

INTRODUCTION – SUE SUCKLING

Minister Joyce, Dr Miang Lim, Sir Peter Gluckman,

Tena koutou tena koutou katoa, Members of Parliament and Distinguished Guests

- Good evening and welcome, I'm Sue Suckling, Chair of the Establishment Board of the Advanced Technology Institute.
- It will be my pleasure in a few moments to introduce you to the Minister for Economic Development and for Science and Innovation, the Honorable Steven Joyce, who has instigated this new organisation and who will shortly take the important step of officially naming it.
- An Establishment Board was appointed to develop the Business and Funding Case and give operational shape to this new organisation.
- We have made significant progress, and after the Minister has spoken I will give you a snapshot of where we are at and what remains to be done before 1st February when we officially open our doors.
- The single point I want to emphasise before the Minister takes the stage, is that our brief is to create something new and original in the commercial science, engineering and technology landscape that is absolutely focused on creating exponential value for our economy and society.
- We are acutely aware of the range and depth of excellence in New Zealand science, engineering and technology, in both the government and private enterprise sectors, and it is our passionate desire to collaborate with you to enhance your respective missions in all ways that are practical to do so.
- Philosophically, and fiscally, the Advanced Technology Institute has a broad remit and demanding deliverables.
- As a board we take this very seriously, and we feel assisted at every step by a very special spirit, one that inspires the momentum of this initiative; and at this stage it is my great pleasure to introduce Minister Joyce who will tell us more about this spirit.

MINISTER speaks and announces name

Sue Suckling continues

- One of Sir Paul's favourite words was "Bullshit"— and it was with this thought in mind that we approached the branding of the institute that we are naming this evening in his honour. Sir Paul's death paralleled the development of the Advanced Technology Institute and we are all determined that this initiative will be a vibrant and passionate and noisy nexus of innovation in which the words "Eureka" and "Bullshit" are heard in equal measure.
- We took four pathways to arrive at the name, and I hope you are surprised by the simplicity and obviousness of it. The Minister announced following Sir Paul's death that the Advanced Technology Institute would be named in his honour, so this element was a given.
- The second pathway we took was to survey the names of all the New Zealand research and innovation organisations, be they government, academic, private and public companies, and media. The strongest common thread in the language that emerged from the government and academic institutions was they were extensively populated with the descriptor "centre". We intuited that the centre was not the place to be, metaphorically speaking. We did not want the Advanced Technology Institute to be in the middle but on the fringes, in the margins, on the bleeding edges, really solving the big hard problems -the places where Sir Paul said we would find this "weird stuff."
- The third pathway we took was to review the names of 50 or so of the most influential global organisations associated with the commercial implementation and value-add from science, engineering and technology. Some were historical, some contemporary: Xerox Parc, Cedars Sinai, the Salk Institute, Cavendish Laboratory, Google Labs, John Hopkins, MIT Media Lab, Rockefeller Foundation, the Manhattan Project, the MacArthur Prize; and there were the inevitable acronyms: DTI, HTF, ATP, KIST and so on.
- We had a strong sense this initiative should not be an abbreviation or a set of initials; and we observed that the strongest combinations for these influential global names had two words and they had an edgy feel. In many instances these names transcended place, they were symbolic of an approach or a set of achievements; some had become brands; others a state of mind, an attitude.

- Our thinking definitely veered towards the Advanced Technology Institute being first and foremost an attitude, an approach, a brand, a new conversation and activity, rather than a fixed position or a building. While these physical manifestations will exist; the challenge for us is to fire-up the imagination.
- And finally, we had Sir Paul's own approach; direct, clean, simple, no flourishes or embellishment but also not lacking in style and certainly unmistakable in intent and enthusiasm.
- Hence, I am proud to show you the animation of the name and brand– Callaghan Innovation.
 - The name has been deliberately designed to resist abbreviation and the dreaded disease of acronym-itis. If you want a new behaviour to permeate a culture, you use the language over and over. You will hear and see the word Innovation said much more frequently than ever before, and we wish for a self-adaptive gene to come into play so that we as a nation become instinctively innovative.
- The typography of the logo is strong, resilient, and characterful. The lime green is fresh and optimistic; which speaks to creativity and enthusiasm. To paraphrase Sir Paul, we feel it has some “magnetic resonance.”
- Callaghan Innovation is new, original, and designed to be different; designed to stop you; designed to make you think – designed to support a step-change in our commercialisation of science, engineering and technology.
- So now I can now officially say “Advanced Technology Institute” for the very last time, and welcome Callaghan Innovation into our landscape and conversations.

Animation of Brand

- I would like to take a few moments to update you on the state of progress in regards to the strategic and operational blueprint the Board is developing for Callaghan Innovation
- To do this, I want to frame the view of what we mean by “innovation”, and I am sure the spirit of Sir Paul will not mind if I reach out to another physicist in helping define this, Arno Penzias, a Nobel Prize winner and occasional visitor to these shores. Arno ran Bell Labs for AT&T and as such had an extremely focused view of customers; not just his fellow scientists, but of his fellow customers.

- He said that invention is the product of a creative or curious mind and by itself is not inherently useful. Innovation however, is something that changes the life of the customer in some way, or the world in which the customer experiences things. In his definition an idea or invention is not innovative unless it is commercialised – and if we take the rule of thumb that 90% of the cost of getting a product to market is in the commercialisation process (rather than the R&D / invention process), then we need to spend a lot more time and effort commercialising our inventions and our science, engineering, and technology smarts.
- This is precisely where Callaghan Innovation will be operating, as an accelerator in the commercialisation process, both on the side of existing and new businesses, exporters and customers, - i.e. the demand side - and on the science, engineering, and technology front,- i.e. the supply side.
- We see a key role for Callaghan Innovation to be bringing many new and varied combinations of people together, both generally to multiply the innovation gene, and specifically in terms of projects that we seek or are appointed to drive.

We will be catalysers, instigators, initiators, head-buffers, hand-shakers, networkers, project managers, finders.

- Quite often Callaghan Innovation will be in new territory, blue ocean, managing projects and problems that have not been tackled before. Indeed one of our ways of looking at the world will be through the lens of “innovative problems” rather than an “innovative solutions” approach. There are many instances whereby New Zealand could be billions better off if the right questions were asked and asked hard enough. Creativity is usually found in the service of problem-solving, and we will certainly be looking for big problems that offer the opportunities to make big winning gains and create new industries. A key observation is that saving money and preventing fiscal drag contributes as much to the economy as creating new lines of revenue.
- Callaghan Innovation will also be a place where people will be required to stretch their imaginations. To use a show business maxim that Steve Jobs took to heart, “don’t give people what they want, give them what they never thought was possible.” We want you to expect the unexpected, for Callaghan Innovation to be a place where surprising combinations of people come together to solve problems and make breakthroughs.

- In summary, the approach of Callaghan Innovation is that innovation can only be considered to have occurred at the point of commercialisation – and this requires an absolute focus on the needs of markets and communities and individual consumers. In short, Callaghan Innovation is being designed to make a material improvement to the balance sheet of firms which will in turn benefit New Zealand. Our success will be measured by the step change in profitable cash register ringing in firms from the application of Science Engineering Technology. We will deliver this through:
 - Leadership and scene-setting in NZ in the innovation space
 - Providing information and navigation services to enable firms to self-help access to capability (this will include operating one CRM and one diagnostic methodology with NZTE and a shared suite of capability enhancers)
 - Grants and funding
 - Building skills and ability in firms and with providers to enable innovation
 - Project Management in collaboration with firms and providers of large innovation projects to address prioritised NZ problems that unlock significant competitive advantage and value creation for NZ
 - Project Management of initiatives through to commercialisation with firms or industry sector in collaboration with Economic Development Agencies and NZTE supply side providers
 - So where to from here?
 - Callaghan Innovation will open its doors for business on 1st February 2013
 - Between now and then we need to finalise the Business Case for funding for the Ministers, and we are well advanced with this. This includes:
 - Finalising the purpose, role and structure and how we will operate.
 - Details on people and budgets and KPIs
 - Appointments of the inaugural CEO
 - Details on which parts of the IRL move into Callaghan Innovation and which parts will create more value by going elsewhere in the sector
 - The role Callaghan Innovation will play in funding and grants
 - Details on our Day 1 operations including resourcing, location, what services will commence delivery Day 1, within the first 100 days and within the first year
 - Details on how we operate with NZTE and EDAs to ensure no wrong door for firms and seamless access to services
 - Details on our how we operate with those on the supply side to ensure economic additionality and effectiveness.

- And continue to engaging with firms

The operating principles which will underpin Callaghan Innovation will include:

- open and consistent processes
 - material economic value-add
 - firm and industry focused
 - effectiveness through collaboration
 - “Access not ownership” of specialist science, engineering, technology and design expertise
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- Sir Paul Callaghan was a visionary who infectiously brought everyone to the table as participants in making New Zealand a great and prosperous country that fulfils its innate potential. He led from the front – in the lab, in the lecture room and town halls, behind radio microphones and in front of television cameras. He was as clear about the right path to take as to what was a wrong one. He knew where to look for innovative problems to solve, he knew where in the world our niche scale and edgy capability could be best placed for optimum effect. His enthusiasm was contagious and his passion was undiminished. Sir Paul’s spirit will pervade this new organisation and if we veer off course we can assure ourselves that Sir Paul’s spirit comes with a very large bullshit detector.