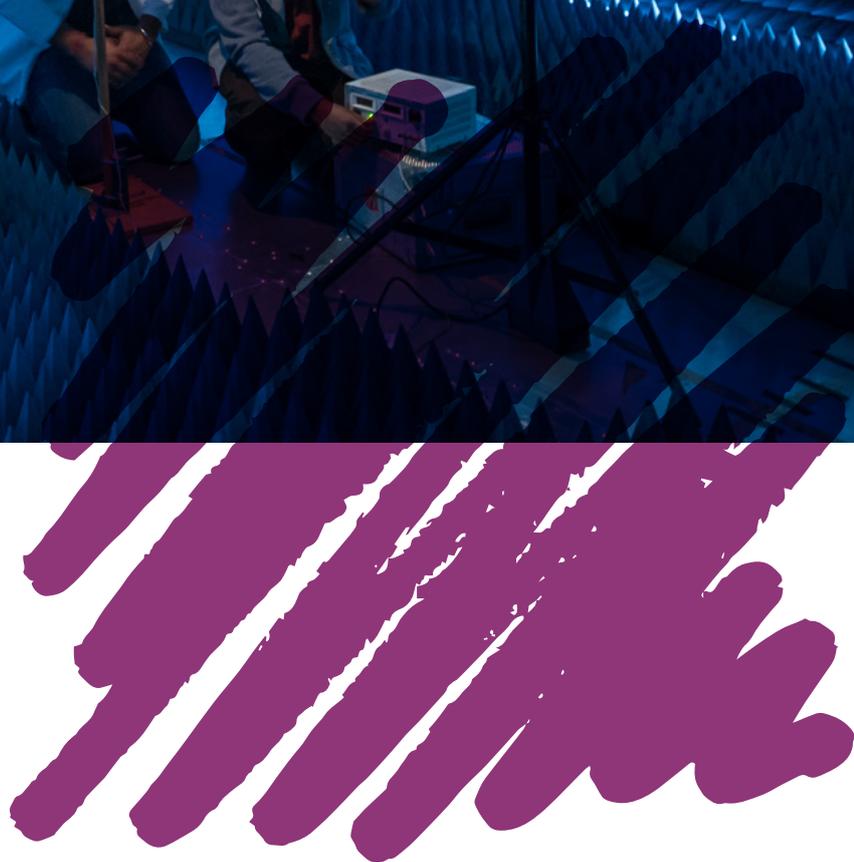
Showing New Zealand where technology is taking the world, how we must adapt and how innovation drives success.

Fuelling demand for New Zealand innovation and being a voice for innovators.

Connecting innovators into local and global ecosystems and collaborating to remove friction in the R&D ecosystem.

Empowering innovators by partnering with businesses and delivering the right services and funding support at the right time, for the greatest impact.

We work in close partnership with other organisations that also contribute to increasing business expenditure on R&D (BERD) and innovation in New Zealand. Together we ensure a comprehensive and integrated response to opportunities and challenges that our customers face.



our customers

Our customers are at the heart of everything we do. At Callaghan Innovation we talk our customers' language, understand the challenges they face and bring specialist skills to the sectors our customers operate in.

Our services mix is changing to ensure we can meet our customers' needs at each stage of their innovation journey. Our mix of funding, capability development and R&D support is evolving to address pain points and critical points of failure and accelerate commercialisation of ideas. We seek to provide the right support at the right time to deliver the greatest impact for businesses and New Zealand.

To achieve this we are updating our services suite to ensure it has the flexibility to meet the needs of the widest range of customers, from start-ups, to small businesses, to established R&D performers, to ensure we can assist them to be successful at each stage of their innovation journey.

A key part of Callaghan Innovation's role is supporting Māori business to embrace innovation as a catalyst to unlock the potential of the Māori economic asset base. Our service mix and deep sectoral expertise enables us to work directly with Māori businesses to accelerate commercialisation of ideas to support the sustainable growth of the Māori economy.

To focus our efforts we work to identify innovators and organisations capable of delivering the greatest innovation impact and the highest chance of success. We seek out and provide pathways for innovators to develop clear pathways to reduce risk and improve the odds of successfully commercialising ideas. We provide resources to businesses to get them ready to commercialise their ideas and to scale up to achieve their goals. As businesses are able

more clearly to articulate their value proposition and the impact their ideas will have, our services mix and engagement changes to support them at each stage of their innovation journey.

Commercialisation of ideas involves risk. To be successful, new products and services must be prototyped, tested and enhanced to meet the needs of customers. Businesses need to understand the customer pain points and market opportunities their product will address, be disciplined in developing the strategy and capability to deliver and have access to capital to provide scale and drive business growth.

what we do

Callaghan Innovation's strategy is focused on:

Showing New Zealand where technology is taking the world, how we must adapt and how innovation drives success

Fuelling demand for New Zealand innovation and being a voice for innovators

Connecting innovators into local and global ecosystems and collaborating to remove friction in the R&D ecosystem

Empowering innovators by partnering with businesses and delivering the right services and funding support at the right time, for the greatest impact.

Callaghan Innovation's primary objective is to support science and technology-based innovation and its commercialisation by businesses, for a better New Zealand. To do this we stimulate discussion about the future of innovation and the role of disruption and new technologies in a changing New Zealand economy. Our goal is to develop a shared vision of where New Zealand needs to go and how we should get there.

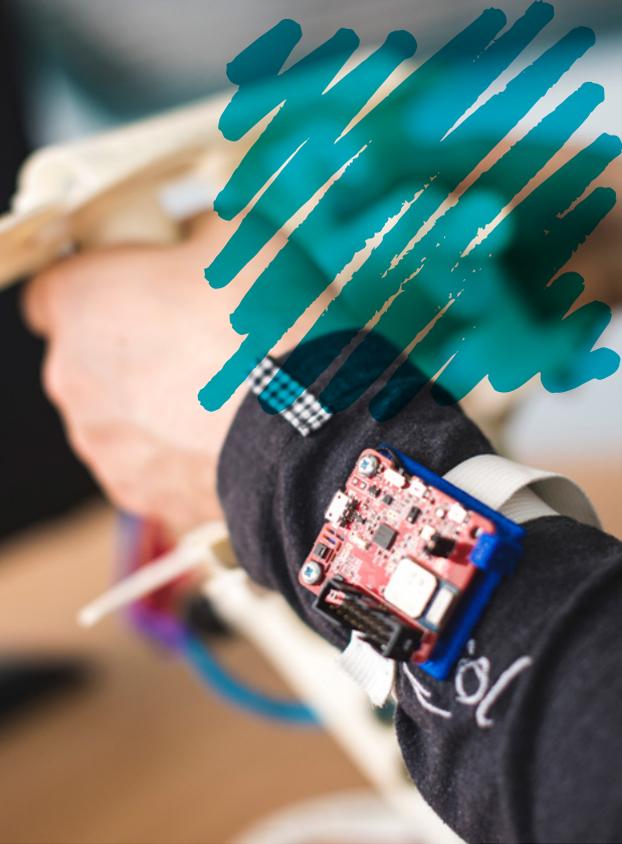
Callaghan Innovation supports the government's goal for R&D expenditure to grow to two percent of GDP by 2027. That requires another \$2.7 billion in R&D investment and at least a doubling of the number of companies making those investments. While New Zealand's national investment in R&D and innovation is growing, it comes from a low base and New Zealand lags behind other advanced economies.

Callaghan Innovation works to show businesses how to get started on their innovation journey and to stimulate local and global demand for New Zealand innovation. We work to reduce fragmentation in the innovation ecosystem, helping

businesses to identify opportunities and work together to achieve shared goals. We also partner with businesses to reduce risk by providing the right support at the right time to give investment into innovation the greatest chance of success.

We offer businesses fast and easy access to experts and expert teams that provide tailored solutions to meet their needs. Our experts partner with businesses on long and short-term projects, big and small. We invest in, develop and use cutting-edge technology to create competitive market advantage and promote New Zealand's high value export economy.

Callaghan Innovation is home to the Measurement Standards Laboratory (MSL), New Zealand's national metrology institute. MSL provides high precision calibration services and Callaghan Innovation customers benefit from access to MSL's specialist expertise and equipment that underpins New Zealand's regulatory compliance framework and international trade.



we

**understand how technology is
changing our future and what
it means for New Zealand**

The pace of change is accelerating globally – emerging technologies, social trends and geo-political shifts are creating global disruption and uncertainty. New Zealand needs to understand these changes and to be prepared for and comfortable with increased change and ambiguity. Through thought leadership and insight, Callaghan Innovation shows the future to New Zealand businesses, helping them to identify trends and their impacts on businesses.

Callaghan Innovation works with our partners to identify emerging global trends, exponential technology trends and smaller, unique technology advances. We translate these key trends into insights on how they will impact New Zealand industries, our regions and businesses. We utilise our networks to help businesses to understand where they need to go, and how to get there.

We ensure that our technical experts have capabilities linked to key emerging technology trends so they can successfully support New Zealand businesses to innovate.

To connect businesses to the technology and expertise they need to turn great ideas into reality, we need to be at the cutting edge of new technologies, stay up-to-date with the latest technology trends and know where to find the right research partners and business advice – in New Zealand and globally.

We have identified the following technology platforms that will shape the future of innovation in sectors of strategic importance to New Zealand:

- Internet of Things (IoT) and Data Solutions
- Advanced Materials
- Integrated Bioactive Technologies
- Advanced Manufacturing

Callaghan Innovation collaborates with Crown Research Institutes, universities and institutes of technology and public and private sector experts to identify innovation that can be commercialised. We also plan and facilitate technology-seeking missions to international events and visits to world-class innovation facilities to keep our customers abreast of the latest developments overseas.

we

fuel demand for innovation in New Zealand

Callaghan Innovation supports and encourages businesses to innovate. We show businesses how innovation leads to growth and demonstrate the value of innovation in achieving businesses goals. We act to ensure the role of innovation in achieving economic and social outcomes is understood by the innovation ecosystem, including the government and public, and that the needs of innovators to achieve these outcomes are heard. We generate and share thought leadership, run events, workshops and roadshows for our customers and the wider business community to demonstrate the value of innovation and to target key areas of difficulty faced by New Zealand businesses.

Pilot Plants, Incubators and Innovation Precincts

Modelling the sharing economy

We understand that New Zealand organisations need to draw on the resources of others to test ideas, validate solutions and overcome development obstacles. Many businesses only need short-term or occasional access to specialist equipment. That is why Callaghan Innovation models the sharing economy, providing access to our specialist staff and equipment on an as-needs basis.

Callaghan Innovation offers its services to showcase and demonstrate innovation possibilities and make it easier for New Zealand organisations to understand how innovation could work for them.

We understand that businesses often need to outsource their R&D requirements to other research providers in New Zealand that have the relevant expertise and technical facilities. Callaghan Innovation is part of a network that provides shared innovation facilities and pilot plant services for businesses.

We use our infrastructure to model the sharing economy, for example by providing open access to AddLab, where New Zealand businesses can use our 3D printing lab to explore additive manufacturing possibilities.

Callaghan Innovation's Gracefield Innovation Quarter in Lower Hutt, Wellington, provides access to specialist facilities and expertise to scale up, deploy and test technology, collaborate and fast-track product development. This site is ideal for businesses whose R&D includes chemistry, biotechnologies, advanced materials and rapid prototyping. Businesses can collocate on-site if this suits their needs. Over the next five years we will make significant investment into the Gracefield Innovation Quarter.

We will prioritise our duty of care, providing a working environment that meets health and safety standards, repair earthquake damage and ensure Gracefield Innovation Quarter's services offerings remain cutting edge and fit for purpose.





Accelerators and Incubators

Callaghan Innovation funds and supports three types of accelerators and incubators that work with start-up businesses to accelerate their path to market:

- Founder incubators work with entrepreneurs by giving them access to support, networks and investments that can help them to test business ideas, validate them in the market and build their businesses.
- Technology incubators are privately owned businesses that concentrate on commercialising complex intellectual property sourced primarily from publicly funded research organisations such as universities and Crown Research Institutes.
- Accelerators that typically run over three to five months and focus on rapid and intensive product development to establish an investment ready start-up.

National Science Challenge (SfTI)

To support the development of world-leading science and technology relevant to New Zealand Callaghan Innovation hosts the National Science Challenge: Science for Technological Innovation (SfTI), a ten-year research programme involving the New Zealand universities, Scion, AgResearch, the Institute of Geological and Nuclear Sciences Limited (GNS), and Lincoln Agritech. Our focus is on building enduring partnerships between researchers, business, and Māori organisations.



we

connect the innovation ecosystem

Callaghan Innovation acts to promote networking and the transfer of knowledge between businesses and the providers of research, science and technology. We act as a super-connector, helping businesses to understand and navigate our fragmented innovation ecosystem, opening doors for New Zealand businesses seeking innovation advice, skills, support and technical expertise – in New Zealand and globally. We leverage our network connections to ensure businesses have access to the right advisors, partners, mentors and technology providers, at the right time.

Callaghan Innovation provides line of sight between research, technology and industry. To achieve this we:

- Act to connect New Zealand businesses and innovating organisations with each other, with sources of funding and with other relevant government agencies
- Develop and maintain deep international connections and lead delegations to international events

- Develop partnerships and establish clusters of businesses to pursue common goals
- Ensure the government understands the needs of innovators and works to support them.

Callaghan Innovation cannot achieve its mission alone. Many organisations and individuals, in the public and private sectors, contribute to building New Zealand's innovation economy. For Callaghan Innovation to be successful we need to ensure our customers and other stakeholders know what we are doing, how they can help us, and how we in turn can help them.

Callaghan Innovation works to ensure strategic alignment and seamless service delivery between us and our partners. Callaghan Innovation values and invests in our relationships with NZTE, regional economic development agencies and other government agencies including the New Zealand Venture Investment Fund,

Ministry of Business, Innovation and Employment, the Treasury, the Ministry for Primary Industries, and the Ministry of Foreign Affairs and Trade. By partnering with these organisations Callaghan Innovation works to ensure the government acts as a platform for innovation in New Zealand.

We also partner with Crown Research Institutes, tertiary education organisations, and private R&D providers to ensure our customers are connected to the best expertise no matter where it sits in the system.

To help shape what we do, and gauge how well we are doing it, we need to be well informed about our clients' and stakeholders' needs and their views on our performance. This is why we place a high priority on stakeholder engagement and ensure our people are out and about engaging with, listening to and understanding the needs of our stakeholders.



Business Collaborations

We provide businesses with opportunities to work with partners around shared technology-based engagements and to form mutually beneficial collaborations. These collaborative projects are aimed at reducing the costs of R&D and promoting the sharing of knowledge among the partnering businesses.

We encourage and promote groups of businesses through:

- Collaborative innovation projects where we invite businesses to tackle targeted technology projects jointly with other businesses, industry associations and research organisations
- Developing partnerships to help solve common innovation and technology problems
- Establishing clusters of Māori businesses with a desire to innovate or create shared opportunities.

To enhance connections in the innovation ecosystem, in the next year we will launch a new digital super-connector platform, a single window to enable businesses and investors to identify the opportunities and services they need to reach their goals. The platform will assist business to make new connections locally and globally and provide better access to new and existing capital sources. It will provide a rich source of data to demonstrate business activity in the innovation ecosystem and help to align the most appropriate research, design and engineering teams with industry needs and connect like-minded businesses to find solutions to complex technical problems.

International partnerships

New Zealand businesses need to stay up-to-date with emerging global trends and technology developments. Callaghan Innovation connects New Zealand innovation

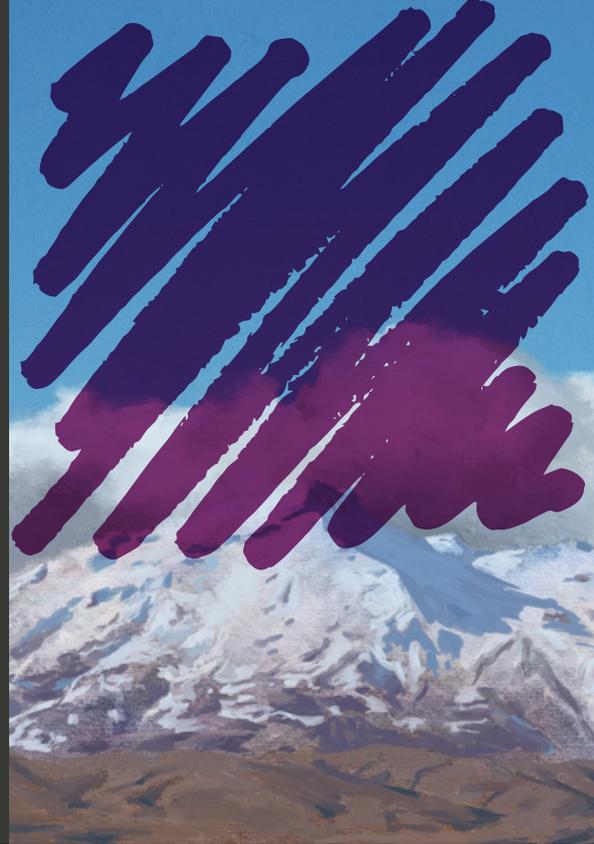
to what is happening overseas. We create opportunities for innovative New Zealand businesses to develop international partnerships and learn from the latest technologies and trends. We leverage the Government's international networks, lead delegations to major technology events and the International Connections Scheme, and lead New Zealand's membership in the Enterprise Europe Network, the world's largest business and innovation support network.

Callaghan Innovation builds and maintains strategic international partnerships with innovation and research agencies to help New Zealand be at the forefront of innovation best practice and to take advantage of technological trends and opportunities.

Callaghan Innovation also contributes to wider Government initiatives to attract offshore skills and talent, research infrastructure and sources of funding for R&D to New Zealand.

we

**empower innovators by
providing the right service
at the right time**



We work with companies to explore technology convergence and innovative ways to create new business value. That could be the development of a bleeding-edge product for global export or the integration of technologies to realise internal business productivity gains. Callaghan Innovation staff are experts in innovation, technology advancement and many have previous experience in start-up organisations. We provide customised innovation diagnostics and support through experience-based interventions to address the unique needs of specific industries and businesses.

There are many different paths to take an idea from concept to commercial reality. There are also many challenges to overcome and risks to navigate. Callaghan Innovation partners with businesses, offering the right funding and services mix at the right time to create the greatest impact and the highest chance of success. We provide experienced advisors who help businesses navigate each step and specialist scientists and engineers to deliver tailored R&D solutions.

Technology and product development

Callaghan Innovation provides commercial R&D services to businesses. We have the facilities and expertise to help customers develop components, products, processes and technology by applying or adapting existing technologies, or helping customers with their own ground-breaking research. We have the facilities and expertise to help businesses, develop, test, measure, analyse and calibrate products – from proof of concept through to commercialisation.

Our current focus is in the following technology areas:

- Internet of Things (IoT) and Data Solutions – including microfabrication, transducers and sensing, wireless communications, data science, computer vision, assisted devices and augmented reality and virtual reality
- Advanced Materials – selecting the best materials for product or process development, materials characterisation and testing

- Advanced Manufacturing – advanced engineering, robotics, automation and manufacturing technology
- Integrated Bioactive Technologies – transforming biological resources such as meat, dairy, plant and seafood products into high value products
- Measurement Standards – world-class calibration and verification, measurement, consultancy and R&D services that underpin New Zealand's regulatory compliance and international trade.

Callaghan Innovation owns two businesses that directly contribute to New Zealand's innovation capability. GlycoSyn are carbohydrate and complex chemistry experts and a world leader in the development and manufacture of active pharmaceutical ingredients for pre-clinical and clinical trials. Glucosyn also provides Good Manufacturing Practices for New Zealand Industry.

Kiwistar Optics is a global leader in precision optics for astronomy, contributing directly to New Zealand's space technology sector.



Innovation skills

We help businesses build their innovation capability and to have the knowledge, skills, and motivation to innovate and succeed.

We offer a range of programmes and workshops to help a business scale-up and to increase its pace of innovation, from improving performance and eliminating inefficiencies through to accelerating software and product development.

The programmes we currently offer are:

- **Innovation Foundations (formerly the High Performance Working Initiative)** – a coaching programme to build an innovation culture, improve work practices and engagement, and build capability through innovation at a strategic level
- **Build for Speed** – helps digital businesses speed up software product development by updating architecture, managing technical debt and adopting continuous delivery principles

- **Lean** – helps businesses identify value, enhance customer experience and eliminate waste by embedding a culture of continuous improvement
- **Innovation IP** – gives businesses the knowledge, capability and confidence to leverage their intellectual property and intellectual assets to enable growth and reduce risk
- **Driving Innovation** – supports businesses to increase the speed of innovation by introducing new product development methods and embedding innovation practices throughout the business.

Callaghan Innovation is committed to ensuring our services mix stays relevant and supports the needs of innovators at each stage of the innovation lifecycle. We have been listening to the needs of our customers and are developing a wider set of services to support innovators' needs.

Financial Support for R&D

We allocate and administer R&D funding to invest in innovators and their projects and support the R&D tax credit. We also bring our knowledge, networks and expertise to help and provide advice to Inland Revenue on eligibility of R&D activity and expenditure.

We offer a range of R&D grants to add scale to businesses' R&D investment for greater impact. Our R&D grants are structured to meet a range of business needs, whether businesses are young start-ups or established R&D performers.

We encourage and promote groups of businesses through:

- **Project Grants** – these grants help businesses develop a specific product, process or service with the aim of growing their commitment to R&D
- **Getting Started Grants** – these grants help businesses overcome roadblocks and commence R&D activities
- **Student Grants** – these grants provide access to undergraduate and postgraduate students who can assist in R&D projects and gain commercial experience
- **Growth Grants** – these grants support evolving, multi-year R&D programmes in businesses that are experienced R&D performers. These grants target the same businesses as the R&D tax credit and are being phased out
- **Incubator Support Programme** – grants and repayable loans for start-ups that help to commercialise complex technologies.

our people

Investing in our capability

Callaghan Innovation's mission has attracted and helped to retain a skilled and experienced workforce. During the next four years a key area of focus will be to ensure Callaghan Innovation has a highly engaged and energised workforce that is:

- About Business – the customer is at the heart of our organisation and everything we do is orientated around our customers' needs
- Innovative – we model innovation and take intelligent risks
- Collaborative – our focus is on bettering New Zealand. We connect and remove friction in the innovation system and embody the principles of a sharing economy
- Focused – we focus on what matters and execute with discipline.

To support our goal to deliver more innovation to New Zealand, Callaghan Innovation places significant emphasis on the development and growth of its staff. We actively invest in leadership capability and in ensuring our workforce is fit for purpose and agile and understands the needs of our customers. Our current focus is developing our leaders'

emotional intelligence and other leadership intelligences critical to the future success of New Zealand's organisations. We are also investing in our ability to tell our story and those of our customers and ensuring that our managers are great coaches.

Callaghan Innovation's customers are diverse and so is our workforce. We relish the opportunity to work with new technologies and embrace the challenges and risks that this involves. We empower our people to learn from failure. We develop and promote communities in the workplace and use leading edge engagement tools to learn from and shape the experiences of our people. We are shaping our workforce so that first and foremost our people have a learning mindset and are digitally savvy. Finally, we are committed to creating and enabling platforms that ensure the diversity of our people in terms of their thinking has a voice.

Good Employer

Callaghan Innovation takes its responsibility to be a good employer under the Crown Entities Act 2004 seriously and seeks an inclusive high-performance business-facing culture built on mutual trust and respect. All appointments are on merit. Managers and employees are responsible for promoting a work culture in which all people are valued and treated equitably and with respect.

We have a range of policies covering:

- Health and safety
- Equal employment opportunities and their promotion
- Professional code of ethics and expectations of performance
- Flexible working
- Career stages and review
- The prevention of bullying and harassment.

We also support a wide range of activities to promote staff wellbeing. These include opportunities to contribute to the communities in which we live and work, professional and emotional support through independent coaching, mentoring counselling, and flexible work arrangements for those with care responsibilities. We encourage our people to stay healthy, focus on their wellbeing and fitness for work through work place assessments, seasonal wellbeing initiatives and health checks and monitoring including annual flu vaccinations.



what success looks like

Callaghan Innovation's strategy supports the Government's economic agenda and in particular the target of increasing R&D expenditure to 2 percent of GDP by 2027. We use performance measures to understand how we are tracking towards contributing to this goal as well as our ultimate goal to stimulate high value start-ups.

For example, we track the contribution of our customers to:

- Revenue contribution to New Zealand economy
- Number of high skilled jobs
- Export growth and revenue
- Enterprise productivity growth
- Total initiatives commercialised
- Revenue growth compared to national comparison

As a priority, we are strengthening and updating our performance measurement framework to monitor our progress against our strategic goals. This includes collecting baseline data on our customers so that we can monitor the impacts of our services down to an individual business level.

Below is an overview of our key performance measures and a summary of what success will look like from external and internal perspectives in four years' time. Our performance measurement framework is provided in our Statement of Performance Expectations.

key performance measures

An Overview of Callaghan Innovation's key performance measures.

In four years' time we will know that we are being successful when ...

Externally

More New Zealand businesses are making greater investments in R&D and business expenditure on R&D (BERD) is increasing.

The number of new and improved products, processes and services being developed and commercialised by our customers through technology driven innovation is consistently increasing.

Our customers are growing faster, employing more people and earning more export revenue.

We create seamless customer experiences; our tools allow us to identify what customers need and when they need it, delivered using a modular service mix that provides the right service at the right time.

We seamlessly connect the innovation ecosystem and create opportunities for customers, industry and investors.

We are the go-to agency for innovation knowledge and advice, recognised as a leader and voice of innovation in New Zealand that helps businesses to understand the future and how they must adapt to succeed.

Callaghan Innovation is regarded as supportive and responsive to the innovation needs of Māori business and Māori businesses are using more of our services.

More international businesses want to locate in New Zealand to take advantage of our specialist facilities and partner with the New Zealand innovation ecosystem.

Internally

Callaghan Innovation is a fit for purpose organisation, with a highly engaged and energised workforce, working towards a shared purpose, aligned with a core set of values and supported by effective and efficient infrastructure and systems.

Commercial revenue targets are consistently met and plans are in place to ensure future sustainability.

Callaghan Innovation has continued to improve understanding of its customers through better collection and use of high quality information and data and has used this knowledge to tailor its offerings.

Callaghan Innovation is strongly connected and aligned with partner organisations, including NZTE and regional business partners, so that customers' experiences are seamless.

The business case for the redevelopment of Gracefield Innovation Quarter has been finalised and development works at the site are progressing well. Health and Safety standards are consistently met at the site.

**Rukuhia te wāhi ngaro,
hei maunga tātai whetū.**

Explore the unknown,
pursue excellence.

AUCKLAND / WELLINGTON / CHRISTCHURCH

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**Callaghan
Innovation**

New Zealand's
Innovation
Agency