



**CSIRO**

# Stocktake of CSIRO Participation in the Co-operative Research Centre Program

## Appendix



**Phoenix Group**

Regeneration & Growth

# APPENDIX

## A. METHODOLOGY

1. Background
2. Documents
3. CSIRO's CRC corporate support staff
4. CRC data sources
5. CSIRO executive interviews
6. CRC interviews
7. CRC Value Factbase
8. CRC Representative Survey

## B. CRC SUMMARY RESULTS

## C. FACTBASE TABLES

# Project issue tree

## Overall Issue:

Have CSIRO interactions with CRCs created value?

## Key Issues:

1. Has CSIRO interacted effectively with CRCs?

2. Have the CRCs achieved significant value, absolutely and versus potential?

3. What is the relationship between CSIRO interactions and value creation?

## Sub issues:

- A. Has overall program interaction been effective?
- B. Has interaction with individual CRCs been effective?

- A. Have the CRCs that CSIRO selected achieved significant value compared to their objectives?\*
- B. Has CSIRO achieved an appropriate value capture from CRCs?

- A. Do patterns/ themes emerge ?
- B. Are clear value drivers apparent?
- C. Are there issues & implications for CSIRO?
- D. What are the possible next steps?

\* It was agreed with the Steering Committee to assume that CRCs approved by the Commonwealth were targeted at valuable opportunities

# Caveats on methodology

## **20 interviews with CSIRO senior executives:**

- Not all CSIRO senior executives were interviewed

## **47 interviews with participants and customers of 11 selected CRCs:**

- While the CRCs were selected for participant interviews using a stratified sampling technique, they were not intended to represent a statistical sample and the views expressed by interviewees may not be representative of other CRC participants

## **73 CRC annual reports, CSIRO Access CRC database extracts & Corporate Finance:**

- Financial data was not audited and significant inconsistencies were observed between corporate and CRC-sourced data
- Financial data external to CSIRO was required for assessing value from CRCs, but was not readily available to CSIRO (eg. CSIRO does not hold a full set of CRC Annual Reports)

## **68 CSIRO CRC participant surveys:**

- Non-CSIRO CRC participants were not surveyed, therefore results may be skewed towards a CSIRO-centric views
- There was a slight response rate bias to current, surviving CRCs versus historical CRCs. For current CRCs, we received 35 out of 42 surveys (83%), while for ceased CRCs we received 33 out of 53 surveys (62%)

## **CRC database on 95 CRCs from 1990-2002:**

- Database information sources were referenced, but not audited as to their accuracy

## Bibliography of reports and papers consulted

- Review of Greater Commercialisation and Self-Funding in the Cooperative Research Centres Programme, **D Mercer and J Stocker** (May 1998)
- CRC Leverage on CSIRO and Universities, Report commissioned by Team Australia: Australia's Research Intensive Institutions, **Sultech** (January, 2002)
- Measuring the Outcomes of the CRC Program: A Framework, **S Garrett-Jones and T Turpin** (May 2002)
- CRCs - Capturing Creativity through People, Ideas and Enterprise, **CRC Association, Inc** (2002)
- Customer Value Analysis (Segmentation) Workshop, **CSIRO** (October, 2002)
- CRC Compendium, (2002, 2000, 1998, 1996)
- Internal Review of CRCs, **P Wellings** (January 2002)
- Draft Guidelines for Participation in CRCs, **T Healy** (January 2003)
- CSIRO, Collaboration and CRCs; Driving innovation in the 'knowledge age', **J Daly** (January 2001)
- CSIRO Annual Report 2001-2002
- CSIRO Strategic Plan 2000-2001 to 2001-2002
- CRC Annual Reports (See list outlining the CRCs with annual reports & financial data collected)

# High level synopsis of selected previous reports

## ON THE CRC PROGRAM

- D Mercer and J Stocker (May 1998)

The CRCs objective of collaboration was successful but there was need for improvement identified in commercialisation management processes

- Sultech (January, 2002)

The leverage is increasing and the idea of 'easy money' is diminishing

## ON CSIRO INVOLVEMENT WITH CRCs

- T Healy (January, 2003)

Legal structures important, need for clearer more standardised structure to improve value creation and capture

- P Wellings (2002)

Classification of CSIRO CRCs; found only a slight correlation between composition and success thus need to examine other drivers (eg management quality, industry dynamics)

# CSIRO's CRC corporate support staff

## **Business Development & Commercialisation (Black Mountain, Canberra)**

- Graham Thompson (Principal Adviser in CSIRO Flagship Programs)
- Bronwen Healy (Projects Officer, CRCs) - part time

## **Business Development & Commercialisation (North Ryde, Sydney)**

- Jack Steele (General Manager Commercial Operations) - part role
- Terry Healy (General Council) - part role

## **Corporate Finance (Limestone Ave, Canberra)**

- Robert Pang (Chief Accountant) - part role
- Sarah Cox (Accountant) - part role

# CRC details and data sources

| CRC Title   | CODE | Mercer Stocke Type | Round | Cluster Grp | DATA SOURCES        |                                  |                        |        |           |
|---|------|--------------------|-------|-------------|---------------------|----------------------------------|------------------------|--------|-----------|
|   |      |                    |       |             | Annual Reports (Yr) | Financial Data in Annual Reports | Corporate Finance Data | Survey | Interview |
| <b>CRCs - ROUND 1* - 1991 commencement</b>                      |      |                    |       |             |                     |                                  |                        |        |           |
| <i>Antarctic and Southern Ocean Environment</i>                 | AN1  | 4                  | 1     | AFF         | No AR               |                                  |                        | X      |           |
| <i>Australian Petroleum CRC I</i>                               | AP1  | 3                  | 1     | SME         | No AR               |                                  |                        |        |           |
| <i>Eye Research and Technology I</i>                            | EY1  | 1                  | 1     | IMS         | No AR               |                                  | X                      | X      | X         |
| <i>GK Williams CRC for Extractive Metallurgy I</i>              | GK1  | 3                  | 1     | SME         | 96/97               | X                                |                        | X      |           |
| <i>Intelligent Decision Systems</i>                             | IDS  | 1                  | 1     | IMS         | No AR               |                                  |                        | X      |           |
| <i>Mining Technology and Equipment I</i>                        | MT1  | 3                  | 1     | SME         | 95/96               | X                                | X                      | X      | X         |
| <i>Plant Science</i>  | PSC  | 4                  | 1     | AFF         | 97/98               | X                                | X                      | X      |           |
| <i>Robust and Adaptive Systems</i>                              | RDT  | 3                  | 1     | IMS         | No AR               |                                  |                        | X      |           |
| <i>Soil and Land Management</i>                                 | SLM  | 4                  | 1     | ENR         | 96/97               | X                                | X                      |        |           |
| <i>Tissue Growth and Repair I</i>                               | TG1  | 2                  | 1     | IMS         | No AR               |                                  |                        |        |           |
| <i>Temperate Hardwood Forestry</i>                              | THF  | 3                  | 1     | AFF         | 96/97               | X                                |                        |        |           |
| <i>Tropical Pest Management</i>                                 | TPM  | 3                  | 1     | AFF         | 97/98               | X                                | X                      |        |           |
| <i>Waste Management and Pollution Control I</i>                 | WA1  | 2                  | 1     | ENR         | 94/95               | X                                |                        | X      | X         |
| <b>CRCs - ROUND 2* - 1992 commencement</b>                      |      |                    |       |             |                     |                                  |                        |        |           |
| <i>AJ Parker CRC for Hydrometallurgy I</i>                      | AJ1  | 3                  | 2     | SME         | 94/95               | X                                |                        | X      | X         |
| <i>Australian Mineral Exploration Technologies</i>              | AME  | 3                  | 2     | SME         | 99/00               | X                                |                        | X      |           |
| <i>Cardiac Technology</i>                                       | CAR  | 2                  | 2     | IMS         | 98/99               | X                                | X                      | X      | X         |
| <i>Catchment Hydrology I</i>                                    | CH1  | 4                  | 2     | ENR         | 98/99               | X                                | X                      |        |           |
| <i>Biological Control of Pest Animals</i>                       | CVA  | 4                  | 2     | ENR         | 97/98               | X                                | X                      | X      |           |
| <i>Distributed Systems Technology</i>                           | DST  | 1                  | 2     | IMS         | No Flns             |                                  | X                      |        | X         |
| <i>Hardwood Fibre and Paper Science</i>                         | HFP  | 3                  | 2     | AFF         | No Flns             |                                  | X                      |        |           |
| <i>Industrial Plant Biopolymers</i>                             | IPB  | 2                  | 2     | IMS         | 96/97               | X                                | X                      |        |           |
| <i>Legumes in Mediterranean Agriculture</i>                     | LME  | 3                  | 2     | AFF         | 99/00               | X                                | X                      | X      |           |
| <i>Molecular Engineering and Technology: Sensing &amp; Diag</i> | MET  | 2                  | 2     | IMS         | 98/99               | X                                | X                      |        |           |
| <i>Materials Welding and Joining</i>                            | MWJ  | 3                  | 2     | IMS         | 98/99               | X                                | X                      |        |           |
| <i>Polymer Blends</i>   | PBL  | 1                  | 2     | IMS         | 98/99               | X                                | X                      |        |           |
| <i>Tropical Plant Pathology</i>                                 | TP1  | 4                  | 2     | AFF         | 98/99               | X                                | X                      |        | X         |
| <i>Vaccine Technology I</i>                                     | VX1  | 2                  | 2     | AFF         | 98/99               | X                                | X                      | X      |           |

Continued...

\*CRC Names in italic are ceased or due to cease by the end of 2003



## CRC details and data sources (cont.)

| CRC Title   | CODE | Mercer Stocke<br>Type | Round | Cluster<br>Grp | DATA SOURCES          |                                     |                           |        |            |
|---|------|-----------------------|-------|----------------|-----------------------|-------------------------------------|---------------------------|--------|------------|
|   |      |                       |       |                | Annual<br>Report (Yr) | Financial Data in<br>Annual Reports | Corporate<br>Finance Data | Survey | Interviews |
| <b>CRCs - ROUND 3* - 1993 commencement</b>                    |      |                       |       |                |                       |                                     |                           |        |            |
| <i>Advanced Computational Systems</i>                         | ACS  | 1                     | 3     | IMS            | 97/98                 | X                                   |                           | X      |            |
| <i>Australian Geodynamics CRC</i>                             | AGE  | 4                     | 3     | SME            | 98/99                 | X                                   | X                         | X      |            |
| <i>Aquaculture</i>  | AQU  | 2                     | 3     | AFF            | 00/01                 | X                                   |                           |        |            |
| <i>Alloy and Solidification Technology</i>                    | AST  | 3                     | 3     | IMS            | 04/95                 | X                                   | X                         |        |            |
| <i>Cattle and Beef Industry - Meat Quality</i>                | CBI  | 3                     | 3     | AFF            | 96/97                 | X                                   | X                         | X      |            |
| <i>Freshwater Ecology I</i>                                   | FE1  | 4                     | 3     | ENR            | No Fins               |                                     |                           |        |            |
| <i>Food Industry Innovation</i>                               | FII  | 1                     | 3     | ENR            | 97/98                 | X                                   | X                         |        |            |
| <i>Intelligent Manufacturing Systems &amp; Technologies I</i> | IM1  | 1                     | 3     | IMS            | No AR                 |                                     |                           | X      |            |
| <i>New Tech for Power Generation from Low Rank Coal</i>       | NTP  | 1                     | 3     | SME            | 98/99                 | X                                   | X                         | X      |            |
| <i>Premium Quality Wool</i>                                   | PQW  | 3                     | 3     | AFF            | 98/99                 | X                                   |                           | X      |            |
| <i>Data Network CRC</i>                                       | RDN  | 1                     | 3     | IMS            | No AR                 |                                     | X                         | X      |            |
| <i>Sustainable Cotton Production</i>                          | SCP  | 3                     | 3     | AFF            | 98/99                 | X                                   | X                         | X      |            |
| <i>Southern Hemisphere Meteorology</i>                        | SHM  | 4                     | 3     | ENR            | 95/96                 | X                                   | X                         | X      |            |
| <i>Viticulture I</i>  | VC1  | 3                     | 3     | IMS            | 98/99                 | X                                   | X                         |        |            |
| <b>CRCs - ROUND 4* 1995 commencement</b>                      |      |                       |       |                |                       |                                     |                           |        |            |
| <i>Black Coal Utilisation</i>                                 | BCU  | 1                     | 4     | SME            | 00/01                 | X                                   | X                         | X      |            |
| <i>Diagnostic Technologies</i>                                | DIT  | 2                     | 4     | IMS            | 00/01                 | X                                   |                           | X      |            |
| <i>International Food Manufacture &amp; Packaging</i>         | IFM  | 1                     | 4     | IMS            | 96/97                 | X                                   | X                         | X      |            |
| <i>Landscape Environments &amp; Mineral Exploration</i>       | LE1  | 3                     | 4     | SME            | No AR                 |                                     |                           | X      |            |
| <i>Quality Wheat Products and Processes</i>                   | QWH  | 1                     | 4     | AFF            | 96/97                 | X                                   |                           | X      |            |
| <i>Sustainable Sugar Production</i>                           | SSP  | 1                     | 4     | AFF            | 01/02                 | X                                   | X                         | X      |            |
| <i>Weed Management Systems</i>                                | WMS  | 3                     | 4     | ENR            | 00/01                 | X                                   | X                         |        |            |
| <i>Water Quality and Treatment I</i>                          | WQ1  | 1                     | 4     | ENR            | 00/01                 | X                                   | X                         | X      |            |

Continued...

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## CRC details and data sources (cont.)

| CRC Title   | CODE | Mercer Stocker Type | Round | Cluster Grp | DATA SOURCES       |                                  |                        |        |            |
|---|------|---------------------|-------|-------------|--------------------|----------------------------------|------------------------|--------|------------|
|   |      |                     |       |             | Annual Report (Yr) | Financial Data in Annual Reports | Corporate Finance Data | Survey | Interviews |
| <b>CRCs - ROUND 5* - 1997 commencement</b>          |      |                     |       |             |                    |                                  |                        |        |            |
| <i>Antarctica and the Southern Ocean</i>            | ANT  | 4                   | 5     | ENR         | 01/02              | X                                | X                      | X      |            |
| <i>Australian Petroleum CRC II</i>                  | APE  | 3                   | 5     | SME         | 01/02              | X                                | X                      |        |            |
| <i>Cellular Growth Factors</i>                      | CGF  | 1                   | 5     | IMS         | No Fins            |                                  | X                      | X      |            |
| <i>Eye Research and Technology II</i>               | EY2  | 1                   | 5     | IMS         | 01/02              | X                                | X                      | X      | X          |
| <i>GK Williams CRC for Extractive Metallurgy II</i> | GKW  | 3                   | 5     | SME         | 00/01              | X                                | X                      | X      |            |
| <i>Mining Technology and Equipment II</i>           | MT2  | 3                   | 5     | SME         | 01/02              | X                                | X                      |        | X          |
| <i>Satellite Systems</i>                            | SAT  | 2                   | 5     | IMS         | 01/02              | X                                | X                      | X      |            |
| <i>Sustainable Production Forestry</i>              | SPF  | 1                   | 5     | AFF         | 01/02              | X                                | X                      | X      | X          |
| <i>Sustainable Rice Production</i>                  | SRP  | 3                   | 5     | AFF         | 01/02              | X                                | X                      | X      |            |
| <i>Tissue Growth and Repair II</i>                  | TGR  | 2                   | 5     | IMS         | No Fins            |                                  | X                      |        |            |
| <i>Waste Management and Pollution Control II</i>    | WAS  | 2                   | 5     | ENR         | 01/02              | X                                | X                      | X      | X          |
| <b>CRCs - ROUND 6 - 1999 commencement</b>           |      |                     |       |             |                    |                                  |                        |        |            |
| Australian Cotton CRC                               | ACO  | 3                   | 6     | AFF         | 01/02              | X                                | X                      | X      |            |
| AJ Parker CRC for Hydrometallurgy II                | AJP  | 3                   | 6     | SME         | No AR              |                                  | X                      | X      | X          |
| Australian Telecommunications                       | ATE  | 2                   | 6     | IMS         | 00/01              | X                                | X                      | X      |            |
| Bioproducts   | BIO  | 3                   | 6     | IMS         | 01/02              | X                                | X                      | X      |            |
| Cast Metals Manufacturing                           | CAS  | 1                   | 6     | IMS         | 01/02              | X                                | X                      | X      | X          |
| Cattle and Beef Quality                             | CBQ  | 3                   | 6     | AFF         | 01/02              | X                                | X                      | X      |            |
| Coastal Zone, Estuary and Waterway Management       | CEW  | 4                   | 6     | ENR         | 01/02              | X                                | X                      |        |            |
| Catchment Hydrology II                              | CH2  | 4                   | 6     | ENR         | No AR              |                                  | X                      |        |            |
| Clean Power from Lignite                            | CPL  | 1                   | 6     | SME         | 01/02              | X                                | X                      | X      |            |
| Enterprise Distributed Systems Technology           | EDS  | 1                   | 6     | IMS         | No Fins            |                                  | X                      | X      | X          |
| Freshwater Ecology II                               | FEC  | 4                   | 6     | ENR         | No Fins            |                                  | X                      |        |            |
| Greenhouse Accounting                               | GAC  | 4                   | 6     | ENR         | 99/00              | X                                | X                      | X      |            |
| Intelligent Manufacturing Systems & Technologies II | IMS  | 1                   | 6     | IMS         | 01/02              | X                                | X                      | X      |            |

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\*CRC Names in italic are ceased or due to cease by the end of 2003

## CRC details and data sources (cont.)

| CRC Title   | CODE   | Mercer Stocker Type | Round | Cluster Grp | DATA SOURCES       |                                  |                        |        |            |
|---|--------|---------------------|-------|-------------|--------------------|----------------------------------|------------------------|--------|------------|
|   |        |                     |       |             | Annual Report (Yr) | Financial Data in Annual Reports | Corporate Finance Data | Survey | Interviews |
| <b>CRCs - ROUND 6 cont</b>                        |        |                     |       |             |                    |                                  |                        |        |            |
| MicroTechnology                                   | MTE    | 1                   | 6     | IMS         | No Flns            |                                  | X                      | X      |            |
| Biological Control of Vertebrate Pest Populations | PAC    | 4                   | 6     | ENR         | 00/01              | X                                | X                      | X      | X          |
| Polymers II                                       | POL    | 1                   | 6     | IMS         | 01/02              | X                                | X                      | X      |            |
| Tropical Plant Protection                         | TP2    | 4                   | 6     | AFF         | 01/02              | X                                | X                      | X      | X          |
| Tropical Rainforest Ecology and Management II     | TRE    | 4                   | 6     | ENR         | 01/02              | X                                | X                      | X      |            |
| Vaccine Technology II                             | VX2    | 2                   | 6     | AFF         | 01/02              | X                                | X                      | X      |            |
| Viticulture II                                    | VC2    | 3                   | 6     | IMS         | 00/01              | X                                | X                      | X      |            |
| Welded Structures                                 | WST    | 3                   | 6     | IMS         | 01/02              | X                                | X                      | X      |            |
| <b>CRCs - ROUND 7 - 2000 commencement</b>         |        |                     |       |             |                    |                                  |                        |        |            |
| Australian Sheep Industry                         | ASH    | 3                   | 7     | AFF         | 01/02              | X                                | X                      |        |            |
| Australian Weed Management                        | AWM    | 3                   | 7     | ENR         | 01/02              | X                                | X                      | X      |            |
| Construction Innovation                           | CIN    | 3                   | 7     | IMS         | 01/02              | X                                | X                      | X      |            |
| Coal in Sustainable Development                   | CSD    | 1                   | 7     | SME         | No AR              |                                  | X                      | X      |            |
| Diagnostics                                       | DIA    | 2                   | 7     | IMS         | 01/02              | X                                | X                      |        |            |
| Plant-based Management of Dryland Salinity        | DRY    | 4                   | 7     | ENR         | 01/02              | X                                | X                      | X      |            |
| Functional Communication Surfaces                 | FCS    | 1                   | 7     | IMS         | 01/02              | X                                |                        | X      |            |
| Innovative Dairy Products                         | IDP    | 3                   | 7     | AFF         | 01/02              | X                                |                        | X      |            |
| Innovative Wood Manufacturing                     | IWM    | 3                   | 7     | IMS         | No AR              |                                  | X                      | X      |            |
| Landscape Evolution & Mineral Exploration         | LEM    | 3                   | 7     | SME         | 01/02              | X                                | X                      | X      |            |
| Predictive Mineral Discovery                      | PMD    | 1                   | 7     | SME         | 01/02              | X                                | X                      | X      | X          |
| Sustainable Aquaculture of Finfish                | SAF    | 2                   | 7     | AFF         | No AR              |                                  | X                      | X      |            |
| Tropical Savannas Management                      | TSM    | 4                   | 7     | ENR         | 00/01              | X                                | X                      | X      |            |
| Water Quality and Treatment II                    | WQ2    | 1                   | 7     | ENR         | 01/02              | X                                | X                      | X      |            |
| Sustainable Development of Tropical Savannas      | Missed |                     |       |             |                    |                                  |                        |        |            |
| Tropical Rainforest Ecology and Management I      | Missed |                     |       |             |                    |                                  |                        |        |            |

\*CRC Names in *italics* are ceased or due to cease by the end of 2003

# CSIRO holding locations of CRC Annual Reports

## **Business Development & Commercialisation**

### **(Black Mountain, Canberra) B Healy**

- Australian Cotton (01/02) & Sustainable Cotton (98/99)
- Advanced Computational Systems (97/98)
- Australian Geodynamics 998/99)
- AJ Parkerfor Hydrometallurgy (94/95)
- Australian Mineral & Exploration Tech (99/00)
- Antarctica & Southern Oceans (01/02)
- Australian Petroleum(01/02)
- Aquaculture (00/01)
- Australian Sheep Industry (01/02)
- Alloy and Solidification Technology (94/95)
- Australian Telecommunications (00/01)
- Australian Weed Management (01/02)
- Black Coal Utilisation (00/01)
- Bioproducts (01/02)
- Cardiac Technology (98/99)
- CAST Metal Manufacturing (01/02)
- Cattle and Beef Industry (96/97)
- Cattle and Beef Quality (01/02)
- Coastal Zone, Estuary and Water Manage (01/02)
- Catch Hydrology (98/99)
- Construction Innovation (01/02)
- Clean Power from Lignite (01/02)
- Control of Vertebrate Animals (CVA)
- Diagnostics (01/02)
- Diagnostic Technology (00/01)
- Plant based Man. Dryland Salinity (01/02)

- Eye Research & Tech (01/02)
- Functional Communication System (01/02)
- Food Industry Innovation (97/98)
- Greenhouse Accounting (99/00)
- GK Williams extractive metallurgy (96/97 & 00/01)
- Innovative Dairy Production (01/02)
- International Food Manufacturing (96/97)
- Intelligent Manufacturing System & Tech (01/02)
- Industrial Plant Biopolymers (96/97)
- Landscape Environment & Mineral Exploration (01/02)
- Legumes in the Mediterranean (99/00)
- Molecular Engineering & Tech (98/99)
- Mining Technology & Equipment (95/96 & 01/02)
- Microtechnology
- Material Welding & joining (98/99)
- New Tech for Power Generation (98/99)
- Biological Control of Pest Animals (00/01)
- Polymer Blends (98/99)
- Predictive Mineral Discovery (01/02)
- Polymers (01/02)
- Premium Quality Wool (98/99)
- Plant Science (97/98)
- Quality Wheat
- Satellite Systems (01/02)
- Southern Hemisphere Meteorology (95/96)
- Soil & Land Management (96/97)
- Sustainable Production Forestry (01/02)
- Sustainable Sugar Production (01/02)

- Temperate Hardwood Forestry
- Tropical Plant Path (98/99) & Protect (01/02)
- Tropical Pest Management
- Tropical rainforest Ecology & manage (01/02)
- Tropical Savannas management (00/01)
- Viticulture (98/99 & 00/01)
- Vaccine Technology (98/99 & 01/02)
- Waste Management & Pollution (94/95 & 01/02)
- Weed Management Systems (00/01)
- Water Quality & Treatment (00/01 & 01/02)

## **Corporate Finance**

### **(Limestone Ave, Canberra) R Pang & S Cox**

- Australian Petroleum (01/02)
- Intelligent Manufacturing Systems & Tech (01/02)
- Tropical Rainforest Ecology & Management (01/02)
- Cellular Growth Factors (01/02)
- Construction Innovation(01/02)
- Diagnostics (01/02)
- Eye Research & Technology (01/02)
- Functional Communication Surfaces(01/02)
- Predictive Mineral Discovery (01/02)
- Sustainable Sugar Production (01/02)
- Sustainable Production Forestry (01/02)
- Sustainable Rice Production (01/02)
- Tissue Growth & Repair (01/02)
- Tropical Savannas Management (01/02)
- Vaccine Technology (01/02)
- Water Quality \$ Treatment (01/02)

# CRCs listed by Mercer-Stocker typology

## Type 1. Commercial/Specific Users (27)

Advanced Computational Systems  
 Black Coal Utilisation  
 CAST Metals Manufacturing  
 Cellular Growth Factors  
 Clean Power from Lignite  
 Coal in Sustainable Development  
 Distributed Systems Technology  
 Enterprise Distributed Systems Technology  
 Eye Research & Technology I  
 Eye Research & Technology II  
 Functional Communication Surfaces  
 Food Industry Innovation  
 Intelligent Decision Systems  
 International Food Manufacturing & Packaging Science  
 Intelligent Manufacturing Systems & Technologies I  
 Intelligent Manufacturing Systems & Technologies II  
 MicroTechnology  
 New Technologies for Power Generation from Low Rank Coal  
 Polymer Blends  
 Predictive Mineral Discovery \*  
 Polymers  
 Quality Wheat Products  
 Research Data Network \*  
 Sustainable Production Forestry  
 Sustainable Sugar Production  
 Water Quality & Treatment I  
 Water Quality & Treatment II

## Type 2. Industry Development (15)

Aquaculture  
 Australian Telecommunications  
 Cardiac Technology  
 Diagnostics  
 Diagnostic Technologies  
 Industrial Plant Biopolymers  
 Molecular Engineering & Technology: Sensing & Diagnostics  
 Sustainable Aquaculture of Finfish  
 Satellite Systems  
 Tissue Growth & Repair I  
 Tissue Growth & Repair II  
 Vaccine Technology I  
 Vaccine Technology II  
 Waste Management & Pollution Control I  
 Waste Management & Pollution Control II

Continued...

\* As these CRCs were not classified in the Mercer-Stocker report, Phoenix Group categorised them according to the purpose outlined in their objectives.  
 Source: "Review of Greater Commercialisation and Self-funding Initiatives in the CRC Program", Mercer-Stocker (1997); Phoenix Group analysis

# CRCs listed by Mercer-Stocker typology

## Type 3. Commercial/Diffuse users (34)

Australian Cotton  
 AJ Parker CRC for Hydrometallurgy I  
 AJ Parker CRC for Hydrometallurgy II  
 Australian Mineral Exploration Technologies  
 Australian Petroleum I  
 Australian Petroleum II  
 Australian Sheep Industry  
 Alloy & Solidification Technology  
 Australian Weed Management  
 Bioproducts  
 Cattle and Beef Industry- Meat Quality  
 Cattle and Beef Quality  
 Construction Innovation  
 GK Williams CRC for Metallurgy I  
 GK Williams CRC for Metallurgy II  
 Hardwood Fibre & Paper Science  
 Innovative Dairy Products  
 Innovative Wood Manufacturing  
 Landscape Environments & Mineral Exploration  
 Landscape Evolution & Mineral Exploration  
 Legumes in Mediterranean Agriculture  
 Mining Technology & Equipment I  
 Mining Technology & Equipment II  
 Materials for Welding and Joining  
 Premium Quality Wool  
 Robust and Adaptive Technology  
 Sustainable Cotton Production  
 Sustainable Rice Production

## Type 3. Commercial/Diffuse users (cont.)

Temperate Hardwood Forest \*  
 Tropical Pest Management  
 Viticulture I  
 Viticulture II  
 Weed Management Systems  
 Welded Structures

## Type 4. Public Interest (19)

Australian Geodynamics  
 Antarctica & Southern Oceans I  
 Antarctica & Southern Oceans II  
 Coastal Zone, Estuary and Waterway Management  
 Catchment Hydrology I  
 Catchment Hydrology II  
 Control of Vertebrate Animals  
 Plant-Based Management of Dryland Salinity  
 Freshwater Ecology I  
 Freshwater Ecology II  
 Greenhouse Accounting  
 Biological Control of Pest Animals  
 Plant Science  
 Southern Hemisphere Meteorology  
 Soil & Land Management  
 Tropical Plant Protection  
 Tropical Plant Pathology  
 Tropical Rainforest Ecology and Management  
 Tropical Savannas Management

\* As these CRCs were not classified in the Mercer-Stocker report, Phoenix Group categorised them according to the purpose outlined in their objectives.  
 Source: "Review of Greater Commercialisation and Self-funding Initiatives in the CRC Program", Mercer-Stocker (1997); Phoenix Group analysis

## CSIRO Executive interviews conducted

|                         |   |
|-------------------------|---|
| <b>Mehrdad Baghai*</b>  | Executive Director BD&C                           |
| <b>Michael Barber</b>   | Executive Director Science Planning               |
| <b>Attila Brungs</b>    | General Manager Business Improvement              |
| <b>Shaun Coffey</b>     | Chief of Division, Livestock Industries           |
| <b>Bob Garrett</b>      | General Manager Corporate Finance                 |
| <b>Geoff Garrett</b>    | Chief Executive Officer                           |
| <b>Kate Gradwell</b>    | General Manager Business Improvement              |
| <b>Graham Harris</b>    | Chair CSIRO Flagship Programs                     |
| <b>Terry Healy*</b>     | General Counsel                                   |
| <b>Rod Hill</b>         | Chief of Division, Minerals                       |
| <b>Sid Jain*</b>        | Business Development Manager Entomology           |
| <b>Allen Kearns</b>     | Deputy Chief, Sustainable Ecosystems              |
| <b>Larry Little</b>     | Chief of Division, Manufacturing & Infrastructure |
| <b>Andrew Pik*</b>      | Portfolio Manager BD&C                            |
| <b>Nigel Poole*</b>     | General Manager Investment Performance            |
| <b>Ron Sandland</b>     | Deputy Chief Executive                            |
| <b>Jack Steele*</b>     | General Manager Commercial Operations             |
| <b>Graham Thompson*</b> | Principle Adviser in CSIRO Flagship Programs      |
| <b>Mike Whelan</b>      | Chief Finance Officer                             |
| <b>John Williams</b>    | Chief of Division, Land & Water                   |

\* CRC Stocktake Steering Committee member

# CSIRO Executive interview guide

## CSIRO - CRC Programme Stocktake EXECUTIVE MASTER INTERVIEW GUIDE

CRC:  
Date & time:  
Interviewee:  
Interview by:  
Location:

### 1) Introductions

### 2) General Questions on Value

- a) Have the CRCs generally been focussed on high Value opportunities, and if not, why not?
- b) Are CRCs effective at creating Value?  
-for the research "clients"?  
-for CSIRO?
- c) What are the alternatives to CRCs? Could more Value have been created through other structures than a CRC?
- d) What are your hypotheses on what needs to be done to increase Value from CRC involvement?
- e) Is CSIRO's involvement in CRCs a net positive, neutral or net negative value creator?  
In what cases might this answer be different?

### 3. CSIRO's management of CRCs

- a) How effectively does CSIRO manage its involvement in the CRCs?
- b) When a CRC is more or less successful, what are the typical contributing factors?
- c) How well does CSIRO manage interactions with CRCs across the CRC lifecycle:

|   | Initiation of CRC | Running of CRC | Commercialisation & Exit of CRC |
|---|-------------------|----------------|---------------------------------|
| Overall Assessment<br>[Very good/good/OK<br>/bad/very bad |                   |                |                                 |
| Particular strengths and problem areas for CSIRO          |                   |                |                                 |
| Possible KSFs to achieve high value                       |                   |                |                                 |

### 4) Insights into particular CRCs for case studies.

- a) Which CRCs have you been involved with?
  - b) How would they rate for creating Value and why?
  - c) Who would be the key people to interview from these CRCs?
    - CRC head?
    - CSIRO rep?
    - Clients?
    - Other participants
    - University?
    - Corporates?
    - End clients commissioning the research?
- ### 5) Getting efficient access to data for the fact base.
- a) What have you found as the most efficient way of getting access to CRC data generally?
  - b) For any KSFs raised above, any suggestions on how we get data to analyse?
  - c) For the CRCs we discussed that might be appropriate for a case study, who are the people who have access to historical data and insights?

### 6. Close





# Criteria grid for stratified selection of CRCs for interviews

| Inter-view | CLUSTER GRP |       | NAME   | CODE             | Performance * |     |     | CRC Type |   |   |            | CSIRO Equity | High | Med    | Low  |
|------------|-------------|-------|--|------------------|---------------|-----|-----|----------|---|---|------------|--------------|------|--------|------|
|            | CRC         | CSIRO |  |                  | High          | Med | Low | 1        | 2 | 3 | 4          | Actual       | >33% | 16-33% | <16% |
|            |             |       | <b>CURRENT CRCs</b>                                  |                  |               |     |     |          |   |   |            |              |      |        |      |
|            | AGR         | AFF   | Australian Cotton                                    | ACO              |               |     |     |          | * |   | 26%        |              | *    |        |      |
|            | AGR         | AFF   | Australian Sheep Industry                            | ASH              |               |     |     |          | * |   | 34%        | *            |      |        |      |
|            | AGR         | AFF   | Cattle and Beef Quality                              | CBQ              |               |     |     |          | * |   | 29%        |              | *    |        |      |
|            | AGR         | AFF   | Innovative Dairy Products                            | IDP              |               |     |     |          | * |   | 7%         |              |      | *      |      |
|            | AGR         | AFF   | Sustainable Aquaculture of Finfish                   | SAF              |               |     |     | *        |   |   | 14%        |              |      | *      |      |
| ;          | AGR         | AFF   | <b>Sustainable Production Forestry</b>               | <b>SPF</b>       |               |     |     | *        |   |   | <b>32%</b> |              | *    |        |      |
|            | AGR         | AFF   | Sustainable Rice Production                          | SRP              |               |     |     |          | * |   | 16%        |              |      | *      |      |
|            | AGR         | AFF   | Sustainable Sugar Production (L)                     | SSP              |               |     |     | *        |   |   | 19%        |              | *    |        |      |
| ;          | AGR         | AFF   | <b>Tropical Plant Protection</b>                     | <b>TPP</b>       |               |     |     |          | * |   | <b>27%</b> |              | *    |        |      |
|            | AGR         | AFF   | Viticulture  | VC1&2            |               |     |     |          | * |   | 24%        |              | *    |        |      |
|            | ENV         | ENR   | Antarctic Climate & Ecosys (R-Antarc & the S Ocean)  | ANT              |               |     |     |          | * |   | 15%        |              |      | *      |      |
|            | ENV         | ENR   | Australian Weed Management                           | AWM              |               |     |     |          | * |   | 18%        |              | *    |        |      |
| ;          | ENV         | ENR   | <b>Biological Control of (vert) Pest Animals</b>     | <b>PAC</b>       |               |     |     |          | * |   | <b>57%</b> | *            |      |        |      |
|            | ENV         | ENR   | Catchment Hydrology                                  | CH1&2            |               |     |     |          | * |   | 29%        |              | *    |        |      |
|            | ENV         | ENR   | Coastal Zone, Estuary and Waterway Management        | CEW              |               |     |     |          | * |   | 27%        |              | *    |        |      |
|            | ENV         | ENR   | Freshwater Ecology                                   | FEC              |               |     |     |          | * |   | 9%         |              |      | *      |      |
|            | ENV         | ENR   | Greenhouse Accounting                                | GAC              |               |     |     |          | * |   | 16%        |              | *    |        |      |
|            | ENV         | ENR   | Plant Based Management of Dryland Salinity           | DRY              |               |     |     |          | * |   | 7%         |              |      | *      |      |
|            | ENV         | ENR   | Tropical Rainforest Ecology and Management           | TRM              |               |     |     |          | * |   | 37%        | *            |      |        |      |
|            | ENV         | ENR   | Tropical Savannas Management                         | TSM              |               |     |     |          | * |   | 19%        |              |      | *      |      |
| ;          | ENV         | ENR   | <b>Waste Management and Pollution Control</b>        | <b>WAS</b>       |               |     |     | *        | * |   | <b>8%</b>  |              |      |        | *    |
|            | ENV         | ENR   | Water Quality and Treatment                          | WQ1&2            |               |     |     | *        |   |   | 13%        |              |      | *      |      |
|            | MED         | IMS   | Cellular Growth Factors                              | CGF              |               |     |     | *        |   |   | 21%        |              | *    |        |      |
|            | MED         | IMS   | Diagnostics  | DIA              |               |     |     | *        |   |   | 21%        |              | *    |        |      |
| ;          | MED         | IMS   | <b>Eye Research and Tech</b>                         | <b>EY1&amp;2</b> |               |     |     | *        | * |   | <b>9%</b>  |              |      |        | *    |
|            | MED         | IMS   | Tissue Growth and Repair - To be TGR Biosciences     | TGR              |               |     |     | *        | * |   | 21%        |              | *    |        |      |
|            | MED         | IMS   | Vaccine Technology                                   | VX1&2            |               |     |     | *        | * |   | 29%        |              | *    |        |      |
|            | ICT         | IMS   | Australian Telecommunications                        | ATE              |               |     |     | *        | * |   | 4%         |              |      | *      |      |
| ;          | ICT         | IMS   | <b>Enterprise Distributed Systems Technology</b>     | <b>EDS</b>       |               |     |     | *        | * |   | <b>21%</b> |              | *    |        |      |
|            | ICT         | IMS   | Satellite Systems                                    | SAT              |               |     |     | *        | * |   | 25%        |              | *    |        |      |
|            | MAN         | IMS   | Bioproducts  | BIO              |               |     |     | *        | * |   | 61%        | *            |      |        |      |
| ;          | MAN         | IMS   | <b>CAST Metals Manufacturing</b>                     | <b>CAS</b>       |               |     |     | *        | * |   | <b>47%</b> | *            |      |        |      |
|            | MAN         | IMS   | Construction Innovation                              | CIN              |               |     |     | *        | * |   | 22%        |              | *    |        |      |
|            | MAN         | IMS   | Functional Communication Surfaces                    | FCS              |               |     |     | *        | * |   | 29%        |              | *    |        |      |
|            | MAN         | IMS   | Innovative Wood Manufacturing                        | IWM              |               |     |     | *        | * |   | 5%         |              |      | *      |      |
|            | MAN         | IMS   | Intelligent Manufacturing Systems and Technologies   | IMS              |               |     |     | *        | * |   | 7%         |              |      | *      |      |
|            | MAN         | IMS   | International Food Manufacture and Packaging Science | IFM              |               |     |     | *        | * |   | 11%        |              |      | *      |      |
|            | MAN         | IMS   | MicroTechnology                                      | MTE              |               |     |     | *        | * |   | 9%         |              |      | *      |      |
|            | MAN         | IMS   | Polymers   | POL              |               |     |     | *        | * |   | 28%        |              | *    |        |      |
|            | MAN         | IMS   | Welded Structures                                    | WST              |               |     |     | *        | * |   | 14%        |              |      | *      |      |
| ;          | ME          | SME   | <b>A J Parker CRC for Hydrometallurgy</b>            | <b>AJP</b>       |               |     |     | *        | * |   | <b>50%</b> | *            |      |        |      |
|            | ME          | SME   | Australian Petroleum                                 | APE              |               |     |     | *        | * |   | 50%        | *            |      |        |      |
|            | ME          | SME   | Clean Power from Lignite                             | CPL              |               |     |     | *        | * |   | 15%        |              | *    |        |      |
|            | ME          | SME   | Coal in Sustainable Development                      | CSD              |               |     |     | *        | * |   | 14%        |              | *    |        |      |
|            | ME          | SME   | Landscape Evolution and Mineral Exploration          | LEM              |               |     |     | *        | * |   | 28%        |              | *    |        |      |
| ;          | ME          | SME   | <b>Predictive Mineral Discovery</b>                  | <b>PMD</b>       |               |     |     | *        | * |   | <b>16%</b> |              | *    |        |      |
|            |             |       | <b>CEASED CRCs</b>                                   |                  |               |     |     |          |   |   |            |              |      |        |      |
|            | AGR         | AFF   | Plant Science  | PSC              |               |     |     |          |   |   | 64%        | *            |      |        |      |
|            | ENV         | ENR   | Soil and Land Management                             | SLM              |               |     |     |          |   |   | 45%        | *            |      |        |      |
|            | ENV         | ENR   | Tropical Pest Management                             | TPM              |               |     |     |          |   |   | 34%        | *            |      |        |      |
|            | ICT         | IMS   | Research Data Network                                | RDN              |               |     |     |          |   |   | 33%        | *            |      |        |      |
|            | ICT         | IMS   | Robust and Adaption Technology                       | RDT              |               |     |     |          |   |   |            |              |      |        |      |
| ;          | MED         | IMS   | <b>Cardiac Technology</b>                            | <b>CAR</b>       |               |     |     | *        | * |   | <b>22%</b> |              | *    |        |      |
|            | MAN         | IMS   | Molecular Eng & Tech: Sensing & Diagnostic Tech      | MOL              |               |     |     |          |   |   | 43%        | *            |      |        |      |
|            | ICT         | IMS   | Intelligent Decisions Systems                        | IDS              |               |     |     |          |   |   |            |              |      |        |      |
|            | MAN         | IMS   | Hardwood Fibre and paper Science                     | HFP              |               |     |     |          |   |   | 48%        | *            |      |        |      |
|            | MAN         | IMS   | Extractive Metallurgy (GK Williams)                  | GKW              |               |     |     |          |   |   | 56%        | *            |      |        |      |
| ;          | ME          | SME   | <b>Mining Technology and Equipment</b>               | <b>MTE</b>       |               |     |     | *        | * |   | <b>35%</b> | *            |      |        |      |
|            | AGR         | AFF   | Quality Wheat  | QWH              |               |     |     |          |   |   | 24%        |              | *    |        |      |

Confidential Information

\* Source: Internal Review of CRCs, P Wellings (January 2002)

# Interviews with CRC participants

## AJ PARKER FOR HYDROMETALLURGY

- Mark Woffendon (CEO)
- Rod Hill (CSIRO)
- Len Warren (CSIRO)
- Ray Shore (Rio Tinto, industry)

## BIOLOGICAL CONTROL OF PEST POPULATIONS

- Tony Peacock (CEO)
- Allen Kearns (CSIRO)
- Joan Doors (CEO of Subsidiary)
- John Lovett (GRDC, industry)

## CARDIAC TECHNOLOGY

- Gordon Meijs (CSIRO)
- Stephen Hunyor (former CEO)
- Mike Skalsky (formerly Teletronics, industry)
- Laura Poole-Warren (UNSW)

## CAST METALS MANUFACTURING

- Peter Robinson (Chair)
- St John (CEO)
- Malcolm Frost (Australian Magnesium Corp., industry)
- Alan Moreton (CSIRO)

## ENTERPRISE DISTRIBUTED SYSTEMS TECHNOLOGY

- Mark Gibson (CEO)
- Andy Bond (Research director)
- Murray Cameron (CSIRO)
- Robert Gill (CSIRO)
- Branko Cellar (University view, non-participant)
- Belinda Noakes (Microsoft, industry)

## EYE RESEARCH & TECHNOLOGY

- Brian Holden (CEO)
- Jack Steele (CSIRO)

## MINING TECHNOLOGY & EQUIPMENT

- Don Nicklin (Chair)
- Michael Hood (CEO)
- Peter Hatherlee (CSIRO)
- Alan Davies (BHP Billiton, industry)

## PREDICTIVE MINERAL DISCOVERY

- Bob Haydon (CEO)
- Steve Harvey (CSIRO)
- Paul Roberts (CSIRO)
- Chris Pigram (Geoscience Australia)
- Jon Hronsky (WMC Resources Ltd, industry)

## SUSTAINABLE PRODUCTION FORESTRY

- Rod Griffin (CEO)
- Sadanandan Nambiar (CRC board member, CSIRO)
- Chris Beadle (CRC program director, CSIRO)
- Robert Henry (Southern Cross University)
- Humphrey Elliott (Forestry Tasmania, industry)

## TROPICAL PLANT PROTECTION

- John Irwin (CEO)
- John Manners (CSIRO)
- Bruce Howie (C-Qentec, industry)

## WASTE MANAGEMENT & POLLUTION CONTROL

- David Garman (CEO)
- Harro Drexler (CSIRO)
- Ian Smithson (CSIRO)
- Graeme Harris (CSIRO)
- John Williams (CSIRO)
- Tony McCormick (formerly Memtech, industry)

# CRC participant interview guide

## CSIRO - CRC Programme Stocktake CASE STUDY MASTER INTERVIEW GUIDE

CRC:  
Date & time:  
Interviewee:  
Interview by:  
Location:

**1. Background to research opportunity: need, state of research in Australia and globally, objectives of CRC**

**2. History of CSIRO involvement in research area and this CRC**

**3. Other CRC participants and rationales**

**4. Specific projects undertaken and outcomes**

**5. CSIRO inputs:**

- background IP
- researcher manpower,
- facilities,
- commercialisation skills,
- cash
- other

**6. Quality of interactions with the CRC over the CRC lifecycle**

- Start up: proposal, engagement with stakeholders, structuring, agreeing participation,
- Operate: acquiring projects, managing research,
- Review & Reconfigure: evaluate, exit, reconfigure

**7. Outcomes**

- New products or spin offs
- Process improvements
- New employment
- Increased industry collaboration
- Financial returns to CRC
- Financial returns to CSIRO
- Value of outcomes to CSIRO, other participants, end-clients

**8. Financial valuation of inputs and outputs (esp CSIRO) over course of CRC and project, spinoffs**

**9. Overall rating of value outcomes to Australia, end clients, other participants, CSIRO**

**10. Were original objectives of CRC achieved?**

**11. Possible alternatives to the CRCs, and likely difference in value outcomes.**

**12. Key lessons learned from the CRC.**

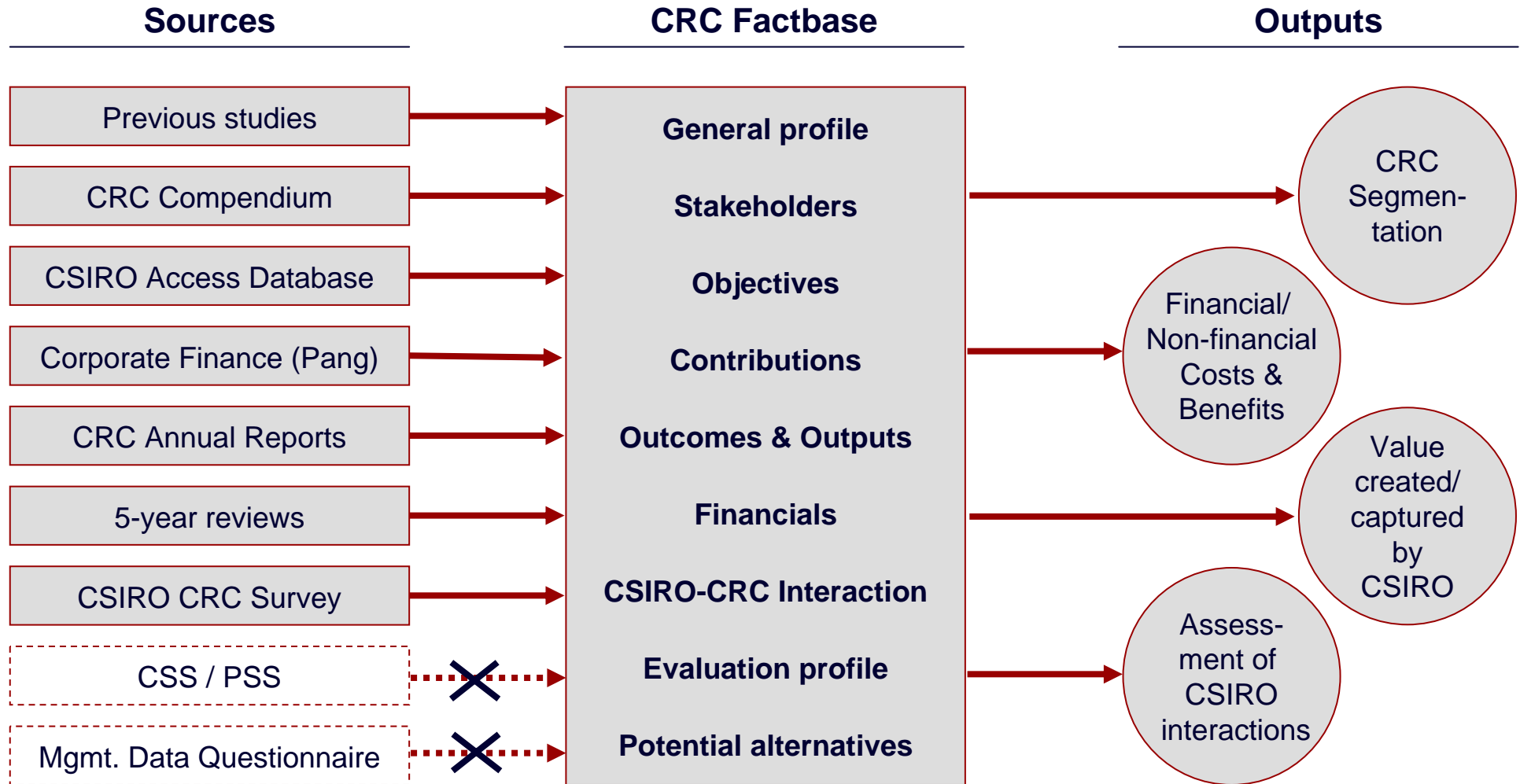
**13. Last thoughts and/or Final Comments.**

**14. Other key people we should speak to re this CRC.**

## CRC value factbase and data sources

- As an effective valuation framework, the factbase incorporates
  - Value created for stakeholders/customers and value captured by CSIRO
  - Both financial and non-financial factors
- Most of the data required for evaluation is not centrally held by CSIRO
  - The existing CRC database (Access) is a good mechanism for centralised data capture but only provides a portion of the data required for CRC evaluation purposes
  - As a result, it was necessary to go to more primary sources such as acquiring and analysing CRC-specific documents and conducting surveys of CSIRO's CRC representatives
- In this process we found significant variability in data availability and quality
- Nevertheless, the factbase is seen by CSIRO staff as comprehensive and useful

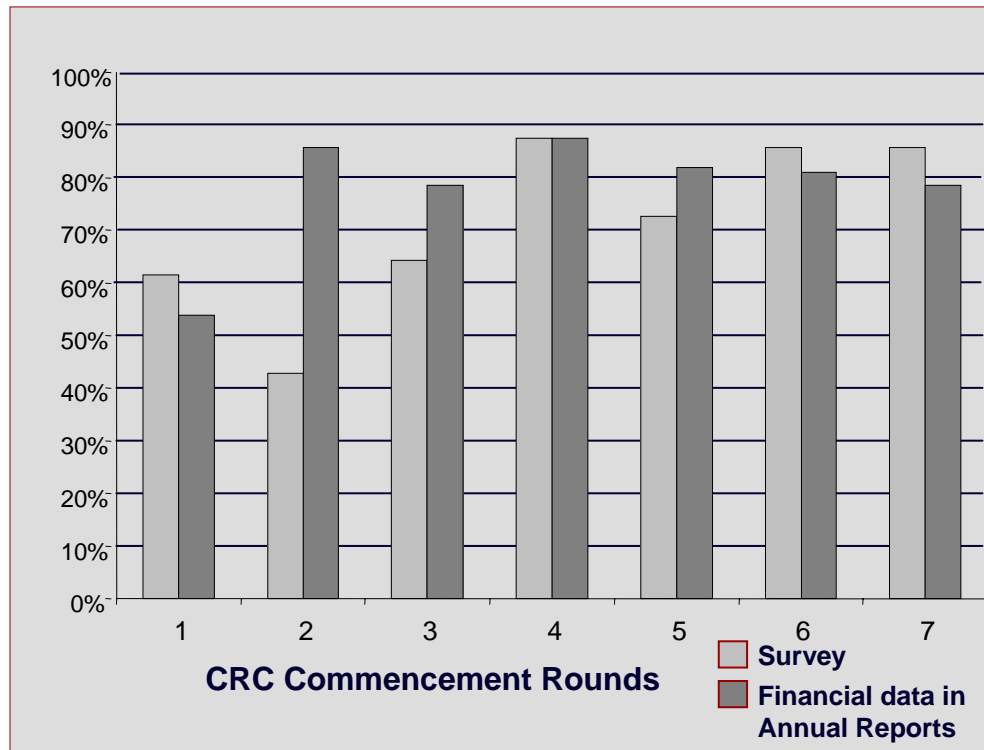
**A factbase was built from numerous sources, though CSIRO's CSS/PSS system does not track CRCs and DEST's CRC performance MDQ's were not available**



**There was a slight ‘survivor bias’\* in information gathered, though in most cases over 60% of the CRCs in each category provided information**

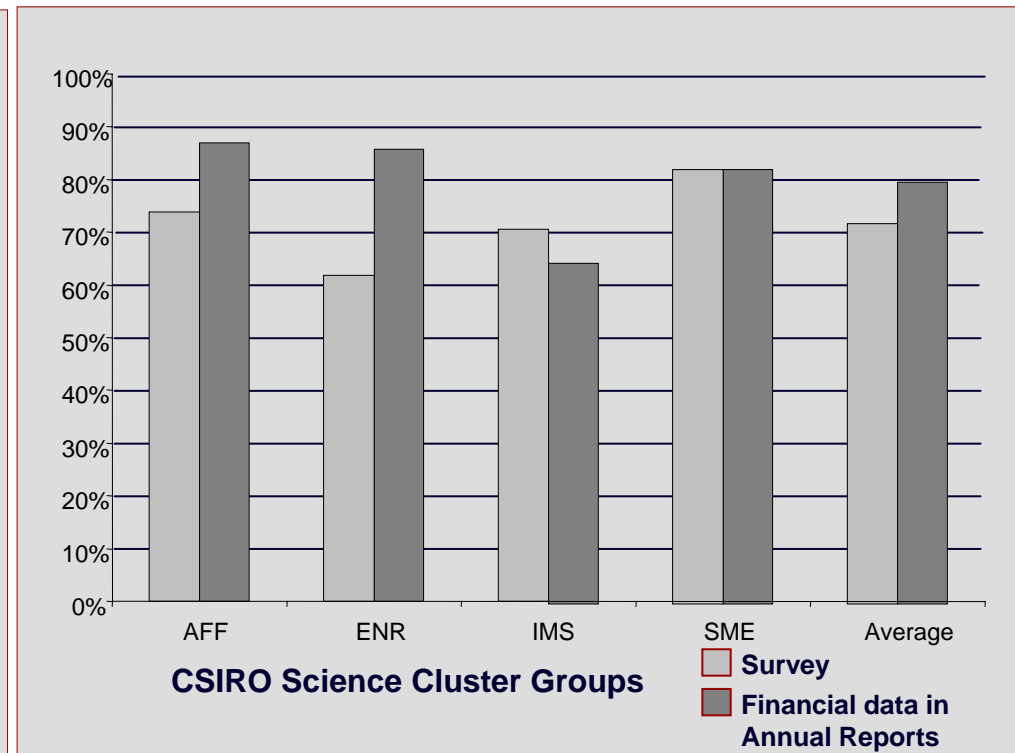
### CRC DATA BY SELECTION ROUND

Percentage of CRCs represented in factbase



### CRC DATA BY CLUSTER GROUP

Percentage of CRCs represented in factbase



\* Fewer CRCs reporting from Rounds 1 & 2, now ceased

Source: Phoenix Group analysis

# Survey Respondents

| <b>CRC Name</b>                             | <b>Code</b> | <b>Respondent</b>           | <b>DIVISION</b>                |
|---|-------------|-----------------------------|--------------------------------|
| Australian Cotton                           | ACO         | Gary Fitt                   | Plant Industry                 |
| Advanced Computational Systems              | ACS         | Murray Cameron              | Mathematical & Information Sci |
| Australian Geodynamics                      | AGE         | Steve Harvey                | Exploration & Mining           |
| AJ Parker CRC for Hydrometallurgy I         | AJ1         | Rod Hill                    | Minerals                       |
| AJ Parker CRC for Hydrometallurgy II        | AJP         | Len Warren                  | Minerals                       |
| Australian Mineral & Exploration Technology | AME         | Steve Harvey                | Exploration & Mining           |
| Antarctica & Southern Ocean I               | AN1         | Steve Rintoul               | Marine Research                |
| Antarctica & Southern Ocean II              | ANT         | Steve Rintoul               | Marine Research                |
| Australian Phototonics                      | APH         | Warren King                 | Telecoms & Industrial Physics  |
| Australian Telecommunications               | ATE         | Hajime Suzuki               | Telecoms & Industrial Physics  |
| Australian Weed Management                  | AWM         | Mark Lonsdale               | Entomology                     |
| Black Coal Utilisation                      | BCU         | David Harris                | Minerals                       |
| Bioproducts                                 | BIO         | Phil Franks                 | Food Science Australia         |
| Cardiac Technology                          | CAR         | Gordon Meijs                | Molecular Science              |
| CAST Metals Manufacturing                   | CAS         | Kevin Rogers/ Alllan Morton | Manufacturing Sci & Tech       |
| Cattle & Beef Industry - Meat Quality       | CBI         | Shaun Coffey/Bob Hunter     | Livestock Industries           |

Continued...

## Survey Respondents (cont.)

| CRC Name                                   | Code | Respondent                     | DIVISION                       |
|--|------|--------------------------------|--------------------------------|
| Cellular Growth Factors                    | CGF  | Colin Ward                     | Health Science & Nutrition     |
| Construction Innovation                    | CIN  | Peter Newton                   | Manufacturing Sci & Tech       |
| Clean Power from Lignite                   | CPL  | Alan Manzoori                  | Minerals                       |
| Coal in Sustainable Development            | CSD  | Jim Smitham                    | Energy Technology              |
| Control of Vertebra Animals                | CVA  | Allen Kearns                   | Sustainable Ecosystems         |
| Diagnostic Technology                      | DIT  | Bob Irving                     | Health Science & Nutrition     |
| Plant Based Management of Dryland Salinity | DRY  | Michael Poole                  | Plant Industry                 |
| Enterprise Distributed Systems Technology  | EDS  | Dave Abel                      | Mathematical & Information Sci |
| Eye Research and Tech I                    | EY1  | Jack Steele/Gordon Meijs       | Molecular Science              |
| Eye Research and Tech II                   | EY2  | Jack Steele                    | Molecular Science              |
| Functional Communication Surfaces          | FCS  | Warwick Raverty                | Forest & Forest Products       |
| Greenhouse Accounting                      | GAC  | John Raison                    | Land and Water                 |
| GK Williams Extractive Metallurgy I        | GK1  | Sharrif Jahashahi/ John Rankin | Minerals                       |
| GK Williams Extractive Metallurgy II       | GKW  | Sharrif Jahashahi/ John Rankin | Minerals                       |
| Innovative Dairy Products                  | IDP  | Shaun Coffey/John Steel        | Livestock Industries           |
| Intelligent Decisions Systems              | IDS  | Rhys Francis                   | Mathematical & Information Sci |
| International Food Manuf. & Packaging Sci  | IFM  | Jay Sellahewa                  | Food Science Australia         |
| Intelligent Manufacturing Sys & Tech I     | IM1  | Laszlo Nemes                   | Manufacturing Sci & Tech       |

Continued...



## Survey Respondents (cont.)

| CRC Name                                      | Code | Respondent                 | DIVISION                       |
|---|------|----------------------------|--------------------------------|
| Intelligent Manufacturing Sys & Tech II       | IMS  | Laszlo Nemes               | Manufacturing Sci & Tech       |
| Innovative Wood Manufacturing                 | IWM  | Damien Thomas              | Manufacturing Sci & Tech       |
| Landscape Environment & Mineral Exploration   | LE1  | Steve Harvey               | Exploration & Mining           |
| Landscape Environment & Mineral Exploration   | LEM  | Steve Harvey               | Exploration & Mining           |
| Legumes in the Mediterranean                  | LME  | Michael Poole              | Plant Industry                 |
| Mining Technology and Equipment I             | MT1  | Louise Glen                | Exploration & Mining           |
| Micro Technology                              | MTE  | Larry Little/PKabiliunias  | Manufacturing Sci & Tech       |
| New Tech for Power Generation - Low Rank Coal | NTP  | John Rankin                | Minerals                       |
| Biological Control of Pest Animals            | PAC  | Allen Kearns               | Sustainable Ecosystems         |
| Predictive Mineral Discovery                  | PMD  | Steve Harvey               | Exploration & Mining           |
| Polymers                                      | POL  |                            | Molecular Science              |
| Premium Quality Wool                          | PQW  | Rob Woolaston / Norm Adams | Livestock Industries           |
| Plant Science                                 | PSC  | Bill Taylor                | Plant Industry                 |
| Quality Wheat                                 | QWH  | Mathew Morell              |                                |
| Research Data Network                         | RDN  | Rhys Francis               | Mathematical & Information Sci |
| Robust and Adaptation Technology              | RDT  | Geoff Poulton              | Telecoms & Industrial Physics  |

Continued...

## Survey Respondents (cont.)

| <b>CRC Name</b>                            | <b>Code</b> | <b>Respondent</b>  | <b>DIVISION</b>               |
|--|-------------|--------------------|-------------------------------|
| Sustainable Aquaculture of Finfish         | SAF         | Tim Moltmann       | Marine Research               |
| Satellite Systems                          | SAT         | Jeff Kingwell      | Telecoms & Industrial Physics |
| Sustainable Cotton Production              | SCP         | Gary Fitt          | Plant Industry                |
| Southern Hemisphere Meteorology            | SHM         | Jorden Frederiksen | Atmospheric Research          |
| Sustainable Production Forestry            | SPF         | Sadanandan Nambiar | Forest & Forest Products      |
| Sustainable Rice Production                | SRP         | Liz Dennis         | Plant Industry                |
| Sustainable Sugar Production               | SSP         | Brian Keating      | Plant Industry                |
| Tropical Plant Protection                  | TP2         | John Manners       | Plant Industry                |
| Tropical Rainforest Ecology and Management | TRE         | David Wescott      | Sustainable Ecosystems        |
| Tropical Savannas Management               | TSM         | Steve Morton       | Sustainable Ecosystems        |
| Viticulture I                              | VC1         | Simon Robertson    | Plant Industry                |
| Viticulture II                             | VC2         | Simon Robertson    | Plant Industry                |
| Vaccine Technology II                      | VX2         | Stephen Prowse     | Livestock Industries          |
| Waste Management and Pollution Control I   | WA1         | John Wright        | Energy Technology             |
| Waste Management and Pollution Control II  | WAS         | Harro Drexler      | Energy Technology             |
| Water Quality and Treatment I              | WQ1         | Harro Drexler      | Molecular Science             |
| Water Quality and Treatment II             | WQ2         | Harro Drexler      | Molecular Science             |
| Welded Structures                          | WST         | Ian Sare           | Manufacturing Sci & Tech      |

# CSIRO CRC representative questionnaire

## Survey on CSIRO involvement with CRCs

CSIRO, with assistance from the Phoenix Group, is currently undertaking a "stocktake" of its involvement in CRCs. As part of this stocktake, an information base is being built. This survey by the Phoenix Group is designed to "fill in the gaps" where information is not available from other sources.

As the nominated CSIRO representative for this CRC, it is requested that you take the time to answer the following questions to the best of your abilities. Your perceptions or estimates will be very valuable, even when you are not certain of all the facts. As such, please use the "Don't know" or "Not applicable" options only where absolutely necessary.

While some of the questions are fact based, others will require that you use your judgement. Feel free to get input from other CSIRO personnel in completing this survey, although only one final survey should be sent back for each CRC.

**To complete this survey you probably need to allow 30 - 45 mins.**

Please complete and return this survey as soon as possible, with a target deadline of **Friday, 7 February** if at all possible, to ensure that the results for this CRC can be included in the Stocktake.

**Completed responses should be e-mailed to [survey@px.com.au](mailto:survey@px.com.au)**

**Thank you very much for your time and thought in completing this survey. Your input is greatly appreciated.**

### Detailed steps to completing the survey

1. Click on the worksheet "CRC contacts" and check which CRC or CRCs you have been nominated for as the CSIRO respondent.

#### *Note on Division Chiefs*

Where a designated CSIRO representative is not known or available, then the Division Chief of the lead division has been listed as the respondent, to delegate completion as appropriate. Please note that all CSIRO Division Chiefs are being notified of this survey and they or their representatives may contact you with comments or input to the survey.

#### *Note on CRCs that have ceased*

In order to gain a full and balanced picture of CSIRO's involvement to date in the CRC programme, the stocktake encompasses CRCs from Rounds 1 to 7, including those that have ceased operating,

#### *Note on CRCs that have been renewed*

CRCs that have been renewed are treated as two separate CRCs (e.g. Viticulture I and Viticulture II), as they can involve different participants, objectives, and resourcing. Where you are nominated as the respondent for both the original CRC and the renewed CRC, please complete a separate survey for each.

2. Click on the worksheet "Survey questions"

3. Complete the contact details section. Once you have selected the CRC that you are completing the survey for, a three-letter code should appear in the orange cell called "CRC Code".

4. Once the code appears, do a "Save As" and save the file to your desktop, renaming the file by replacing **XXX** in the filename with the three-letter CRC Code.

*Example:* For the Australian Cotton CRC, rename the file from "XXX\_survey.xls" to "ACO\_survey.xls"

Note, as per normal good practice, it is recommended that you save your file as you progress through the survey.

Continued...

# CSIRO CRC representative questionnaire (cont.)

5. Read the questions and any instructions (yellow background) and give your answers in the cells with the white background.

*NB answers are of two basic formats:*

a. Multiple choice

For multiple choice answers, click on the drop-down box with the up and down arrows then select the most appropriate answer from the list that appears. Your selection should appear in the answer box after you leave the drop-down menu.

b. Free entry of numbers, text words (e.g. an organisation name) or statements

Type your answer directly into the white answer cell. Where longer answers are possible, the cell will expand as you type.

6. When you have completed the survey, save the file and e-mail it to [survey@px.com.au](mailto:survey@px.com.au)

7. Please repeat steps 2 to 6 for any other CRC for which you are nominated as the respondent. Re-use the original "blank" template file (XXX\_survey.xls) attached to the e-mail you were sent.

## **Contacts and questions**

If you have any questions about completing the survey please contact:

Holger Schill, Phoenix Group  
Telephone 0418 278 375  
[hschill@px.com.au](mailto:hschill@px.com.au)

If you have any questions about the CRC Programme Stocktake please contact:

Nigel Poole  
General Manager Investment Performance  
CSIRO Business Development & Commercialisation  
Telephone (02) 9490 8138  
[nigel.poole@csiro.au](mailto:nigel.poole@csiro.au)

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**Thank you in advance for your time and thought in completing this survey. Your input is greatly appreciated and will be a valuable input to CSIRO's stocktake of its involvement with the CRC Programme.**

***This document is commercial in confidence***

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# CSIRO CRC representative questionnaire (cont.)

| Survey on CSIRO involvement with the CRC Programme |   |  |
|--|---|--|
| Questions  | Answers   |  |
| <b>CONTACT DETAILS</b>                             |   |  |
| 0  | CRC name: <input type="text" value="[Please select your CRC - NB a renewed CRC is a different CRC]"/><br><input type="text" value="[Please enter the CRC name here ONLY if not listed above]"/> | CRC code: <input type="text"/>                                   |
|  | Your name:  | <input type="text" value="[Enter text]"/>                        |
|  | Contact number (please include area code):  | <input type="text" value="[Enter number]"/>                      |
| <b>OBJECTIVES OF CRC &amp; CSIRO</b>               |   |  |
| <b>Innovation horizon</b>                          |   |  |
| 1  | What proportion of the CRC's activity are focussed on which time horizons?<br><i>Please give a percentage mix of total activity (adding to 100%).</i>   |  |
|  | Percentage of activity that is expected to have a short term impact (0-1 years)?  | <input type="text" value="[Enter percentage (%)]"/>              |
|  | Percentage of activity that is expected to have a medium term impact (2-3 years)?   | <input type="text" value="[Enter percentage (%)]"/>              |
|  | Percentage of activity that is expected to have a longer term impact (4+ years)?  | <input type="text" value="[Enter percentage (%)]"/>              |
|  | Check total = 100%  | <input type="text" value="0%"/>                                  |
| <b>CRC objectives</b>                              |   |  |
| 2  | What were the objectives set for this CRC?<br><i>Type in below or attach/forward a list of objectives</i>   |  |
|  | CRC objective 1<br>Answer: <input type="text" value="[Enter text - please write as much as you want]"/>   |  |
|  | CRC objective 2<br>Answer: <input type="text" value="[Enter text - please write as much as you want]"/>   |  |
|  | CRC objective 3<br>Answer: <input type="text" value="[Enter text - please write as much as you want]"/>   |  |
|  | CRC objective 4<br>Answer: <input type="text" value="[Enter text - please write as much as you want]"/>   |  |
|  | CRC objective 5<br>Answer: <input type="text" value="[Enter text - please write as much as you want]"/>   |  |
|  | CRC objective 6<br>Answer: <input type="text" value="[Enter text - please write as much as you want]"/>   |  |
|  | CRC objective 7<br>Answer: <input type="text" value="[Enter text - please write as much as you want]"/>   |  |
| 3  | In your opinion, to what degree (percentage) has the CRC been successful in meeting its objectives?   | <input type="text" value="[Enter percentage (%) or ?]"/>         |
| 4  | To what extent would you say that the CRC's objectives were É<br><i>[Scale: Very high, High, Moderate, Minor, None]</i>   |  |
|  | Clear?  | <input type="text" value="Not applicable"/> <input type="text"/> |
|  | Focussed?   | <input type="text" value="Not applicable"/> <input type="text"/> |
|  | Achievable?   | <input type="text" value="Not applicable"/> <input type="text"/> |
|  | Consistent over time?   | <input type="text" value="Not applicable"/> <input type="text"/> |

Continued...

# CSIRO CRC representative questionnaire (cont.)

| CSIRO objectives |  |                             |
|------------------|--|-----------------------------|
| 5                | To what extent did the CRC objectives contribute to serving the CSIRO Divisions' interests?<br><i>[Scale: Significantly positive, somewhat positive, neutral, somewhat negative, significantly negative]</i>   | Not applicable              |
| 6                | How important were each of the following high level objectives in motivating CSIRO's participation in this CRC?<br><i>Please specify importance for each capability</i><br><i>[Scale: Very high, High, Moderate, Minor, None]</i>  |                             |
|                  | Achieve better impact for Australia (economic, environmental, social)  | Not applicable              |
|                  | Achieve better impact for research clients or customers  | Not applicable              |
|                  | Achieve better commercial returns for CSIRO  | Not applicable              |
|                  | Achieve better organisational capabilities for CSIRO (equipment, facilities, research personnel, IP, management, relationships, reputation)  | Not applicable              |
| 7                | Thinking about CSIRO's organisational capability objectives, how important were improvements* to the following capabilities?<br><br><i>*Note: "Improvements" can include - securing existing capability; better leveraging existing capability; and creating new or increased capability</i><br><i>Please specify importance for each capability</i><br><i>[Scale: Very high, High, Moderate, Minor, None]</i> |                             |
|                  | Infrastructure (equipment & facilities)  | Not applicable              |
|                  | Research personnel   | Not applicable              |
|                  | Intellectual property  | Not applicable              |
|                  | Management resources   | Not applicable              |
|                  | Key relationships  | Not applicable              |
|                  | CSIRO reputation   | Not applicable              |
| 8                | What were CSIRO's commercial objectives for the CRC?<br><i>Select from ranges set out in drop down box</i><br><i>Note: Actual financial inputs and outcomes will be gathered from other data sources</i>   |                             |
|                  | Contract research revenue over CRC life [\$ thousands]   | Not applicable              |
|                  | License revenue over CRC life [\$ thousands]   | Not applicable              |
|                  | Returns from start-ups over CRC life [\$ thousands]  | Not applicable              |
|                  | Net return on investment [% or ? for "not sure"]   | [Enter percentage (%) or ?] |

Continued...

# CSIRO CRC representative questionnaire (cont.)

| CUSTOMERS OF THE CRC (research clients) |   |                             |
|---|---|-----------------------------|
| 9                                       | Who would you say were the CRC's most important research clients or customers?<br><i>Please give organisation names and types [Industry/Business, University, Commonwealth gov., State gov., Other, Don't know]</i> |                             |
|   | Research client no. 1   |                             |
|   | Organisation name   | [Enter text]                |
|   | Type [Industry/Business, University, Commonwealth Gov., State Gov.]   | Not applicable              |
|   | Was this a CSIRO client prior to the CRC? [Yes, No]   | Not applicable              |
|   | Research client no. 2   |                             |
|   | Organisation name   | [Enter text]                |
|   | Type [Industry/Business, University, Commonwealth Gov., State Gov.]   | Not applicable              |
|   | Was this a CSIRO client prior to the CRC? [Yes, No]   | Not applicable              |
|   | Research client no. 3   |                             |
|   | Organisation name   | [Enter text]                |
|   | Type [Industry/Business, University, Commonwealth Gov., State Gov.]   | Not applicable              |
|   | Was this a CSIRO client prior to the CRC? [Yes, No]   | Not applicable              |
|   | Research client no. 4   |                             |
|   | Organisation name   | [Enter text]                |
|   | Type [Industry/Business, University, Commonwealth Gov., State Gov.]   | Not applicable              |
|   | Was this a CSIRO client prior to the CRC? [Yes, No]   | Not applicable              |
|   | Research client no. 5   |                             |
|   | Organisation name   | [Enter text]                |
|   | Type [Industry/Business, University, Commonwealth Gov., State Gov.]   | Not applicable              |
|   | Was this a CSIRO client prior to the CRC? [Yes, No]   | Not applicable              |
| CSIRO-CRC INTERACTION                   |   |                             |
|   | <b>Participant relationships</b>  |                             |
| 10                                      | Were there existing collaborations between any of the core participants prior to this CRC?<br><i>[Scale: Yes, No]</i>   | Not applicable              |
|   | <b>CSIRO's overall contribution</b>   |                             |
| 11                                      | In your opinion, to what degree (percentage) is CSIRO responsible for the outcomes/achievements of the CRC?<br><i>[% or enter ? If don't know]</i>  | [Enter percentage (%) or ?] |
|   | <b>CSIRO capability contributions</b>   |                             |
| 12                                      | What was the potential significance or importance of each CSIRO capability contributed to the CRC?<br>(consider both quality and quantity)<br><i>[Scale: Very high, High, Moderate, Minor, None]</i>                |                             |
|   | Infrastructure (equipment & facilities)   | Not applicable              |
|   | Research personnel  | Not applicable              |
|   | Intellectual property   | Not applicable              |
|   | Management resources  | Not applicable              |
|   | Direct relationships  | Not applicable              |
|   | CSIRO reputation  | Not applicable              |

Continued...

# CSIRO CRC representative questionnaire (cont.)

CRCs can be thought of as having three broad phases to their "lifecycle", and CSIRO interacts with CRCs across all of these:  
 1) **INITIATION**, 2) **OPERATION**, 3) **HARVESTING** (capturing the benefits and exiting)  
 The following questions ask for your view on the QUALITY of CSIRO's interactions across these stages.  
 Please complete for as many phases as apply to this CRC.

**CRC Initiation phase**

|                             |   |                |   |
|-----------------------------|---|----------------|---|
| 13                          | What is your assessment of CSIRO's overall effectiveness in the CRC initiation phase?<br>[Scale: Excellent, Good, Neutral, Poor, Appalling]     | Not applicable | ◆ |
| 14                          | What is your assessment of CSIRO's performance of the following activities in this phase?<br>[Scale: Excellent, Good, Neutral, Poor, Appalling] |                |   |
|                             | Engaging with participants and stakeholders   | Not applicable | ◆ |
|                             | Developing the proposal   | Not applicable | ◆ |
|                             | Agreeing on participants' relative contributions  | Not applicable | ◆ |
|                             | Developing the CRC structure  | Not applicable | ◆ |
|                             | Finalising the Participation Agreement  | Not applicable | ◆ |
|                             | Achieving Commonwealth approval   | Not applicable | ◆ |
| <b>CRC Operation phase</b>  |   |                |   |
| 15                          | What is your assessment of CSIRO's overall effectiveness in the CRC operation phase?<br>[Scale: Excellent, Good, Neutral, Poor, Appalling]      | Not applicable | ◆ |
| 16                          | What is your assessment of CSIRO's performance for the key activities in this phase?<br>[Scale: Excellent, Good, Neutral, Poor, Appalling]      |                |   |
|                             | Achieving agreement on projects   | Not applicable | ◆ |
|                             | Conducting research   | Not applicable | ◆ |
|                             | Conducting commercialisation  | Not applicable | ◆ |
|                             | Managing stakeholder relationships  | Not applicable | ◆ |
|                             | Conducting educational program  | Not applicable | ◆ |
|                             | Undertaking Centre governance   | Not applicable | ◆ |
| <b>CRC Harvesting phase</b> |   |                |   |
| 17                          | What is your assessment of CSIRO's overall effectiveness in the CRC harvesting phase?<br>[Scale: Excellent, Good, Neutral, Poor, Appalling]     | Not applicable | ◆ |
| 18                          | What is your assessment of CSIRO's performance for the key activities in this phase?<br>[Scale: Excellent, Good, Neutral, Poor, Appalling]      |                |   |
|                             | Identifying technology  | Not applicable | ◆ |
|                             | Documenting technology  | Not applicable | ◆ |
|                             | Evaluating technology   | Not applicable | ◆ |
|                             | Protecting technology   | Not applicable | ◆ |
|                             | Marketing technology  | Not applicable | ◆ |
|                             | Licensing technology  | Not applicable | ◆ |
|                             | Adopting technology   | Not applicable | ◆ |

Continued...



# CSIRO CRC representative questionnaire (cont.)

| OVERALL EVALUATION  |  |                        |
|---|--|------------------------|
| <b>Outcomes delivered by the CRC for Australia</b>            |  |                        |
| 19  | What is your assessment of the impact this CRC's outcomes have had for Australia?<br>[Scale: Very high, High, Moderate, Minor, None]   |                        |
|   | Overall impact:  | Not applicable         |
|   | Economic impact:   | Not applicable         |
|   | Social impact:   | Not applicable         |
|   | Environmental impact:  | Not applicable         |
| <b>Outcomes delivered by the CRC for clients</b>              |  |                        |
| 20  | What do think the relative importance was of the following factors to this CRC's research clients?<br>[Scale: the two factors add to a total importance of 100%]   |                        |
|   | a. Client's research outcomes achieved   | [Enter percentage (%)] |
|   | b. Effectiveness of process and relationship   | [Enter percentage (%)] |
|   | Check total = 100%   | 0%                     |
| 21  | How well do you think the CRC performed against each factor?<br>[Scale: Excellent, Good, Neutral, Poor, Appalling]   |                        |
|   | a. Client's research outcomes achieved   | Not applicable         |
|   | b. Effectiveness of process and relationship   | Not applicable         |
| 22  | What is your assessment of the overall benefit that the CRC has brought to its research clients?<br>[Scale: Excellent, Good, Neutral, Poor, Appalling]   | Not applicable         |
| <b>Outcomes: commercial returns to CSIRO</b>                  |  |                        |
| 23  | To what degree (percentage) were CSIRO's commercial objectives achieved in this CRC? [%]   | [Enter percentage (%)] |
| <b>Outcomes: organisational capability building for CSIRO</b> |  |                        |
| 24  | What is your assessment of the overall impact on CSIRO's organisational capabilities from CSIRO's involvement in this CRC (infrastructure, research personnel, IP, management, relationships, reputation)<br>[Scale: Major gain, Minor gain, Neutral, Minor loss, Major loss]                          | Not applicable         |
| 25  | What is your assessment of the net outcome for CSIRO for each capability?<br>Note: consider securing/losing pre-existing capabilities, better/worse exploitation of pre-existing capabilities, and gaining additional capabilities<br>[Scale: Major gain, Minor gain, Neutral, Minor loss, Major loss] |                        |
|   | Infrastructure (equipment & facilities)  | Not applicable         |
|   | Research personnel   | Not applicable         |
|   | Intellectual property  | Not applicable         |
|   | Management resources   | Not applicable         |
|   | Direct relationships   | Not applicable         |
|   | CSIRO reputation   | Not applicable         |

Continued...

# CSIRO CRC representative questionnaire (cont.)

| DESCRIPTION OF OUTCOMES & OUTPUTS                |   |                |
|--|---|----------------|
| <b>Overall outcomes</b>                          |   |                |
| 26   | What impact has this CRC had across the following areas?<br><i>[Scale: Very high, High, Moderate, Minor, None]</i>  |                |
|  | Public good   | Not applicable |
|  | Significant new product(s) or new industry created  | Not applicable |
|  | Improvement to existing product(s) ("better mousetrap")   | Not applicable |
|  | Process improvement ("better way to do it")   | Not applicable |
|  | Immediate problem solving (e.g. Consulting)   | Not applicable |
| 27   | Taking all aspects into account, what would you say were this CRC's greatest achievements?  |                |
|  | Achievement 1<br>Answer: [Enter text - please write as much as you want]  |                |
|  | Achievement 2<br>Answer: [Enter text - please write as much as you want]  |                |
|  | Achievement 3<br>Answer: [Enter text - please write as much as you want]  |                |
|  | Achievement 4<br>Answer: [Enter text - please write as much as you want]  |                |
|  | Achievement 5<br>Answer: [Enter text - please write as much as you want]  |                |
| <b>Impact of CSIRO's involvement in this CRC</b> |   |                |
| 28   | To what degree has CSIRO involvement with this CRC helped CSIRO É<br><i>[Scale: Very high, High, Moderate, Minor, None]</i>   |                |
|  | become more collaborative?  | Not applicable |
|  | become more externally focussed?  | Not applicable |
|  | become more commercially skilled?   | Not applicable |
|  | grow the business it does with external customer groups?  | Not applicable |
| 29   | To what degree have various participant agendas & objectives reduced the potential value created for Australia?<br><i>[Scale: none, minor extent, moderate extent, high extent, very high extent]</i> | Not applicable |
| 30   | Was there a participant involved in this CRC who is capable and committed to implement the research findings?<br><i>[Scale: Yes, No]</i>  | Not applicable |
| <b>Research program</b>                          |   |                |
| 31   | What is your view on the quality of the CRC's scientific program?<br><i>[Scale: Excellent, Good, Neutral, Poor, Appalling]</i>  | Not applicable |
| <b>Commercialisation program</b>                 |   |                |
| 32   | What is your view on the quality of the CRC's commercialisation/adoption program?<br><i>[Scale: Excellent, Good, Neutral, Poor, Appalling]</i>  | Not applicable |
| 33   | What stage of commercialisation has this CRC reached? <i>(Select latest stage reached)</i><br><i>[Stages: Technology Identified, Documented, Evaluated, Protected, Marketed, Licensed, Adopted]</i>   | Not applicable |
| 34   | Are there any other comments you would like to make on this CRC's commercialisation/adoption program?<br>Answer: [Enter text - please write as much as you want]                                      |                |

Continued...

# CSIRO CRC representative questionnaire (cont.)

| <b>Start-ups created by the CRC:</b>  |  |                      |
|---|--|----------------------|
| 35  | How many start-ups have been created by this CRC so far?   | [Enter number]       |
| 36  | Start-up no. 1   |                      |
|   | Name of start-up   | [Enter text]         |
|   | Who was primarily responsible for the creation of this start-up? [CRC, CSIRO, other(s)]  | Not applicable       |
|   | Current status [Active, Ceased]  | Not applicable       |
|   | Commercialisation status [Identif., Document., Evaluat., Protect., Licens., Market., Adopt.]   | Not applicable       |
| 37  | Start-up no. 2   |                      |
|   | Name of start-up   | [Enter text]         |
|   | Who was primarily responsible for the creation of this start-up? [CRC, CSIRO, other(s)]  | Not applicable       |
|   | Current status [Active, Ceased]  | Not applicable       |
|   | Commercialisation status [Identif., Document., Evaluat., Protect., Licens., Market., Adopt.]   | Not applicable       |
| 38  | Start-up no. 3   |                      |
|   | Name of start-up   | [Enter text]         |
|   | Who was primarily responsible for the creation of this start-up? [CRC, CSIRO, other(s)]  | Not applicable       |
|   | Current status [Active, Ceased]  | Not applicable       |
|   | Commercialisation status [Identif., Document., Evaluat., Protect., Licens., Market., Adopt.]   | Not applicable       |
| <b>Commercial benefit to research clients</b>   |  |                      |
| 39  | What commercial benefit do you estimate has been created for research clients? (rough estimates are fine)<br>[Enter \$ thousands - or "?" if unable to make any estimate whatsoever] |                      |
|   | One time net benefits (\$ thousands)   | [Enter \$ thousands] |
|   | Annual recurring net benefits (\$ thousands)   | [Enter \$ thousands] |
| <b>Expected future value</b>  |  |                      |
| 40  | What future commercial value do you expect the CRC and start-ups to have? (rough estimate only):<br>[Enter \$ thousands - or "?" if unable to make any estimate whatsoever]          |                      |
|   | a Total future commercial value of the CRC and start-ups:  |                      |
|   | Potential commercial value (\$ thousands)  | [Enter \$ thousands] |
|   | Likelihood of achieving it (%)   | [Enter %]            |
|   | b Commercial value expected to flow to CSIRO:  |                      |
|   | Potential commercial value (\$ thousands)  | [Enter \$ thousands] |
|   | Likelihood of achieving it (%)   | [Enter %]            |
| <b>Disputes</b>   |  |                      |
| "Disputes" refers to legal or formal conflicts between participants or other parties associated with the CRC. |  |                      |
| 41  | How many (if any) significant disputes have there been associated with this CRC?   | [Enter number]       |
| 42  | How many (if any) of these disputes has CSIRO been involved with?  | [Enter number]       |
| 43  | How significant has the overall level of disputation been with this CRC?<br>[Scale: Very high, High, Moderate, Minor, None]  | Not applicable       |

Continued...

# CSIRO CRC representative questionnaire (cont.)

| COMPARISON TO ALTERNATIVE APPROACHES  |  |                |
|---|--|----------------|
| <p>CRCs are one approach that CSIRO can use to achieve its objectives. There are several other alternatives described briefly below. The following section asks you to think about alternative vehicles/channels that CSIRO could have used in this area. While this is a hypothetical exercise, it is valuable to get your views as to where an alternative approach might be stronger or weaker</p> |  |                |
| 44  | Which approach would have been the best alternative to the CRC? Please choose the most appropriate model: [Direct client] Not applicable<br>If other, please specify: [Enter text - please write as much as you want]  |                |
| 45  | Please explain briefly the reasons for your selection.<br>Answer: [Enter text - please write as much as you want]  |                |
| <p>You have just selected one alternative approach. In the following questions, please compare that alternative approach to the current CRC approach.</p>   |  |                |
| 46  | In your opinion, would the alternative structure have been better or worse than this CRC on the following outcomes:<br>[Scale: Much better, Somewhat better, Neither better nor worse, Somewhat worse, Much worse]   |                |
|   | Australia: overall impact for Australia  | Not applicable |
|   | Research client: achievement of client's research outcomes   | Not applicable |
|   | Research client: effectiveness of process and relationship   | Not applicable |
|   | Research client: overall client benefit  | Not applicable |
|   | CSIRO: Commercial returns to CSIRO   | Not applicable |
|   | CSIRO: Increase in organisational capabilities   | Not applicable |
| 47  | Now thinking in more detail about CSIRO's organisational capabilities, would the alternative structure have achieved a better or worse outcome than this CRC did for each of the following capabilities:<br>[Scale: Much better, Somewhat better, Neither better nor worse, Somewhat worse, Much worse]  |                |
|   | Infrastructure (equipment & facilities)  | Not applicable |
|   | Research personnel   | Not applicable |
|   | Intellectual property  | Not applicable |
|   | Management resources   | Not applicable |
|   | Direct relationships   | Not applicable |
|   | CSIRO reputation   | Not applicable |
|   | Overall: CSIRO capability development  | Not applicable |
| FINAL COMMENTS  |  |                |
| 48  | With the benefit of hindsight, should CSIRO have gotten involved with this CRC?<br>[Scale: Absolutely yes, Probably yes, Neutral, Probably not, Absolutely not]  | Probably yes   |
| 49  | Please add any final comments you wish to make on:<br>The evaluation of this CRC<br>Answer: [Enter text - please write as much as you want]<br>CSIRO's input and interaction<br>Answer: [Enter text - please write as much as you want]<br>Input and interaction of other parties<br>Answer: [Enter text - please write as much as you want]<br>Any other comments you wish to make<br>Answer: [Enter text - please write as much as you want] |                |
| <p>Thank you very much for your time and thought in completing this survey. Your input is greatly appreciated.</p>  |  |                |
| Please save and rename this file - replacingXXX with the three letter CRC code from Question 0<br>Then e-mail your completed survey to <a href="mailto:survey@px.com.au">survey@px.com.au</a>   |  | CRC code       |
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# APPENDIX

## A. METHODOLOGY

## B. CRC SUMMARY RESULTS

## C. FACTBASE TABLES

# CRC Value Index scorecard

## CRCs WITH SUFFICIENT INFORMATION FOR TVI

| NAME   | CRC | TOTAL VALUE INDEX | NATIONAL BENEFIT INDEX | CLIENT VALUE INDEX | CSIRO FINANCIAL INDEX | CSIRO CAPABILITY INDEX |
|--|-----|-------------------|------------------------|--------------------|-----------------------|------------------------|
| Australian Cotton  | ACO | 9.1               | 10.0                   | 10.0               | 6.5                   | 10.0                   |
| Sustainable Cotton Production                            | SCP | 9.0               | 10.0                   | 10.0               | 5.9                   | 10.0                   |
| Cardiac Technology                                       | CAR | 9.0               | 7.5                    | 7.5                | 10.9                  | 10.0                   |
| GKWilliams CRC for Metallurgy 2                          | GKW | 8.3               | 7.5                    | 7.5                | 8.1                   | 10.0                   |
| Sustainable Rice Production                              | SRP | 8.3               | 10.0                   | 10.0               | 3.1                   | 10.0                   |
| Sustainable Production Forestry                          | SPF | 8.1               | 7.5                    | 10.0               | 5.0                   | 10.0                   |
| Satellite Systems  | SAT | 7.9               | 5.0                    | 10.0               | 6.7                   | 10.0                   |
| Eye Research and Tech 1                                  | EY1 | 7.8               | 7.5                    | 10.0               | 3.7                   | 10.0                   |
| Coal in Sustainable Development                          | CSD | 7.7               | 7.5                    | 7.5                | 5.9                   | 10.0                   |
| Water Quality and Treatment 2                            | WQ2 | 7.7               | 7.5                    | 10.0               | 3.4                   | 10.0                   |
| International Food Manufacturing & Packaging Science     | IFM | 7.6               | 7.5                    | 7.5                | 5.5                   | 10.0                   |
| Water Quality and Treatment 1                            | WQ1 | 7.6               | 10.0                   | 10.0               | 2.9                   | 7.5                    |
| Tropical Rainforest Ecology and Management               | TRE | 7.6               | 7.5                    | 10.0               | 2.7                   | 10.0                   |
| Antarctica and Southern Oceans 2                         | ANT | 7.5               | 10.0                   | 10.0               | 0.0                   | 10.0                   |
| Cellular Growth Factors                                  | CGF | 7.4               | 7.5                    | 7.5                | 4.7                   | 10.0                   |
| Plant Science  | PSC | 7.4               | 7.5                    | 10.0               | 4.4                   | 7.5                    |
| Construction Innovation                                  | CIN | 7.3               | 7.5                    | 10.0               | 1.9                   | 10.0                   |
| Sustainable Aquaculture of Finfish                       | SAF | 7.3               | 7.5                    | 7.5                | 4.3                   | 10.0                   |
| Black Coal Utilisation                                   | BCU | 7.3               | 5.0                    | 7.5                | 6.6                   | 10.0                   |
| Sustainable Sugar Production                             | SSP | 7.2               | 7.5                    | 7.5                | 4.0                   | 10.0                   |
| Bioproducts  | BIO | 7.2               | 5.0                    | 7.5                | 6.3                   | 10.0                   |
| Viticulture 1  | VC1 | 7.0               | 7.5                    | 7.5                | 2.9                   | 10.0                   |
| Research Data Network                                    | RDN | 6.7               | 5.0                    | 7.5                | 4.5                   | 10.0                   |
| Clean Power from Lignite                                 | CPL | 6.6               | 5.0                    | 7.5                | 3.8                   | 10.0                   |
| Polymers   | POL | 6.5               | 5.0                    | 7.5                | 3.5                   | 10.0                   |
| Legumes in Mediterranean Agriculture                     | LME | 6.4               | 5.0                    | 10.0               | 0.8                   | 10.0                   |
| Viticulture 2  | VC2 | 6.3               | 10.0                   | 0.0                | 5.4                   | 10.0                   |
| A J Parker CRC for Hydrometallurgy 2                     | AJP | 6.3               | 7.5                    | 7.5                | 2.8                   | 7.5                    |
| Southern Hemisphere Meteorology                          | SHM | 6.3               | 7.5                    | 7.5                | 2.7                   | 7.5                    |
| New Technologies for Power Generation from Low Rank Coal | NTP | 6.2               | 5.0                    | 7.5                | 2.2                   | 10.0                   |
| Australian Telecommunications                            | ATE | 6.0               | 5.0                    | 7.5                | 3.9                   | 7.5                    |
| Cattle and Beef Quality                                  | CBQ | 6.0               | 7.5                    | 5.0                | 3.9                   | 7.5                    |
| Innovative Wood Manufacturing                            | IWM | 5.9               | 5.0                    | 7.5                | 6.1                   | 5.0                    |
| Welded Structures  | WST | 5.9               | 5.0                    | 7.5                | 3.5                   | 7.5                    |
| CAST Metals Manufacturing                                | CB1 | 5.9               | 7.5                    | 5.0                | 3.4                   | 7.5                    |
| Eye Research and Tech 2                                  | EY2 | 5.8               | 5.0                    | 5.0                | 3.3                   | 10.0                   |
| Tropical Savannas Management                             | TSM | 5.8               | 5.0                    | 5.0                | 3.1                   | 10.0                   |
| Intelligent Manufacturing Systems and Technologies 2     | IMS | 5.7               | 5.0                    | 7.5                | 2.8                   | 7.5                    |
| Tropical Plant Pathology                                 | TP2 | 5.6               | 5.0                    | 7.5                | 2.4                   | 7.5                    |
| Mining Technology & Equip 1                              | MT1 | 5.3               | 5.0                    | 7.5                | 6.2                   | 2.5                    |
| CAST Metals Manufacturing                                | CAS | 5.3               | 5.0                    | 7.5                | 3.7                   | 5.0                    |
| Australian Geodynamics                                   | AGE | 5.3               | 5.0                    | 5.0                | 3.6                   | 7.5                    |
| Greenhouse Accounting                                    | GAC | 5.1               | 5.0                    | 5.0                | 0.4                   | 10.0                   |
| Control of Vertebrate Animals                            | CVA | 5.0               | 5.0                    | 5.0                | 2.5                   | 7.5                    |
| Micro Technology   | MTE | 5.0               | 2.5                    | 5.0                | 9.9                   | 2.5                    |
| Predictive Mineral Discovery                             | PMD | 4.5               | 2.5                    | 0.0                | 5.4                   | 10.0                   |
| Biological Control of (vert) Pest Animals 1 & 2          | PAC | 4.4               | 7.5                    | 7.5                | 2.7                   | 0.0                    |
| Landscape Env & Mineral Exploration 2                    | LEM | 4.3               | 2.5                    | 5.0                | 4.6                   | 5.0                    |
| Vaccine Technology 2                                     | VX2 | 3.2               | 0.0                    | 7.5                | 2.9                   | 2.5                    |
| Enterprise Distributed Systems Technology                | EDS | 2.9               | 5.0                    | 2.5                | 1.8                   | 2.5                    |
| Waste Management and Pollution Control 2                 | WAS | 2.4               | 2.5                    | 2.5                | 4.6                   | 0.0                    |
| Australian Weed Management                               | AWM | 1.6               | 2.5                    | 0.0                | 3.9                   | 0.0                    |

NF = No financials  
NS = No survey



# CRC Value Index scorecard

## CRCs WITH INSUFFICIENT INFORMATION FOR TVI

| NAME  | CRC | TOTAL VALUE INDEX | NATIONAL BENEFIT INDEX | CLIENT VALUE INDEX | CSIRO FINANCIAL INDEX | CSIRO CAPABILITY INDEX |
|---|-----|-------------------|------------------------|--------------------|-----------------------|------------------------|
| Advanced Computational Systems                            | ACS | NF                | 5.0                    | 5.0                | NF                    | 10.0                   |
| A J Parker CRC for Hydrometallurgy 1                      | AJ1 | NF                | 7.5                    | 7.5                | NF                    | 7.5                    |
| Australian Mineral Exploration Technologies               | AME | NF                | 10.0                   | 7.5                | NF                    | 10.0                   |
| Antarctica and Southern Oceans 1                          | AN1 | NF                | 10.0                   | 10.0               | NF                    | 10.0                   |
| Diagnostic Technologies                                   | DIT | NF                | 10.0                   | 7.5                | NF                    | 10.0                   |
| Functional Communication Surfaces                         | FCS | NF                | 0.0                    | 7.5                | NF                    | 10.0                   |
| GKWilliams CRC for Metallurgy 1                           | GK1 | NF                | 7.5                    | 7.5                | NF                    | 10.0                   |
| Innovative Dairy Products                                 | IDP | NF                | 2.5                    | 0.0                | NF                    | 7.5                    |
| Intelligent Decision Systems                              | IDS | NF                | 5.0                    | 7.5                | NF                    | 7.5                    |
| Intelligent Manufacturing Systems and Technologies 1      | IM1 | NF                | 5.0                    | 7.5                | NF                    | 7.5                    |
| Landscape Env & Mineral Exploration 1                     | LE1 | NF                | 2.5                    | 5.0                | NF                    | 5.0                    |
| Premium Quality Wool                                      | PQW | NF                | 5.0                    | 7.5                | NF                    | 7.5                    |
| Quality Wheat Products                                    | QWH | NF                | 2.5                    | 2.5                | NF                    | 7.5                    |
| Robust and Adaptive Technology                            | RDT | NF                | 2.5                    | 5.0                | NF                    | 7.5                    |
| Waste Management and Pollution Control 1                  | WA1 | NF                | 2.5                    | 2.5                | NF                    | 0.0                    |
| Australian Petroleum 1                                    | AP1 | NS                | NS                     | NS                 | NF                    | NS                     |
| Australian Petroleum 2                                    | APE | NS                | NS                     | NS                 | 1.5                   | NS                     |
| Aquaculture   | AQU | NS                | NS                     | NS                 | NF                    | NS                     |
| Australian Sheep Industry                                 | ASH | NS                | NS                     | NS                 | 0.0                   | NS                     |
| Alloy & Solidification Technology                         | AST | NS                | NS                     | NS                 | 3.3                   | NS                     |
| Coastal Zone, Estuary and Waterway Management             | CEW | NS                | NS                     | NS                 | 1.9                   | NS                     |
| Catchment Hydrology 1                                     | CH1 | NS                | NS                     | NS                 | 5.1                   | NS                     |
| Catchment Hydrology 2                                     | CH2 | NS                | NS                     | NS                 | 5.2                   | NS                     |
| Diagnostics   | DIA | NS                | NS                     | NS                 | 3.4                   | NS                     |
| Distributed Systems Technology                            | DST | NS                | NS                     | NS                 | 3.6                   | NS                     |
| Freshwater Ecology 1                                      | FE1 | NS                | NS                     | NS                 | NF                    | NS                     |
| Freshwater Ecology 2                                      | FEC | NS                | NS                     | NS                 | 0.3                   | NS                     |
| Food Industry Innovation                                  | FII | NS                | NS                     | NS                 | 3.3                   | NS                     |
| Hardwood Fibre & Paper Science                            | HFP | NS                | NS                     | NS                 | 3.2                   | NS                     |
| Industrial Plant Biopolymers                              | IPB | NS                | NS                     | NS                 | 4.6                   | NS                     |
| Molecular Engineering & Technology: Sensing & Diagnostics | MET | NS                | NS                     | NS                 | 3.1                   | NS                     |
| Mining Technology & Equip 2                               | MT2 | NS                | NS                     | NS                 | 5.7                   | NS                     |
| Materials for Welding and Joining                         | MWJ | NS                | NS                     | NS                 | 2.4                   | NS                     |
| Polymer Blends  | PBL | NS                | NS                     | NS                 | 2.3                   | NS                     |
| Soil & Land Management                                    | SLM | NS                | NS                     | NS                 | 0.0                   | NS                     |
| Tissue Growth and Repair 1                                | TG1 | NS                | NS                     | NS                 | NF                    | NS                     |
| Tissue Growth and Repair 2                                | TGR | NS                | NS                     | NS                 | 16.5                  | NS                     |
| Temperate Hardwood Forest                                 | THF | NS                | NS                     | NS                 | NF                    | NS                     |
| Tropical Plant Protection                                 | TP1 | NS                | NS                     | NS                 | 1.0                   | NS                     |
| Tropical Pest Management                                  | TPM | NS                | NS                     | NS                 | 0.0                   | NS                     |
| Vaccine Technology 1                                      | VX1 | NS                | NS                     | NS                 | 2.4                   | NS                     |
| Weed Management Systems                                   | WMS | NS                | NS                     | NS                 | 3.2                   | NS                     |
| Plant Based Management of Dryland Salinity                | DRY | 0.0               | 0.0                    | 0.0                | 0.0                   | 0.0                    |

NF = No financials  
NS = No survey



## VALUE INDEX REGRESSION AGAINST VALUE MEASURES

Ranked by R-squared of Total Value Index

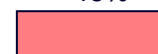
|                                   | Ref. No. | Total Value Index | National Benefit Index | Client Benefit Index | CSIRO Capability Index | CSIRO Financial Index |
|-----------------------------------|----------|-------------------|------------------------|----------------------|------------------------|-----------------------|
| <b>Value measures</b>             |          |                   |                        |                      |                        |                       |
| Total Value Index                 | 5        | 1.00              | 0.75                   | 0.72                 | 0.79                   | 0.28                  |
| CSIRO Capability Index            | 18       | 0.79              | 0.48                   | 0.42                 | 1.00                   | -0.01                 |
| National Benefit Index            | 15       | 0.75              | 1.00                   | 0.52                 | 0.48                   | -0.03                 |
| Client Benefit Index              | 16       | 0.72              | 0.52                   | 1.00                 | 0.42                   | -0.06                 |
| Should CSIRO have gotten involved | 100      | 0.63              | 0.54                   | 0.47                 | 0.66                   | 0.03                  |
| % objectives achieved             | 67       | 0.63              | 0.63                   | 0.60                 | 0.54                   | -0.13                 |
| CSIRO Financial Index             | 17       | 0.28              | -0.03                  | -0.06                | -0.01                  | 1.00                  |
| Commercialisation stage reached   | 186      | 0.25              | 0.34                   | 0.44                 | 0.04                   | -0.01                 |
| Capture/creation ratio            | 281      | -0.18             | -0.34                  | -0.54                | 0.14                   | 0.28                  |
| Alternative: Overall              | 102      | -0.43             | -0.20                  | -0.42                | -0.50                  | 0.14                  |

**Degree of correlation (R<sup>2</sup>)**

More than -15%

-14% to +14%

More than +15%



Source: Survey of CSIRO CRC representatives (February 2003), Phoenix Group analysis



# VALUE INDEX REGRESSION AGAINST SET UP PARAMETERS & INTERACTION FACTORS

Ranked by R-squared of Total Value Index

|  | Ref. No. | Total Value Index | National Benefit Index | Client Benefit Index | CSIRO Capability Index | CSIRO Financial Index |
|--|----------|-------------------|------------------------|----------------------|------------------------|-----------------------|
| <b>CRC set up parameters</b>               |          |                   |                        |                      |                        |                       |
| CRC objectives - Clear                     | 177      | 0.38              | 0.37                   | 0.29                 | 0.28                   | -0.01                 |
| CRC objectives - Consistent over time      | 180      | 0.28              | 0.34                   | 0.32                 | 0.19                   | -0.11                 |
| CRC objectives - Focussed                  | 178      | 0.23              | 0.27                   | 0.22                 | 0.11                   | -0.13                 |
| CRC objectives - Achievable                | 179      | 0.16              | 0.31                   | 0.38                 | 0.11                   | -0.19                 |
| CSIRO equity level                         | 133      | 0.00              | 0.11                   | 0.13                 | -0.11                  | -0.04                 |
| No.of participants                         | 127      | -0.03             | -0.06                  | 0.00                 | -0.10                  | 0.01                  |
| No. of locations                           | 128      | -0.27             | -0.10                  | -0.33                | -0.14                  | -0.06                 |
| <b>CRC interaction factors</b>             |          |                   |                        |                      |                        |                       |
| Quality science program                    | 184      | 0.54              | 0.40                   | 0.35                 | 0.48                   | 0.03                  |
| CSIRO performance - overall average        | 252      | 0.40              | 0.34                   | 0.22                 | 0.46                   | -0.20                 |
| CSIRO performance - harvest: overall       | 267      | 0.39              | 0.35                   | 0.10                 | 0.51                   | -0.07                 |
| Quality comm program                       | 185      | 0.38              | 0.32                   | 0.28                 | 0.24                   | 0.12                  |
| CSIRO performance - initiation overall     | 253      | 0.25              | 0.33                   | 0.18                 | 0.27                   | -0.23                 |
| CSIRO level of contribution to achievement | 206      | 0.19              | 0.19                   | 0.09                 | 0.03                   | 0.27                  |
| Level of disputation                       | 183      | -0.21             | -0.22                  | -0.20                | -0.38                  | 0.14                  |

Degree of correlation (R<sup>2</sup>)

More than -15%

-14% to +14%

More than +15%



Source: Survey of CSIRO CRC representatives (February 2003), Phoenix Group analysis



## VALUE INDEX REGRESSION AGAINST CSIRO PERFORMANCE

Ranked by R-squared of Total Value Index

|  | Ref. No. | Total Value Index | National Benefit Index | Client Benefit Index | CSIRO Capability Index | CSIRO Financial Index |
|--|----------|-------------------|------------------------|----------------------|------------------------|-----------------------|
| <b>CSIRO performance - Initiation activities</b> |          |                   |                        |                      |                        |                       |
| Achieving Commonwealth approval                  | 259      | 0.32              | 0.09                   | -0.02                | 0.33                   | 0.24                  |
| Developing the CRC structure                     | 257      | 0.26              | 0.20                   | 0.12                 | 0.43                   | -0.26                 |
| Agreeing relative contributions                  | 256      | 0.20              | 0.28                   | 0.17                 | 0.25                   | -0.29                 |
| Finalising the participant agreement             | 258      | 0.09              | 0.01                   | 0.00                 | 0.20                   | -0.07                 |
| Engaging with part/stakeholders                  | 254      | 0.08              | 0.02                   | 0.09                 | 0.07                   | -0.03                 |
| Developing the proposal                          | 255      | 0.01              | 0.22                   | 0.00                 | 0.06                   | -0.21                 |
| <b>CSIRO performance - Operation activities</b>  |          |                   |                        |                      |                        |                       |
| Managing stakeholder relationships               | 264      | 0.33              | 0.18                   | 0.24                 | 0.46                   | -0.14                 |
| Conducting educational program                   | 265      | 0.30              | 0.24                   | 0.29                 | 0.18                   | 0.12                  |
| Conducting commercialisation                     | 263      | 0.24              | 0.45                   | 0.15                 | 0.24                   | -0.06                 |
| Conducting research                              | 262      | 0.22              | 0.32                   | 0.35                 | 0.08                   | -0.24                 |
| Undertaking centre governance                    | 266      | 0.07              | -0.05                  | -0.02                | 0.29                   | -0.12                 |
| Achieving agreement on projects                  | 261      | 0.05              | 0.34                   | 0.02                 | 0.17                   | -0.36                 |
| <b>CSIRO performance - Harvest activities</b>    |          |                   |                        |                      |                        |                       |
| Documenting technology                           | 269      | 0.49              | 0.44                   | 0.25                 | 0.41                   | 0.07                  |
| Marketing technology                             | 272      | 0.44              | 0.36                   | -0.03                | 0.23                   | 0.26                  |
| Evaluating technology                            | 270      | 0.40              | 0.36                   | 0.11                 | 0.34                   | 0.04                  |
| Licensing technology                             | 273      | 0.38              | 0.49                   | 0.14                 | 0.22                   | 0.24                  |
| Protecting technology                            | 271      | 0.33              | 0.33                   | 0.02                 | 0.40                   | 0.08                  |
| Adopting technology                              | 274      | 0.27              | 0.29                   | 0.30                 | 0.16                   | 0.01                  |
| Identifying technology                           | 268      | 0.25              | 0.21                   | 0.05                 | 0.39                   | 0.05                  |

Source: Survey of CSIRO CRC representatives (February 2003), Phoenix Group analysis

**Degree of correlation (R<sup>2</sup>)**

More than -15%

-14% to +14%

More than +15%



# APPENDIX

## A. METHODOLOGY

## B. CRC SUMMARY RESULTS

## C. FACTBASE TABLES

# Summary of CRC Value Factbase tables

## REPORT TABLES GENERATED FROM CRC VALUE FACTBASE

Each table has four sections, segmenting data in the CRC Value Factbase as follows:

1. **CRC Type**  
Mercer Stocker Type 1-4
2. **CRC Commencement Round 1-7**
3. **CRC Era 1-3**  
Era 1 = Rounds 1-3, Era 2 = Rounds 4-6, Era 3 = Round 7
4. **CSIRO Science Cluster Group**  
AFF = Agri, Food & Fibre  
ENR = Environment & Natural Resources  
IMS = IT, Manufacturing & Services  
SME = Sustainable Minerals & Energy

The **Database Reference Line** refers to the line in the CRC Value Factbase containing the raw data that is the basis for these tables

# Summary of Factbase Tables

| Name                                   | Title                                   | Source                 | Database Reference Line |
|--|---|------------------------|-------------------------|
| <b><u>I. Lead Measure</u></b>          |   |                        |                         |
| Table 1.                               | Total Value Index.                      | Phoenix Group analysis | 5                       |
| <b><u>II. Primary Measures</u></b>     |   |                        |                         |
| Table 2.                               | National Benefit Index                  | CRC Survey - Q19       | 9                       |
| Table 3.                               | Client Benefit Index                    | CRC Survey - Q22       | 10                      |
| Table 4.                               | CSIRO Financial Index                   | Phoenix Group analysis | 11                      |
| Table 5.                               | CSIRO Capability Index                  | CRC Survey - Q24       | 11                      |
| <b><u>III. Supporting Measures</u></b> |   |                        |                         |
| Table 6.1                              | National Benefit Index - Economic       | CRC Survey - Q19       | 22                      |
| Table 6.2                              | - Social                                | CRC Survey - Q19       | 23                      |
| Table 6.3                              | - Environment                           | CRC Survey - Q19       | 24                      |
| Table 7.1                              | Client Benefit Index - Outcomes         | CRC Survey - Q21       | 26                      |
| Table 7.2                              | - Relationship/Process                  | CRC Survey - Q21       | 27                      |
| Table 8.1                              | CSIRO Capability Index - Infrastructure | CRC Survey - Q25       | 36                      |
| Table 8.2                              | - Research Personnel                    | CRC Survey - Q25       | 37                      |
| Table 8.3                              | - Intellectual Property                 | CRC Survey - Q25       | 38                      |
| Table 8.4                              | - Management Resources                  | CRC Survey - Q25       | 39                      |
| Table 8.5                              | - Key Relationships                     | CRC Survey - Q25       | 40                      |
| Table 8.6                              | - CSIRO Reputation                      | CRC Survey - Q25       | 41                      |



# Summary of Factbase Tables

| Name                                       | Title  | Source           | Database Reference Line |
|--|--|------------------|-------------------------|
| <b><u>IV. Secondary Value Measures</u></b> |  |                  |                         |
| Table 9.                                   | % of Objectives achieved   | CRC Survey - Q3  | 67                      |
| Table 10.                                  | Should CSIRO gotten involved?  | CRC Survey - Q48 | 68                      |
| Table 11.1                                 | Would the Alternative Structure be better/worse: Impact for Australia      | CRC Survey - Q46 | 71                      |
| Table 11.2                                 | Would the Alternative Structure be better/worse: Client Benefit            | CRC Survey - Q24 | 72                      |
| Table 11.3                                 | Would the Alternative Structure be better/worse: CSIRO Commercial Returns  | CRC Survey - Q24 | 73                      |
| Table 11.4                                 | Would the Alternative Structure be better/worse: CSIRO Capability Building | CRC Survey - Q24 | 74                      |
| Table 12                                   | Commercialisation Stage Reached  | CRC Survey - Q33 | 75                      |
| Table 13.1                                 | Impact on Australia across - public good                                   | CRC Survey - Q26 | 88                      |
| Table 13.2                                 | Impact on Australia across - new product/industry                          | CRC Survey - Q26 | 89                      |
| Table 13.3                                 | Impact on Australia across - product improvement                           | CRC Survey - Q26 | 90                      |
| Table 13.4                                 | Impact on Australia across - process improvement                           | CRC Survey - Q26 | 91                      |
| Table 13.5                                 | Impact on Australia across - immediate problem solving                     | CRC Survey - Q26 | 92                      |
| Table 14.1                                 | Impact of involvement on CSIRO - more collaborative                        | CRC Survey - Q28 | 94                      |
| Table 14.1                                 | Impact of involvement on CSIRO - more externally focused                   | CRC Survey - Q28 | 95                      |
| Table 14.3                                 | Impact of involvement on CSIRO - more commercially skilled                 | CRC Survey - Q28 | 96                      |
| Table 14.4                                 | Impact of involvement on CSIRO - grow the business with external groups    | CRC Survey - Q28 | 97                      |

# Summary of Factbase Tables

| Name                                   | Title   | Source               | Database Reference Line |
|--|---|----------------------|-------------------------|
| <b><u>V . Demographics/profile</u></b> |   |                      |                         |
| Table 15.                              | CRC Status: (Active-new; Active-renewed; Ceased-dead; Ceased-renewed)     | CRC Compendium       | 126                     |
| Table 16.                              | Number of Participants  | CRC Compendium       | 127                     |
| Table 17                               | Number of Locations   | CRC Compendium       | 128                     |
| Table 18                               | Legal Structure: Incorporated vs unincorporated                           | CRC Compendium       | 129                     |
| Table 19                               | Proportion of CRC activity focused on time horizon longer term (4+ years) | CRC Survey - Q1      | 132                     |
| Table 20                               | CSIRO Equity level in the CRC   | CSIRO Annual Reports | 133                     |
| Table 21                               | Proportion of CSIRO Board Seats   | CRC Annual Reports   | 134                     |
| Table 22                               | Proportion of Participants in Industry/business                           | CRC Compendium       | 137                     |
| Table 23                               | Proportion of Participants in Universities                                | CRC Compendium       | 138                     |
| Table 24                               | Proportion of Participants in Government (Commonwealth & State)           | CRC Compendium       | 139                     |
| Table 25                               | Proportion of Participants in Other                                       | CRC Compendium       | 140                     |
| <b><u>VI. CRC Behaviours</u></b>       |   |                      |                         |
| Table 26.1                             | Quality of Objectives: Clear  | CRC Survey - Q4      | 164                     |
| Table 26.2                             | Quality of Objectives: Focussed   | CRC Survey - Q4      | 165                     |
| Table 26.3                             | Quality of Objectives: Achievable   | CRC Survey - Q4      | 166                     |
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# Lead Measure & Primary Value Measures

**Table 1. Total Value Index**  
**A. MERCER STOCKER TYPE**

|       | 1   | 2   | 3   | 4   | TOTAL |
|-------|-----|-----|-----|-----|-------|
| Total | 5.9 | 5.9 | 6.1 | 5.2 | 5.8   |

**B. ROUND**

|       | 1   | 2   | 3   | 4   | 5   | 6   | 7   | TOTAL |
|-------|-----|-----|-----|-----|-----|-----|-----|-------|
| Total | 6.0 | 6.7 | 6.2 | 7.3 | 6.7 | 5.2 | 5.0 | 5.8   |

**C. ERA**

|       | 1   | 2   | 3   | TOTAL |
|-------|-----|-----|-----|-------|
| Total | 6.3 | 5.9 | 5.0 | 5.8   |

**D. CLUSTER**

|       | AFF | ENR | IMS | SME | TOTAL |
|-------|-----|-----|-----|-----|-------|
| Total | 7.0 | 4.7 | 5.7 | 5.7 | 5.8   |

**Table 2. Q19. What is your assessment of the overall impact this CRC's outcomes have had for Australia?**

**A. MERCER STOCKER TYPE**

| 9            | 1         | 2         | 3         | 4         | TOTAL     |
|--------------|-----------|-----------|-----------|-----------|-----------|
| Very high    | 1         | 1         | 5         | 2         | 9         |
| High         | 7         | 2         | 8         | 4         | 21        |
| Moderate     | 12        | 2         | 6         | 5         | 25        |
| Minor        | 3         | 2         | 5         |           | 10        |
| N/A          | 2         |           |           | 1         | 3         |
| NS           | 3         | 7         | 10        | 7         | 27        |
| <b>TOTAL</b> | <b>28</b> | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> |

**B. ROUND**

| 9            | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     |
|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|
| Very high    | 1         | 1         | 1         | 2        | 2         | 2         |           | 9         |
| High         | 3         | 3         | 2         | 2        | 3         | 4         | 4         | 21        |
| Moderate     | 2         | 2         | 6         | 1        | 2         | 10        | 2         | 25        |
| Minor        | 2         |           |           | 2        | 1         | 1         | 4         | 10        |
| N/A          |           |           |           |          |           | 1         | 2         | 3         |
| NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        |
| <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> |

**C. ERA**

| 9            | 1         | 2         | 3         | TOTAL     |
|--------------|-----------|-----------|-----------|-----------|
| Very high    | 3         | 6         |           | 9         |
| High         | 8         | 9         | 4         | 21        |
| Moderate     | 10        | 13        | 2         | 25        |
| Minor        | 2         | 4         | 4         | 10        |
| N/A          |           | 1         | 2         | 3         |
| NS           | 18        | 7         | 2         | 27        |
| <b>TOTAL</b> | <b>41</b> | <b>40</b> | <b>14</b> | <b>95</b> |

**D. CLUSTER**

| 9            | AFF       | ENR       | IMS       | SME       | TOTAL     |
|--------------|-----------|-----------|-----------|-----------|-----------|
| Very high    | 5         | 2         | 1         | 1         | 9         |
| High         | 7         | 4         | 5         | 5         | 21        |
| Moderate     | 3         | 3         | 14        | 5         | 25        |
| Minor        | 2         | 3         | 2         | 3         | 10        |
| N/A          |           | 1         | 2         |           | 3         |
| NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

**Table 3. Q22. Outcomes delivered by the CRC for Clients - Overall.**

**A. MERCER STOCKER TYPE**

| 10           | 1         | 2         | 3         | 4         | TOTAL     |
|--------------|-----------|-----------|-----------|-----------|-----------|
| Excellent    | 4         | 1         | 5         | 4         | 14        |
| Good         | 15        | 4         | 11        | 3         | 33        |
| Neutral      | 3         |           | 5         | 4         | 12        |
| Poor         | 2         | 2         |           |           | 4         |
| N/A          | 1         |           | 3         | 1         | 5         |
| NS           | 3         | 7         | 10        | 7         | 27        |
| <b>TOTAL</b> | <b>28</b> | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> |

**B. ROUND**

| 10           | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     |
|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|
| Excellent    | 3         | 1         | 1         | 1        | 4         | 2         | 2         | 14        |
| Good         | 3         | 4         | 5         | 4        | 2         | 11        | 4         | 33        |
| Neutral      | 1         | 1         | 3         | 1        | 1         | 3         | 2         | 12        |
| Poor         | 1         |           |           | 1        | 1         | 1         |           | 4         |
| N/A          |           |           |           |          |           | 1         | 4         | 5         |
| NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        |
| <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> |

**C. ERA**

| 10           | 1         | 2         | 3         | TOTAL     |
|--------------|-----------|-----------|-----------|-----------|
| Excellent    | 5         | 7         | 2         | 14        |
| Good         | 12        | 17        | 4         | 33        |
| Neutral      | 5         | 5         | 2         | 12        |
| Poor         | 1         | 3         |           | 4         |
| N/A          |           | 1         | 4         | 5         |
| NS           | 18        | 7         | 2         | 27        |
| <b>TOTAL</b> | <b>41</b> | <b>40</b> | <b>14</b> | <b>95</b> |

**D. CLUSTER**

| 10           | AFF       | ENR       | IMS       | SME       | TOTAL     |
|--------------|-----------|-----------|-----------|-----------|-----------|
| Excellent    | 7         | 4         | 3         |           | 14        |
| Good         | 5         | 2         | 16        | 10        | 33        |
| Neutral      | 2         | 3         | 4         | 3         | 12        |
| Poor         | 1         | 2         | 1         |           | 4         |
| N/A          | 2         | 2         |           | 1         | 5         |
| NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

**Table 4. CSIRO Financial Index**

**A. MERCER STOCKER TYPE**

| Average of 1 | 125 |     |     |     |       |
|--------------|-----|-----|-----|-----|-------|
|              | 1   | 2   | 3   | 4   | TOTAL |
| Total        | 41% | 60% | 38% | 22% | 38%   |

**B. ROUND**

| Average of 1 | 130 |     |     |     |     |     |     |       |
|--------------|-----|-----|-----|-----|-----|-----|-----|-------|
|              | 1   | 2   | 3   | 4   | 5   | 6   | 7   | TOTAL |
| Total        | 29% | 35% | 35% | 44% | 54% | 36% | 35% | 38%   |

**C. ERA**

| Average of 1 | 131 |     |     |       |
|--------------|-----|-----|-----|-------|
|              | 1   | 2   | 3   | TOTAL |
| Total        | ### | ### | ### | 38%   |

**D. CLUSTER**

| Average of 1 | 124 |     |     |     |       |
|--------------|-----|-----|-----|-----|-------|
|              | AFF | ENR | IMS | SME | TOTAL |
| Total        | 33% | 25% | 47% | 47% | 38%   |



# Primary Value Measures & Supporting Value Measures

Table 5. Q24 What is your assessment of the overall impact on CSIRO's organisational capabilities from CSIRO's involvement in this CRC?

| A. MERCER STOCKER TYPE |           |           |           |           |           | B. ROUND     |           |           |           |          |           |           |           | C. ERA    |              |           |           | D. CLUSTER |           |              |           |           |           |           |           |
|------------------------|-----------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|------------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|
| 12                     | 1         | 2         | 3         | 4         | TOTAL     | 12           | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 12           | 1         | 2         | 3          | TOTAL     | 12           | AFF ENR   | IMS       | SME       | TOTAL     |           |
| Major gain             | 16        | 4         | 11        | 5         | 36        | Major gain   | 3         | 4         | 4         | 4        | 7         | 7         | 7         | 36        | Major gain   | 11        | 18        | 7          | 36        | Major gain   | 10        | 5         | 13        | 8         | 36        |
| Minor gain             | 5         | 1         | 8         | 5         | 19        | Minor gain   | 3         | 2         | 5         | 2        |           | 6         | 1         | 19        | Minor gain   | 10        | 8         | 1          | 19        | Minor gain   | 7         | 3         | 6         | 3         | 19        |
| Neutral                | 1         |           | 3         |           | 4         | Neutral      |           |           |           | 1        |           | 1         | 2         | 4         | Neutral      | 2         | 2         |            | 4         | Neutral      |           |           | 3         | 1         | 4         |
| Minor loss             | 3         |           | 1         |           | 4         | Minor loss   | 1         |           |           |          |           | 3         |           | 4         | Minor loss   | 1         | 3         |            | 4         | Minor loss   |           |           | 2         | 2         | 4         |
| Major loss             |           | 2         |           |           | 2         | Major loss   | 1         |           |           | 1        |           |           |           | 2         | Major loss   | 1         | 1         |            | 2         | Major loss   |           | 2         |           |           | 2         |
| N/A                    |           |           | 1         | 2         | 3         | N/A          |           |           |           |          | 1         | 2         |           | 3         | N/A          | 1         | 2         |            | 3         | N/A          |           | 3         |           |           | 3         |
| NS                     | 3         | 7         | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS           | 18        | 7         | 2          | 27        | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b> | <b>14</b>  | <b>95</b> | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

Table 6.1 Q19 What is your assessment of the impact this CRC's outcomes have had for Australia - economic impact?

| A. MERCER STOCKER TYPE |           |           |           |           |           | B. ROUND     |             |           |           |          |           |           |           | C. ERA    |              |           |             | D. CLUSTER |           |              |           |           |             |           |           |     |     |       |    |
|------------------------|-----------|-----------|-----------|-----------|-----------|--------------|-------------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|-------------|------------|-----------|--------------|-----------|-----------|-------------|-----------|-----------|-----|-----|-------|----|
| Count of 22            | 125       | 1         | 2         | 3         | 4         | TOTAL        | Count of 22 | 130       | 1         | 2        | 3         | 4         | 5         | 6         | 7            | TOTAL     | Count of 22 | 131        | 1         | 2            | 3         | TOTAL     | Count of 22 | 124       | AFF ENR   | IMS | SME | TOTAL |    |
| 22                     |           | 1         | 2         | 3         | 4         | 7            | 22          |           | 1         | 2        | 3         | 4         | 5         | 6         | 7            | 7         | 22          |            | 1         | 2            | 3         | 7         | 22          |           | 3         | 1   |     | 3     | 7  |
| Very high              |           | 1         |           | 6         |           | 7            | Very high   |           | 2         | 1        | 1         | 1         | 1         | 2         |              | 7         | Very high   |            | 3         | 4            |           | 7         | Very high   |           | 3         | 1   |     | 3     | 7  |
| High                   |           | 6         | 3         | 6         | 1         | 16           | High        |           | 2         | 2        | 2         | 2         |           | 5         | 3            | 16        | High        |            | 6         | 7            | 3         | 16        | High        |           | 6         | 1   | 7   | 2     | 16 |
| Moderate               |           | 10        |           | 6         | 5         | 21           | Moderate    |           | 2         | 2        | 5         | 1         | 3         | 5         | 3            | 21        | Moderate    |            | 9         | 9            | 3         | 21        | Moderate    |           | 5         | 3   | 8   | 5     | 21 |
| Minor                  |           | 6         | 4         | 6         | 5         | 21           | Minor       |           | 4         |          | 1         | 3         | 4         | 4         | 5            | 21        | Minor       |            | 5         | 11           | 5         | 21        | Minor       |           | 3         | 7   | 7   | 4     | 21 |
| None                   |           | 1         |           |           |           | 1            | None        |           |           |          |           |           |           | 1         |              | 1         | None        |            | 1         |              |           | 1         | None        |           |           |     | 1   |       | 1  |
| N/A                    |           | 1         |           |           | 1         | 2            | N/A         |           |           |          |           |           |           | 1         | 1            | 2         | N/A         |            | 1         | 1            |           | 2         | N/A         |           | 1         | 1   |     |       | 2  |
| NS                     |           | 3         | 7         | 10        | 7         | 27           | NS          |           | 5         | 8        | 5         | 1         | 3         | 3         | 2            | 27        | NS          |            | 18        | 7            | 2         | 27        | NS          |           | 6         | 8   | 10  | 3     | 27 |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b>   | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b>   | <b>14</b>  | <b>95</b> | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b>   | <b>17</b> | <b>95</b> |     |     |       |    |

Table 6.2 Q19 What is your assessment of the impact this CRC's outcomes have had for Australia - social impact?

| A. MERCER STOCKER TYPE |           |           |           |           |           | B. ROUND     |           |           |           |          |           |           |           | C. ERA    |              |            |           | D. CLUSTER |           |              |           |            |           |           |           |    |   |    |    |
|------------------------|-----------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|------------|-----------|------------|-----------|--------------|-----------|------------|-----------|-----------|-----------|----|---|----|----|
| 23                     | 1         | 2         | 3         | 4         | TOTAL     | 23           | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 23           | 1          | 2         | 3          | TOTAL     | 23           | AFF ENR   | IMS        | SME       | TOTAL     |           |    |   |    |    |
| Very high              | 3         |           | 1         |           | 2         | Very high    |           |           |           |          | 1         |           | 1         | 2         | 2            | Very high  |           | 1          | 1         | 1            | 2         | Very high  |           | 1         | 1         |    |   | 2  |    |
| High                   | 1         | 1         | 3         | 2         | 9         | High         |           | 1         | 1         | 2        | 1         | 3         | 1         | 9         | High         |            | 2         | 6          | 1         | 9            | High      |            | 2         | 3         | 4         |    |   | 9  |    |
| Moderate               | 8         | 2         | 5         | 4         | 19        | Moderate     |           | 2         | 2         | 4        | 1         | 3         | 5         | 2         | 19           | Moderate   |           | 8          | 9         | 2            | 19        | Moderate   |           | 9         | 2         | 8  |   |    | 19 |
| Minor                  | 5         | 1         | 8         | 4         | 18        | Minor        |           | 3         | 2         | 1        | 3         | 2         | 5         | 2         | 18           | Minor      |           | 6          | 10        | 2            | 18        | Minor      |           | 4         | 3         | 4  | 7 | 18 |    |
| None                   | 2         | 2         | 6         | 1         | 11        | None         |           | 2         | 1         | 1        | 1         | 1         | 1         | 4         | 11           | None       |           | 4          | 3         | 4            | 11        | None       |           | 1         | 3         | 2  | 5 | 11 |    |
| Don't know             | 2         | 1         |           |           | 3         | Don't know   |           |           |           | 1        |           |           |           | 2         | 3            | Don't know |           | 1          | 2         |              | 3         | Don't know |           |           |           | 1  | 2 | 3  |    |
| N/A                    | 4         |           | 1         | 1         | 6         | N/A          |           | 1         |           | 1        |           |           | 2         | 2         | 6            | N/A        |           | 2          | 2         | 2            | 6         | N/A        |           | 1         | 5         |    |   | 6  |    |
| NS                     | 3         | 7         | 10        | 7         | 27        | NS           |           | 5         | 8         | 5        | 1         | 3         | 3         | 2         | 27           | NS         |           | 18         | 7         | 2            | 27        | NS         |           | 6         | 8         | 10 | 3 | 27 |    |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b>  | <b>40</b> | <b>14</b>  | <b>95</b> | <b>TOTAL</b> | <b>23</b> | <b>21</b>  | <b>34</b> | <b>17</b> | <b>95</b> |    |   |    |    |

Table 6.3 Q19 What is your assessment of the impact this CRC's outcomes have had for Australia - environmental impact?

| A. MERCER STOCKER TYPE |           |           |           |           |           | B. ROUND     |           |           |           |          |           |           |           | C. ERA    |              |            |           | D. CLUSTER |           |              |           |            |           |           |           |    |   |    |
|------------------------|-----------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|------------|-----------|------------|-----------|--------------|-----------|------------|-----------|-----------|-----------|----|---|----|
| 24                     | 1         | 2         | 3         | 4         | TOTAL     | 24           | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 24           | 1          | 2         | 3          | TOTAL     | 24           | AFF ENR   | IMS        | SME       | TOTAL     |           |    |   |    |
| Very high              |           |           | 2         | 4         | 6         | Very high    |           | 1         |           |          | 2         | 2         | 1         | 6         | Very high    |            | 1         | 4          | 1         | 6            | Very high |            | 2         | 3         | 1         |    |   | 6  |
| High                   | 6         | 1         | 5         | 2         | 14        | High         |           | 2         | 1         | 2        | 3         | 1         | 3         | 2         | 14           | High       |           | 5          | 7         | 2            | 14        | High       |           | 6         | 3         | 1  | 4 | 14 |
| Moderate               | 2         |           | 6         | 3         | 11        | Moderate     |           |           | 1         | 1        | 2         |           | 3         | 4         | 11           | Moderate   |           | 2          | 5         | 4            | 11        | Moderate   |           | 2         | 2         | 2  | 5 | 11 |
| Minor                  | 5         | 3         | 9         | 1         | 18        | Minor        |           | 2         | 3         | 3        | 1         | 2         | 6         | 1         | 18           | Minor      |           | 8          | 9         | 1            | 18        | Minor      |           | 5         | 4         | 6  | 3 | 18 |
| None                   | 5         | 1         | 2         | 1         | 9         | None         |           | 2         |           | 1        | 1         | 1         | 2         | 2         | 9            | None       |           | 3          | 4         | 2            | 9         | None       |           | 2         |           | 5  | 2 | 9  |
| Don't know             | 1         |           |           |           | 1         | Don't know   |           |           |           |          |           |           |           | 1         | 1            | Don't know |           | 1          |           |              | 1         | Don't know |           |           |           | 1  |   | 1  |
| N/A                    | 6         | 2         |           | 1         | 9         | N/A          |           | 1         | 1         | 2        |           | 2         | 1         | 2         | 9            | N/A        |           | 4          | 3         | 2            | 9         | N/A        |           | 1         | 8         |    |   | 9  |
| NS                     | 3         | 7         | 10        | 7         | 27        | NS           |           | 5         | 8         | 5        | 1         | 3         | 3         | 2         | 27           | NS         |           | 18         | 7         | 2            | 27        | NS         |           | 6         | 8         | 10 | 3 | 27 |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b>  | <b>40</b> | <b>14</b>  | <b>95</b> | <b>TOTAL</b> | <b>23</b> | <b>21</b>  | <b>34</b> | <b>17</b> | <b>95</b> |    |   |    |

# Supporting Value Measures (cont.)

**Table 7.1 Q21 How well do you think the CRC performed against [client's research outcomes achieved]?**

| A. MERCER STOCKER TYPE |           |           |           |           |           | B. ROUND     |           |           |           |          |           |           |           | C. ERA    |              |           |           |           | D. CLUSTER |              |           |           |           |           |           |
|------------------------|-----------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|------------|--------------|-----------|-----------|-----------|-----------|-----------|
| 26                     | 1         | 2         | 3         | 4         | TOTAL     | 26           | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 26           | 1         | 2         | 3         | TOTAL      | 26           | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Excellent              | 3         | 2         | 11        | 4         | 20        | Excellent    | 3         | 3         | 3         | 1        | 4         | 5         | 1         | 20        | Excellent    | 9         | 10        | 1         | 20         | Excellent    | 7         | 3         | 6         | 4         | 20        |
| Good                   | 18        | 3         | 10        | 5         | 36        | Good         | 3         | 3         | 5         | 5        | 3         | 11        | 6         | 36        | Good         | 11        | 19        | 6         | 36         | Good         | 8         | 5         | 14        | 9         | 36        |
| Neutral                |           | 2         | 1         | 2         | 5         | Neutral      | 2         |           | 1         |          | 1         |           | 1         | 5         | Neutral      | 3         | 1         | 1         | 5          | Neutral      |           | 3         | 1         | 1         | 5         |
| Poor                   | 3         |           |           |           | 3         | Poor         |           |           |           | 1        |           | 2         |           | 3         | Poor         |           | 3         |           | 3          | Poor         | 1         |           | 2         |           | 3         |
| N/A                    | 1         |           | 2         | 1         | 4         | N/A          |           |           |           |          |           |           | 4         | 4         | N/A          |           |           | 4         | 4          | N/A          | 1         | 2         | 1         |           | 4         |
| NS                     | 3         | 7         | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS           | 18        | 7         | 2         | 27         | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b> | <b>14</b> | <b>95</b>  | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

**Table 7.2 Q21 How well do you think the CRC performed against [effectiveness of process and relationship]?**

| A. MERCER STOCKER TYPE |           |           |           |           |           | B. ROUND     |           |           |           |          |           |           |           | C. ERA    |              |           |           |           | D. CLUSTER |              |           |           |           |           |           |
|------------------------|-----------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|------------|--------------|-----------|-----------|-----------|-----------|-----------|
| 27                     | 1         | 2         | 3         | 4         | TOTAL     | 27           | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 27           | 1         | 2         | 3         | TOTAL      | 27           | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Excellent              | 4         | 1         | 4         | 2         | 11        | Excellent    | 1         | 1         | 2         | 2        | 1         | 3         | 1         | 11        | Excellent    | 4         | 6         | 1         | 11         | Excellent    | 4         | 2         | 5         |           | 11        |
| Good                   | 13        | 2         | 12        | 5         | 32        | Good         | 4         | 2         | 5         | 2        | 5         | 10        | 4         | 32        | Good         | 11        | 17        | 4         | 32         | Good         | 8         | 4         | 10        | 10        | 32        |
| Neutral                | 4         | 1         | 5         | 3         | 13        | Neutral      | 2         | 1         | 2         | 1        |           | 3         | 4         | 13        | Neutral      | 5         | 4         | 4         | 13         | Neutral      | 2         | 2         | 6         | 3         | 13        |
| Poor                   | 4         | 1         |           | 1         | 6         | Poor         |           | 1         |           | 2        | 1         | 2         |           | 6         | Poor         | 1         | 5         |           | 6          | Poor         | 1         | 1         | 3         | 1         | 6         |
| Appalling              |           | 2         |           |           | 2         | Appalling    | 1         |           |           |          | 1         |           |           | 2         | Appalling    | 1         | 1         |           | 2          | Appalling    |           | 2         |           |           | 2         |
| N/A                    |           |           | 3         | 1         | 4         | N/A          |           | 1         |           |          |           |           | 3         | 4         | N/A          | 1         |           | 3         | 4          | N/A          | 2         | 2         |           |           | 4         |
| NS                     | 3         | 7         | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS           | 18        | 7         | 2         | 27         | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b> | <b>14</b> | <b>95</b>  | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

**Table 8.1 Q25 What is your assessment of the net outcome for CSIRO for [Infrastructure (Equipment & Facilities)]?**

| A. MERCER STOCKER TYPE |           |           |           |           |           | B. ROUND     |           |           |           |          |           |           |           | C. ERA    |              |           |           |           | D. CLUSTER |              |           |           |           |           |           |
|------------------------|-----------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|------------|--------------|-----------|-----------|-----------|-----------|-----------|
| 36                     | 1         | 2         | 3         | 4         | TOTAL     | 36           | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 36           | 1         | 2         | 3         | TOTAL      | 36           | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Major gain             | 11        | 1         | 5         | 4         | 21        | Major gain   | 3         | 2         | 2         | 2        | 7         | 4         | 1         | 21        | Major gain   | 7         | 13        | 1         | 21         | Major gain   | 4         | 3         | 9         | 5         | 21        |
| Minor gain             | 8         | 3         | 12        | 5         | 28        | Minor gain   | 1         | 3         | 6         | 4        |           | 8         | 6         | 28        | Minor gain   | 10        | 12        | 6         | 28         | Minor gain   | 8         | 6         | 5         | 9         | 28        |
| Neutral                | 6         | 1         | 5         | 2         | 14        | Neutral      | 2         | 1         | 1         | 1        |           | 6         | 3         | 14        | Neutral      | 4         | 7         | 3         | 14         | Neutral      | 5         |           | 9         |           | 14        |
| Major loss             |           | 2         |           |           | 2         | Major loss   | 1         |           |           |          | 1         |           |           | 2         | Major loss   | 1         | 1         |           | 2          | Major loss   |           | 2         |           |           | 2         |
| N/A                    |           |           | 2         | 1         | 3         | N/A          | 1         |           |           |          |           |           | 2         | 3         | N/A          | 1         |           | 2         | 3          | N/A          |           | 2         | 1         |           | 3         |
| NS                     | 3         | 7         | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS           | 18        | 7         | 2         | 27         | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b> | <b>14</b> | <b>95</b>  | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

**Table 8.2 Q25 What is your assessment of the net outcome for CSIRO for [Research Personnel]?**

| A. MERCER STOCKER TYPE |           |           |           |           |           | B. ROUND     |           |           |           |          |           |           |           | C. ERA    |              |           |           |           | D. CLUSTER |              |           |           |           |           |           |
|------------------------|-----------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|------------|--------------|-----------|-----------|-----------|-----------|-----------|
| 37                     | 1         | 2         | 3         | 4         | TOTAL     | 37           | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 37           | 1         | 2         | 3         | TOTAL      | 37           | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Major gain             | 12        | 3         | 15        | 7         | 37        | Major gain   | 3         | 6         | 6         | 4        | 5         | 9         | 4         | 37        | Major gain   | 15        | 18        | 4         | 37         | Major gain   | 14        | 5         | 10        | 8         | 37        |
| Minor gain             | 12        |           | 6         | 4         | 22        | Minor gain   | 4         |           | 3         | 3        | 1         | 6         | 5         | 22        | Minor gain   | 7         | 10        | 5         | 22         | Minor gain   | 3         | 4         | 9         | 6         | 22        |
| Neutral                |           | 2         | 1         |           | 3         | Neutral      |           |           |           |          | 1         | 1         | 1         | 3         | Neutral      |           | 2         | 1         | 3          | Neutral      |           |           | 3         |           | 3         |
| Minor loss             | 1         |           | 1         |           | 2         | Minor loss   |           |           |           |          |           | 2         |           | 2         | Minor loss   |           | 2         |           | 2          | Minor loss   |           |           | 2         |           | 2         |
| Major loss             |           | 2         |           |           | 2         | Major loss   | 1         |           |           |          | 1         |           |           | 2         | Major loss   | 1         | 1         |           | 2          | Major loss   |           | 2         |           |           | 2         |
| N/A                    |           |           | 1         | 1         | 2         | N/A          |           |           |           |          |           |           | 2         | 2         | N/A          |           |           | 2         | 2          | N/A          |           | 2         |           |           | 2         |
| NS                     | 3         | 7         | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS           | 18        | 7         | 2         | 27         | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b> | <b>14</b> | <b>95</b>  | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

# Supporting Value Measures (cont.)

| Table 8.3              |           | Q25 What is your assessment of the net outcome for CSIRO for [Intellectual Property]? |           |           |           |              |           |           |           |          |           |           |           |            |              |           |           |           |           |              |           |           |           |           |           |
|------------------------|-----------|---|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|------------|--------------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|
| A. MERCER STOCKER TYPE |           |   |           |           | B. ROUND  |              |           |           |           | C. ERA   |           |           |           | D. CLUSTER |              |           |           |           |           |              |           |           |           |           |           |
| 38                     | 1         | 2   | 3         | 4         | TOTAL     | 38           | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL      | 38           | 1         | 2         | 3         | TOTAL     | 38           | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Major gain             | 7         | 3   | 4         | 3         | 17        | Major gain   | 2         | 2         | 2         |          | 5         | 2         | 4         | 17         | Major gain   | 6         | 7         | 4         | 17        | Major gain   | 3         | 2         | 6         | 6         | 17        |
| Minor gain             | 11        | 2   | 8         | 7         | 28        | Minor gain   | 4         | 3         | 5         | 4        | 1         | 8         | 3         | 28         | Minor gain   | 12        | 13        | 3         | 28        | Minor gain   | 7         | 4         | 12        | 5         | 28        |
| Neutral                | 5         |   | 7         | 1         | 13        | Neutral      |           | 1         | 1         | 3        | 1         | 4         | 3         | 13         | Neutral      | 2         | 8         | 3         | 13        | Neutral      | 5         | 3         | 3         | 2         | 13        |
| Minor loss             | 1         |   | 3         |           | 4         | Minor loss   |           |           | 1         |          |           | 3         |           | 4          | Minor loss   | 1         | 3         |           | 4         | Minor loss   | 2         |           | 2         |           | 4         |
| Major loss             | 1         | 2   | 1         |           | 4         | Major loss   | 2         |           |           |          | 1         | 1         |           | 4          | Major loss   | 2         | 2         |           | 4         | Major loss   |           | 2         | 1         | 1         | 4         |
| N/A                    |           |   | 1         | 1         | 2         | N/A          |           |           |           |          |           |           | 2         | 2          | N/A          |           |           | 2         | 2         | N/A          |           | 2         |           |           | 2         |
| NS                     | 3         | 7   | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27         | NS           | 18        | 7         | 2         | 27        | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b>   | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b>  | <b>TOTAL</b> | <b>41</b> | <b>40</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

| Table 8.4              |           | Q25 What is your assessment of the net outcome for CSIRO for [Management Resources]? |           |           |           |              |           |           |           |          |           |           |           |            |              |           |           |           |           |              |           |           |           |           |           |
|------------------------|-----------|--|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|------------|--------------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|
| A. MERCER STOCKER TYPE |           |  |           |           | B. ROUND  |              |           |           |           | C. ERA   |           |           |           | D. CLUSTER |              |           |           |           |           |              |           |           |           |           |           |
| 39                     | 1         | 2  | 3         | 4         | TOTAL     | 39           | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL      | 39           | 1         | 2         | 3         | TOTAL     | 39           | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Major gain             |           |  | 6         | 1         | 7         | Major gain   | 1         | 1         | 1         |          | 1         | 2         | 1         | 7          | Major gain   | 3         | 3         | 1         | 7         | Major gain   | 3         | 1         | 1         | 2         | 7         |
| Minor gain             | 8         | 2  | 6         | 3         | 19        | Minor gain   | 3         | 3         | 5         |          |           | 4         | 4         | 19         | Minor gain   | 11        | 4         | 4         | 19        | Minor gain   | 7         | 3         | 5         | 4         | 19        |
| Neutral                | 13        | 3  | 8         | 6         | 30        | Neutral      | 2         |           | 3         | 7        | 6         | 8         | 4         | 30         | Neutral      | 5         | 21        | 4         | 30        | Neutral      | 7         | 4         | 13        | 6         | 30        |
| Minor loss             | 3         | 2  | 2         | 1         | 8         | Minor loss   | 1         | 2         |           |          | 1         | 3         | 1         | 8          | Minor loss   | 3         | 4         | 1         | 8         | Minor loss   |           | 3         | 3         | 2         | 8         |
| N/A                    | 1         |  | 2         | 1         | 4         | N/A          | 1         |           |           |          |           | 1         | 2         | 4          | N/A          | 1         | 1         | 2         | 4         | N/A          |           | 2         | 2         |           | 4         |
| NS                     | 3         | 7  | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27         | NS           | 18        | 7         | 2         | 27        | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b>  | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b>  | <b>TOTAL</b> | <b>41</b> | <b>40</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

| Table 8.5              |           | Q25 What is your assessment of the net outcome for CSIRO for [Key Relationships]? |           |           |           |              |           |           |           |          |           |           |           |            |              |           |           |           |           |              |           |           |           |           |           |
|------------------------|-----------|---|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|------------|--------------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|
| A. MERCER STOCKER TYPE |           |   |           |           | B. ROUND  |              |           |           |           | C. ERA   |           |           |           | D. CLUSTER |              |           |           |           |           |              |           |           |           |           |           |
| 40                     | 1         | 2   | 3         | 4         | TOTAL     | 40           | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL      | 40           | 1         | 2         | 3         | TOTAL     | 40           | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Major gain             | 11        | 3   | 8         | 7         | 29        | Major gain   | 5         | 3         | 1         | 5        | 4         | 4         | 7         | 29         | Major gain   | 9         | 13        | 7         | 29        | Major gain   | 10        | 6         | 9         | 4         | 29        |
| Minor gain             | 9         | 2   | 11        | 3         | 25        | Minor gain   | 1         | 2         | 6         | 1        | 3         | 10        | 2         | 25         | Minor gain   | 9         | 14        | 2         | 25        | Minor gain   | 4         | 2         | 10        | 9         | 25        |
| Neutral                | 3         | 2   | 3         |           | 8         | Neutral      | 1         |           | 2         |          | 1         | 3         | 1         | 8          | Neutral      | 3         | 4         | 1         | 8         | Neutral      | 2         | 2         | 4         |           | 8         |
| Minor loss             | 1         |   |           | 1         | 2         | Minor loss   |           | 1         |           | 1        |           |           |           | 2          | Minor loss   | 1         | 1         |           | 2         | Minor loss   | 1         | 1         |           |           | 2         |
| Major loss             | 1         |   | 1         |           | 2         | Major loss   | 1         |           |           |          |           | 1         |           | 2          | Major loss   | 1         | 1         |           | 2         | Major loss   |           |           | 1         | 1         | 2         |
| N/A                    |           |   | 1         | 1         | 2         | N/A          |           |           |           |          |           |           | 2         | 2          | N/A          |           |           | 2         | 2         | N/A          |           | 2         |           |           | 2         |
| NS                     | 3         | 7   | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27         | NS           | 18        | 7         | 2         | 27        | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b>   | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b>  | <b>TOTAL</b> | <b>41</b> | <b>40</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

| Table 8.6              |           | Q25 What is your assessment of the net outcome for CSIRO for [CSIRO reputation]? |           |           |           |              |           |           |           |          |           |           |           |            |              |           |           |           |           |              |           |           |           |           |           |
|------------------------|-----------|--|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|------------|--------------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|
| A. MERCER STOCKER TYPE |           |  |           |           | B. ROUND  |              |           |           |           | C. ERA   |           |           |           | D. CLUSTER |              |           |           |           |           |              |           |           |           |           |           |
| 41                     | 1         | 2  | 3         | 4         | TOTAL     | 41           | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL      | 41           | 1         | 2         | 3         | TOTAL     | 41           | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Major gain             | 9         | 4  | 11        | 6         | 30        | Major gain   | 2         | 5         | 3         | 4        | 5         | 5         | 6         | 30         | Major gain   | 10        | 14        | 6         | 30        | Major gain   | 11        | 6         | 9         | 4         | 30        |
| Minor gain             | 9         | 1  | 2         | 3         | 15        | Minor gain   | 1         |           | 3         | 2        |           | 8         | 1         | 15         | Minor gain   | 4         | 10        | 1         | 15        | Minor gain   | 3         | 2         | 6         | 4         | 15        |
| Neutral                | 6         |  | 9         | 1         | 16        | Neutral      | 3         |           | 3         | 1        | 2         | 4         | 3         | 16         | Neutral      | 6         | 7         | 3         | 16        | Neutral      | 3         |           | 8         | 5         | 16        |
| Minor loss             | 1         | 2  |           | 1         | 4         | Minor loss   | 1         | 1         |           |          | 1         | 1         |           | 4          | Minor loss   | 2         | 2         |           | 4         | Minor loss   |           | 3         | 1         |           | 4         |
| Major loss             |           |  | 1         |           | 1         | Major loss   | 1         |           |           |          |           |           |           | 1          | Major loss   | 1         |           |           | 1         | Major loss   |           |           |           | 1         | 1         |
| N/A                    |           |  | 1         | 1         | 2         | N/A          |           |           |           |          |           |           | 2         | 2          | N/A          |           |           | 2         | 2         | N/A          |           | 2         |           |           | 2         |
| NS                     | 3         | 7  | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27         | NS           | 18        | 7         | 2         | 27        | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b>  | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b>  | <b>TOTAL</b> | <b>41</b> | <b>40</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |



# Secondary Value Measures

**Table 9** Q3 In your opinion, to what degree (percentage) has the CRC been successful in meeting its objectives?

| A. MERCER STOCKER TYPE |     |     |     |     |     | B. ROUND      |       |     |     |     |     |     |     | C. ERA        |     |       |       | D. CLUSTER |               |     |     |       |       |     |     |     |     |     |       |
|------------------------|-----|-----|-----|-----|-----|---------------|-------|-----|-----|-----|-----|-----|-----|---------------|-----|-------|-------|------------|---------------|-----|-----|-------|-------|-----|-----|-----|-----|-----|-------|
| Average of 67          | 125 |     |     |     |     | Average of 67 | 130   |     |     |     |     |     |     | Average of 67 | 131 |       |       |            | Average of 67 | 124 |     |       |       |     |     |     |     |     |       |
|                        |     | 1   | 2   | 3   | 4   | TOTAL         |       |     | 1   | 2   | 3   | 4   | 5   | 6             | 7   | TOTAL |       |            | 1             | 2   | 3   | TOTAL |       |     | AFF | ENR | IMS | SME | TOTAL |
| Total                  | 62% | 66% | 61% | 73% | 64% |               | Total | 45% | 78% | 78% | 72% | 72% | 69% | 39%           | 64% |       | Total | ###        | ###           | ### | 64% |       | Total | 75% | 57% | 62% | 62% | 64% |       |

**Table 10.** Q48 In your opinion, with the value of hindsight, should CSIRO have gotten involved?

| A. MERCER STOCKER TYPE |    |    |    |    |       | B. ROUND       |    |    |    |   |    |    |    | C. ERA |                |    |    | D. CLUSTER |       |                |     |     |     |     |       |
|------------------------|----|----|----|----|-------|----------------|----|----|----|---|----|----|----|--------|----------------|----|----|------------|-------|----------------|-----|-----|-----|-----|-------|
| 68                     | 1  | 2  | 3  | 4  | TOTAL | 68             | 1  | 2  | 3  | 4 | 5  | 6  | 7  | TOTAL  | 68             | 1  | 2  | 3          | TOTAL | 68             | AFF | ENR | IMS | SME | TOTAL |
| Absolutely yes         | 12 | 4  | 13 | 9  | 38    | Absolutely yes | 4  | 5  | 5  | 4 | 6  | 6  | 8  | 38     | Absolutely yes | 14 | 16 | 8          | 38    | Absolutely yes | 12  | 8   | 7   | 11  | 38    |
| Probably yes           | 12 |    | 7  | 3  | 22    | Probably yes   | 1  | 1  | 4  | 2 | 1  | 10 | 3  | 22     | Probably yes   | 6  | 13 | 3          | 22    | Probably yes   | 5   | 3   | 14  |     | 22    |
| Neutral                |    |    | 4  |    | 4     | Neutral        | 2  |    | 1  |   |    |    | 1  | 4      | Neutral        | 2  | 1  | 1          | 4     | Neutral        |     |     | 1   | 3   | 4     |
| Probably not           | 1  | 1  |    |    | 2     | Probably not   |    |    |    |   |    |    | 2  | 2      | Probably not   |    | 2  |            | 2     | Probably not   |     |     | 2   |     | 2     |
| Absolutely not         |    | 2  |    |    | 2     | Absolutely not | 1  |    |    | 1 |    |    |    | 2      | Absolutely not | 1  | 1  |            | 2     | Absolutely not |     | 2   |     |     | 2     |
| NS                     | 3  | 7  | 10 | 7  | 27    | NS             | 5  | 8  | 5  | 1 | 3  | 3  | 2  | 27     | NS             | 18 | 7  | 2          | 27    | NS             | 6   | 8   | 10  | 3   | 27    |
| TOTAL                  | 28 | 14 | 34 | 19 | 95    | TOTAL          | 13 | 14 | 14 | 8 | 11 | 21 | 14 | 95     | TOTAL          | 41 | 40 | 14         | 95    | TOTAL          | 23  | 21  | 34  | 17  | 95    |

**Table 11.1** Q46 In your opinion, would the alternative structure have been better or worse than this CRC [for overall impact for Australia]?

| A. MERCER STOCKER TYPE |    |    |    |    |       | B. ROUND             |    |    |    |   |    |    |    | C. ERA |                      |    |    | D. CLUSTER |       |                      |     |     |     |     |       |
|------------------------|----|----|----|----|-------|----------------------|----|----|----|---|----|----|----|--------|----------------------|----|----|------------|-------|----------------------|-----|-----|-----|-----|-------|
| 71                     | 1  | 2  | 3  | 4  | TOTAL | 71                   | 1  | 2  | 3  | 4 | 5  | 6  | 7  | TOTAL  | 71                   | 1  | 2  | 3          | TOTAL | 71                   | AFF | ENR | IMS | SME | TOTAL |
| Much better            | 4  |    | 2  | 1  | 7     | Much better          | 1  |    | 1  | 2 |    | 2  | 1  | 7      | Much better          | 2  | 4  | 1          | 7     | Much better          | 1   | 2   | 3   | 1   | 7     |
| Somewhat better        | 2  | 2  | 8  | 1  | 13    | Somewhat better      | 1  | 2  | 2  | 1 | 1  | 6  |    | 13     | Somewhat better      | 5  | 8  |            | 13    | Somewhat better      | 4   | 1   | 5   | 3   | 13    |
| Neither better/worse   | 6  | 2  | 3  | 5  | 16    | Neither better/worse | 3  | 2  | 2  | 1 | 4  | 2  | 2  | 16     | Neither better/worse | 7  | 7  | 2          | 16    | Neither better/worse | 4   | 5   | 6   | 1   | 16    |
| Somewhat worse         | 5  | 1  | 5  | 3  | 14    | Somewhat worse       | 2  | 1  | 2  |   | 2  | 4  | 3  | 14     | Somewhat worse       | 5  | 6  | 3          | 14    | Somewhat worse       | 4   | 2   | 3   | 5   | 14    |
| Much worse             | 1  |    | 1  | 1  | 3     | Much worse           |    |    |    |   |    | 1  | 2  | 3      | Much worse           |    | 1  | 2          | 3     | Much worse           |     | 1   | 2   |     | 3     |
| Don't know             | 3  | 1  | 3  | 1  | 8     | Don't know           |    | 1  | 1  | 2 |    | 1  | 3  | 8      | Don't know           | 2  | 3  | 3          | 8     | Don't know           | 2   |     | 2   | 4   | 8     |
| N/A                    | 4  | 1  | 2  |    | 7     | N/A                  | 1  |    | 1  | 1 | 1  | 2  | 1  | 7      | N/A                  | 2  | 4  | 1          | 7     | N/A                  | 2   | 2   | 3   |     | 7     |
| NS                     | 3  | 7  | 10 | 7  | 27    | NS                   | 5  | 8  | 5  | 1 | 3  | 3  | 2  | 27     | NS                   | 18 | 7  | 2          | 27    | NS                   | 6   | 8   | 10  | 3   | 27    |
| TOTAL                  | 28 | 14 | 34 | 19 | 95    | TOTAL                | 13 | 14 | 14 | 8 | 11 | 21 | 14 | 95     | TOTAL                | 41 | 40 | 14         | 95    | TOTAL                | 23  | 21  | 34  | 17  | 95    |

**Table 11.2** Q46 In your opinion, would the alternative structure have been better or worse than this CRC [for achievement of client's benefit]?

| A. MERCER STOCKER TYPE |    |    |    |    |       | B. ROUND             |    |    |    |   |    |    |    | C. ERA |                      |    |    | D. CLUSTER |       |                      |     |     |     |     |       |
|------------------------|----|----|----|----|-------|----------------------|----|----|----|---|----|----|----|--------|----------------------|----|----|------------|-------|----------------------|-----|-----|-----|-----|-------|
| 72                     | 1  | 2  | 3  | 4  | TOTAL | 72                   | 1  | 2  | 3  | 4 | 5  | 6  | 7  | TOTAL  | 72                   | 1  | 2  | 3          | TOTAL | 72                   | AFF | ENR | IMS | SME | TOTAL |
| Much better            | 7  | 2  | 2  | 1  | 12    | Much better          | 2  |    | 3  | 1 | 1  | 4  | 1  | 12     | Much better          | 5  | 6  | 1          | 12    | Much better          | 1   | 4   | 7   |     | 12    |
| Somewhat better        | 2  | 2  | 9  | 3  | 16    | Somewhat better      | 1  | 2  | 2  | 1 | 2  | 7  | 1  | 16     | Somewhat better      | 5  | 10 | 1          | 16    | Somewhat better      | 6   | 2   | 4   | 4   | 16    |
| Neither better/worse   | 5  |    |    | 5  | 10    | Neither better/worse | 2  | 1  | 1  | 1 | 3  | 1  | 1  | 10     | Neither better/worse | 4  | 5  | 1          | 10    | Neither better/worse | 3   | 2   | 3   | 2   | 10    |
| Somewhat worse         | 4  |    | 7  | 2  | 13    | Somewhat worse       | 2  | 2  | 2  |   | 1  | 3  | 3  | 13     | Somewhat worse       | 6  | 4  | 3          | 13    | Somewhat worse       | 3   | 2   | 4   | 4   | 13    |
| Much worse             | 1  |    |    | 1  | 2     | Much worse           |    |    |    |   |    | 1  | 1  | 2      | Much worse           |    | 1  | 1          | 2     | Much worse           |     | 1   | 1   |     | 2     |
| Don't know             | 2  | 1  | 3  |    | 6     | Don't know           |    | 1  |    | 2 |    |    | 3  | 6      | Don't know           | 1  | 2  | 3          | 6     | Don't know           | 1   |     | 1   | 4   | 6     |
| N/A                    | 4  | 2  | 3  |    | 9     | N/A                  | 1  |    | 1  | 2 | 1  | 2  | 2  | 9      | N/A                  | 2  | 5  | 2          | 9     | N/A                  | 3   | 2   | 4   |     | 9     |
| NS                     | 3  | 7  | 10 | 7  | 27    | NS                   | 5  | 8  | 5  | 1 | 3  | 3  | 2  | 27     | NS                   | 18 | 7  | 2          | 27    | NS                   | 6   | 8   | 10  | 3   | 27    |
| TOTAL                  | 28 | 14 | 34 | 19 | 95    | TOTAL                | 13 | 14 | 14 | 8 | 11 | 21 | 14 | 95     | TOTAL                | 41 | 40 | 14         | 95    | TOTAL                | 23  | 21  | 34  | 17  | 95    |



## Secondary Value Measures (cont.)

**Table 11.3 Q46 In your opinion, would the alternative structure have been better or worse than this CRC [for CSIRO commercial returns]?**

| A. MERCER STOCKER TYPE |           |           |           |           |           | B. ROUND             |           |           |           |          |           |           |           | C. ERA               |                 |           |           | D. CLUSTER |                      |                 |           |           |           |           |           |
|------------------------|-----------|-----------|-----------|-----------|-----------|----------------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|----------------------|-----------------|-----------|-----------|------------|----------------------|-----------------|-----------|-----------|-----------|-----------|-----------|
| 73                     | 1         | 2         | 3         | 4         | TOTAL     | 73                   | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL                | 73              | 1         | 2         | 3          | TOTAL                | 73              | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Much better            | 3         | 4         | 2         | 1         | 10        | Much better          | 2         | 1         | 1         | 2        | 1         | 3         |           | 10                   | Much better     | 4         | 6         |            | 10                   | Much better     | 1         | 3         | 5         | 1         | 10        |
| Somewhat better        | 6         | 1         | 7         | 5         | 19        | Somewhat better      | 4         | 1         | 3         | 1        | 2         | 6         | 2         | 19                   | Somewhat better | 8         | 9         | 2          | 19                   | Somewhat better | 6         | 2         | 7         | 4         | 19        |
| Neither better/worse   | 5         |           | 4         | 2         | 11        | Neither better/worse | 2         | 3         |           | 1        | 3         | 2         | 11        | Neither better/worse | 5               | 4         | 2         | 11         | Neither better/worse | 5               | 1         | 2         | 3         | 11        |           |
| Somewhat worse         | 4         |           | 4         | 2         | 10        | Somewhat worse       | 1         | 1         | 1         | 1        | 2         | 3         | 1         | 10                   | Somewhat worse  | 3         | 6         | 1          | 10                   | Somewhat worse  | 1         | 2         | 5         | 2         | 10        |
| Much worse             | 2         |           |           |           | 2         | Much worse           |           |           |           | 1        |           |           | 1         | 2                    | Much worse      | 1         | 1         |            | 2                    | Much worse      |           |           | 2         |           | 2         |
| Don't know             | 1         | 1         | 3         | 1         | 6         | Don't know           |           | 1         |           | 1        |           |           | 1         | 3                    | Don't know      | 1         | 2         | 3          | 6                    | Don't know      | 1         | 1         |           | 4         | 6         |
| N/A                    | 4         | 1         | 4         | 1         | 10        | N/A                  | 1         |           | 1         | 1        | 2         | 2         | 3         | 10                   | N/A             | 2         | 5         | 3          | 10                   | N/A             | 3         | 4         | 3         |           | 10        |
| NS                     | 3         | 7         | 10        | 7         | 27        | NS                   | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27                   | NS              | 18        | 7         | 2          | 27                   | NS              | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b>         | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b>            | <b>TOTAL</b>    | <b>41</b> | <b>40</b> | <b>14</b>  | <b>95</b>            | <b>TOTAL</b>    | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

**Table 11.4 Q46 In your opinion, would the alternative structure have been better or worse than this CRC [for CSIRO capability building]?**

| A. MERCER STOCKER TYPE |           |           |           |           |           | B. ROUND             |           |           |           |          |           |           |           | C. ERA    |                |                      |           | D. CLUSTER |           |                |                      |           |           |           |           |    |
|------------------------|-----------|-----------|-----------|-----------|-----------|----------------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|----------------|----------------------|-----------|------------|-----------|----------------|----------------------|-----------|-----------|-----------|-----------|----|
| 74                     | 1         | 2         | 3         | 4         | TOTAL     | 74                   | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 74             | 1                    | 2         | 3          | TOTAL     | 74             | AFF                  | ENR       | IMS       | SME       | TOTAL     |    |
| Much better            | 2         | 1         | 6         | 1         | 10        | Much better          | 2         | 2         | 2         | 1        |           |           |           | 10        | Much better    | 6                    | 4         |            | 10        | Much better    | 4                    |           | 3         | 3         | 10        |    |
| Somewhat better        | 7         | 1         | 6         | 1         | 15        | Somewhat better      | 1         | 1         | 1         | 4        |           |           | 5         | 3         | 15             | Somewhat better      | 3         | 9          | 3         | 15             | Somewhat better      | 3         | 1         | 8         | 3         | 15 |
| Neither better/worse   | 6         |           | 4         | 3         | 13        | Neither better/worse |           |           |           | 4        |           |           | 4         | 3         | 13             | Neither better/worse | 4         | 7          | 2         | 13             | Neither better/worse | 4         | 2         | 5         | 2         | 13 |
| Somewhat worse         | 2         | 1         | 5         | 3         | 11        | Somewhat worse       | 2         | 2         |           | 1        | 1         | 2         | 3         | 11        | Somewhat worse | 4                    | 4         | 3          | 11        | Somewhat worse | 2                    | 3         | 4         | 2         | 11        |    |
| Much worse             | 3         |           |           | 1         | 4         | Much worse           |           |           | 1         |          |           | 2         | 1         | 4         | Much worse     | 1                    | 2         | 1          | 4         | Much worse     |                      | 1         | 1         | 2         | 4         |    |
| Don't know             | 1         | 1         | 1         | 3         | 6         | Don't know           | 1         | 1         |           |          |           | 1         | 1         | 2         | 6              | Don't know           | 2         | 2          | 2         | 6              | Don't know           | 2         | 2         |           | 2         | 6  |
| N/A                    | 4         | 3         | 2         |           | 9         | N/A                  | 2         |           | 1         | 1        | 2         | 2         | 1         | 9         | N/A            | 3                    | 5         | 1          | 9         | N/A            | 2                    | 4         | 3         |           | 9         |    |
| NS                     | 3         | 7         | 10        | 7         | 27        | NS                   | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS             | 18                   | 7         | 2          | 27        | NS             | 6                    | 8         | 10        | 3         | 27        |    |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b>         | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b>   | <b>41</b>            | <b>40</b> | <b>14</b>  | <b>95</b> | <b>TOTAL</b>   | <b>23</b>            | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |    |

**Table 12 Q33 What stage of commercialisation has this CRC reached?**

| A. MERCER STOCKER TYPE |           |           |           |           |           | B. ROUND         |           |           |           |          |           |           |           | C. ERA    |                  |           |           | D. CLUSTER |           |                  |           |           |           |           |           |
|------------------------|-----------|-----------|-----------|-----------|-----------|------------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|------------------|-----------|-----------|------------|-----------|------------------|-----------|-----------|-----------|-----------|-----------|
| 75                     | 1         | 2         | 3         | 4         | TOTAL     | 75               | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 75               | 1         | 2         | 3          | TOTAL     | 75               | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Tech identified        | 3         | 1         | 5         | 4         | 13        | Tech identified  |           | 1         | 1         | 2        |           | 1         | 8         | 13        | Tech identified  | 2         | 3         | 8          | 13        | Tech identified  | 4         | 3         | 2         | 4         | 13        |
| Tech. evaluated        | 5         |           | 5         | 2         | 12        | Tech. evaluated  | 3         | 1         | 3         |          |           | 3         | 1         | 12        | Tech. evaluated  | 7         | 4         | 1          | 12        | Tech. evaluated  | 4         | 1         | 5         | 2         | 12        |
| Tech. documented       | 1         | 1         | 1         | 1         | 4         | Tech. documented |           |           |           |          | 1         | 2         | 1         | 4         | Tech. documented |           | 3         | 1          | 4         | Tech. documented |           | 1         | 2         | 1         | 4         |
| Tech. protected        | 4         | 3         | 2         | 1         | 10        | Tech. protected  | 3         |           | 2         |          | 2         | 3         |           | 10        | Tech. protected  | 5         | 5         |            | 10        | Tech. protected  |           | 3         | 6         | 1         | 10        |
| Tech. marketed         | 2         | 1         | 3         | 1         | 7         | Tech. marketed   |           |           | 1         | 1        |           | 5         |           | 7         | Tech. marketed   | 1         | 6         |            | 7         | Tech. marketed   | 2         | 1         | 4         |           | 7         |
| Tech. licensed         | 3         |           |           | 1         | 4         | Tech. licensed   |           |           | 1         |          |           | 3         |           | 4         | Tech. licensed   | 1         | 3         |            | 4         | Tech. licensed   | 1         |           | 1         | 2         | 4         |
| Tech. adopted          | 3         | 1         | 5         | 1         | 10        | Tech. adopted    | 2         | 3         | 1         | 1        | 2         | 1         |           | 10        | Tech. adopted    | 6         | 4         |            | 10        | Tech. adopted    | 5         |           | 4         | 1         | 10        |
| Don't know             |           |           |           | 1         | 1         | Don't know       |           |           |           |          |           | 1         |           | 1         | Don't know       |           | 1         |            | 1         | Don't know       |           | 1         |           |           | 1         |
| N/A                    | 4         |           | 3         |           | 7         | N/A              |           | 1         |           | 3        |           | 1         | 2         | 7         | N/A              | 1         | 4         | 2          | 7         | N/A              | 1         | 3         |           | 3         | 7         |
| NS                     | 3         | 7         | 10        | 7         | 27        | NS               | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS               | 18        | 7         | 2          | 27        | NS               | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b>     | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b>     | <b>41</b> | <b>40</b> | <b>14</b>  | <b>95</b> | <b>TOTAL</b>     | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |



## Secondary Value Measures (cont.)

| Table 11.3             |    | Q24 In your opinion, would the alternative structure have been better or worse that this CRC [for CSIRO commercial returns]? |    |    |          |                      |    |    |    |   |    |        |    |       |                      |            |    |    |       |                      |     |     |     |     |       |
|------------------------|----|--|----|----|----------|----------------------|----|----|----|---|----|--------|----|-------|----------------------|------------|----|----|-------|----------------------|-----|-----|-----|-----|-------|
| A. MERCER STOCKER TYPE |    |  |    |    | B. ROUND |                      |    |    |    |   |    | C. ERA |    |       |                      | D. CLUSTER |    |    |       |                      |     |     |     |     |       |
| 73                     | 1  | 2  | 3  | 4  | TOTAL    | 73                   | 1  | 2  | 3  | 4 | 5  | 6      | 7  | TOTAL | 73                   | 1          | 2  | 3  | TOTAL | 73                   | AFF | ENR | IMS | SME | TOTAL |
| Much better            | 3  | 4  | 2  | 1  | 10       | Much better          | 2  | 1  | 1  | 2 | 1  | 3      |    | 10    | Much better          | 4          | 6  |    | 10    | Much better          | 1   | 3   | 5   | 1   | 10    |
| Somewhat better        | 6  | 1  | 7  | 5  | 19       | Somewhat better      | 4  | 1  | 3  | 1 | 2  | 6      | 2  | 19    | Somewhat better      | 8          | 9  | 2  | 19    | Somewhat better      | 6   | 2   | 7   | 4   | 19    |
| Neither better/worse   | 5  |  | 4  | 2  | 11       | Neither better/worse |    | 2  | 3  |   | 1  | 3      | 2  | 11    | Neither better/worse | 5          | 4  | 2  | 11    | Neither better/worse | 5   | 1   | 2   | 3   | 11    |
| Somewhat worse         | 4  |  | 4  | 2  | 10       | Somewhat worse       | 1  | 1  | 1  | 1 | 2  | 3      | 1  | 10    | Somewhat worse       | 3          | 6  | 1  | 10    | Somewhat worse       | 1   | 2   | 5   | 2   | 10    |
| Much worse             | 2  |  |    |    | 2        | Much worse           |    |    |    | 1 |    |        | 1  | 2     | Much worse           |            | 1  | 1  | 2     | Much worse           |     |     | 2   |     | 2     |
| Don't know             | 1  | 1  | 3  | 1  | 6        | Don't know           |    | 1  |    | 1 |    | 1      | 3  | 6     | Don't know           | 1          | 2  | 3  | 6     | Don't know           | 1   | 1   |     | 4   | 6     |
| N/A                    | 4  | 1  | 4  | 1  | 10       | N/A                  | 1  |    | 1  | 1 | 2  | 2      | 3  | 10    | N/A                  | 2          | 5  | 3  | 10    | N/A                  | 3   | 4   | 3   |     | 10    |
| NS                     | 3  | 7  | 10 | 7  | 27       | NS                   | 5  | 8  | 5  | 1 | 3  | 3      | 2  | 27    | NS                   | 18         | 7  | 2  | 27    | NS                   | 6   | 8   | 10  | 3   | 27    |
| TOTAL                  | 28 | 14   | 34 | 19 | 95       | TOTAL                | 13 | 14 | 14 | 8 | 11 | 21     | 14 | 95    | TOTAL                | 41         | 40 | 14 | 95    | TOTAL                | 23  | 21  | 34  | 17  | 95    |

| Table 11.4             |    | Q24 In your opinion, would the alternative structure have been better or worse that this CRC [for CSIRO capability building]? |    |    |          |                      |    |    |    |   |    |        |    |       |                      |            |    |    |       |                      |     |     |     |     |       |
|------------------------|----|---|----|----|----------|----------------------|----|----|----|---|----|--------|----|-------|----------------------|------------|----|----|-------|----------------------|-----|-----|-----|-----|-------|
| A. MERCER STOCKER TYPE |    |   |    |    | B. ROUND |                      |    |    |    |   |    | C. ERA |    |       |                      | D. CLUSTER |    |    |       |                      |     |     |     |     |       |
| 74                     | 1  | 2   | 3  | 4  | TOTAL    | 74                   | 1  | 2  | 3  | 4 | 5  | 6      | 7  | TOTAL | 74                   | 1          | 2  | 3  | TOTAL | 74                   | AFF | ENR | IMS | SME | TOTAL |
| Much better            | 2  | 1   | 6  | 1  | 10       | Much better          | 2  | 2  | 2  | 1 |    | 3      |    | 10    | Much better          | 6          | 4  |    | 10    | Much better          | 4   |     | 3   | 3   | 10    |
| Somewhat better        | 7  | 1   | 6  | 1  | 15       | Somewhat better      | 1  | 1  | 1  | 4 |    | 5      | 3  | 15    | Somewhat better      | 3          | 9  | 3  | 15    | Somewhat better      | 3   | 1   | 8   | 3   | 15    |
| Neither better/worse   | 6  |   | 4  | 3  | 13       | Neither better/worse |    |    | 4  |   | 4  | 3      | 2  | 13    | Neither better/worse | 4          | 7  | 2  | 13    | Neither better/worse | 4   | 2   | 5   | 2   | 13    |
| Somewhat worse         | 2  | 1   | 5  | 3  | 11       | Somewhat worse       | 2  | 2  |    | 1 | 1  | 2      | 3  | 11    | Somewhat worse       | 4          | 4  | 3  | 11    | Somewhat worse       | 2   | 3   | 4   | 2   | 11    |
| Much worse             | 3  |   |    | 1  | 4        | Much worse           |    |    | 1  |   |    | 2      | 1  | 4     | Much worse           | 1          | 2  | 1  | 4     | Much worse           |     | 1   | 1   | 2   | 4     |
| Don't know             | 1  | 1   | 1  | 3  | 6        | Don't know           | 1  | 1  |    |   | 1  | 1      | 2  | 6     | Don't know           | 2          | 2  | 2  | 6     | Don't know           | 2   | 2   |     | 2   | 6     |
| N/A                    | 4  | 3   | 2  |    | 9        | N/A                  | 2  |    | 1  | 1 | 2  | 2      | 1  | 9     | N/A                  | 3          | 5  | 1  | 9     | N/A                  | 2   | 4   | 3   |     | 9     |
| NS                     | 3  | 7   | 10 | 7  | 27       | NS                   | 5  | 8  | 5  | 1 | 3  | 3      | 2  | 27    | NS                   | 18         | 7  | 2  | 27    | NS                   | 6   | 8   | 10  | 3   | 27    |
| TOTAL                  | 28 | 14  | 34 | 19 | 95       | TOTAL                | 13 | 14 | 14 | 8 | 11 | 21     | 14 | 95    | TOTAL                | 41         | 40 | 14 | 95    | TOTAL                | 23  | 21  | 34  | 17  | 95    |

| Table 12               |    | Q33 What stage of commercialisation has this CRC reached? |    |    |          |                  |    |    |    |   |    |        |    |       |                  |            |    |    |       |                  |     |     |     |     |       |
|------------------------|----|---|----|----|----------|------------------|----|----|----|---|----|--------|----|-------|------------------|------------|----|----|-------|------------------|-----|-----|-----|-----|-------|
| A. MERCER STOCKER TYPE |    |   |    |    | B. ROUND |                  |    |    |    |   |    | C. ERA |    |       |                  | D. CLUSTER |    |    |       |                  |     |     |     |     |       |
| 75                     | 1  | 2   | 3  | 4  | TOTAL    | 75               | 1  | 2  | 3  | 4 | 5  | 6      | 7  | TOTAL | 75               | 1          | 2  | 3  | TOTAL | 75               | AFF | ENR | IMS | SME | TOTAL |
| Tech identified        | 3  | 1   | 5  | 4  | 13       | Tech identified  |    | 1  | 1  | 2 |    | 1      | 8  | 13    | Tech identified  | 2          | 3  | 8  | 13    | Tech identified  | 4   | 3   | 2   | 4   | 13    |
| Tech. evaluated        | 5  |   | 5  | 2  | 12       | Tech. evaluated  | 3  | 1  | 3  |   | 3  | 1      | 1  | 12    | Tech. evaluated  | 7          | 4  | 1  | 12    | Tech. evaluated  | 4   | 1   | 5   | 2   | 12    |
| Tech. documented       | 1  | 1   | 1  | 1  | 4        | Tech. documented |    |    |    |   | 1  | 2      | 1  | 4     | Tech. documented |            | 3  | 1  | 4     | Tech. documented |     | 1   | 2   | 1   | 4     |
| Tech. protected        | 4  | 3   | 2  | 1  | 10       | Tech. protected  | 3  |    | 2  |   | 2  | 3      |    | 10    | Tech. protected  | 5          | 5  |    | 10    | Tech. protected  |     | 3   | 6   | 1   | 10    |
| Tech. marketed         | 2  | 1   | 3  | 1  | 7        | Tech. marketed   |    |    | 1  | 1 |    | 5      |    | 7     | Tech. marketed   | 1          | 6  |    | 7     | Tech. marketed   | 2   | 1   | 4   |     | 7     |
| Tech. licensed         | 3  |   |    | 1  | 4        | Tech. licensed   |    |    | 1  |   |    | 3      |    | 4     | Tech. licensed   | 1          | 3  |    | 4     | Tech. licensed   | 1   |     | 1   | 2   | 4     |
| Tech.adopted           | 3  | 1   | 5  | 1  | 10       | Tech.adopted     | 2  | 3  | 1  | 1 | 2  | 1      |    | 10    | Tech.adopted     | 6          | 4  |    | 10    | Tech.adopted     | 5   |     | 4   | 1   | 10    |
| Don't know             |    |   |    | 1  | 1        | Don't know       |    |    |    |   |    |        | 1  | 1     | Don't know       |            | 1  |    | 1     | Don't know       |     | 1   |     |     | 1     |
| N/A                    | 4  |   | 3  |    | 7        | N/A              |    | 1  |    | 3 |    | 1      | 2  | 7     | N/A              | 1          | 4  | 2  | 7     | N/A              | 1   | 3   |     | 3   | 7     |
| NS                     | 3  | 7   | 10 | 7  | 27       | NS               | 5  | 8  | 5  | 1 | 3  | 3      | 2  | 27    | NS               | 18         | 7  | 2  | 27    | NS               | 6   | 8   | 10  | 3   | 27    |
| TOTAL                  | 28 | 14  | 34 | 19 | 95       | TOTAL            | 13 | 14 | 14 | 8 | 11 | 21     | 14 | 95    | TOTAL            | 41         | 40 | 14 | 95    | TOTAL            | 23  | 21  | 34  | 17  | 95    |





## Secondary Value Measures (cont.)

| Table 13.1 Q26 What impact has this CRC had [on public good]? |    |    |    |    |       | Table 13.2 Q26 What impact has this CRC had [on significant new products or new industry created]? |    |    |    |   |    | Table 13.3 Q26 What impact has this CRC had [on product improvement]? |    |       |           |       |    | Table 13.4 Q26 What impact has this CRC had [on process improvement]? |       |           |       |     |     |     |       |    |
|---|----|----|----|----|-------|--|----|----|----|---|----|---|----|-------|-----------|-------|----|---|-------|-----------|-------|-----|-----|-----|-------|----|
| A. MERCER STOCKER TYPE  |    |    |    |    |       | B. ROUND   |    |    |    |   |    | C. ERA  |    |       |           |       |    | D. CLUSTER  |       |           |       |     |     |     |       |    |
| 88  | 1  | 2  | 3  | 4  | TOTAL | 88   | 1  | 2  | 3  | 4 | 5  | 6   | 7  | TOTAL | 88        | 1     | 2  | 3   | TOTAL | 88        | AFF   | ENR | IMS | SME | TOTAL |    |
| Very high   | 2  |    | 2  | 6  | 10    | Very high  | 1  | 1  | 2  | 1 | 1  | 3   | 1  | 10    | Very high | 4     | 5  | 1   | 10    | Very high | 3     | 7   |     |     | 10    |    |
| High  | 5  | 2  | 5  | 2  | 14    | High   |    |    | 3  | 1 | 2  | 2   | 2  | 4     | 14        | High  | 4  | 6   | 4     | 14        | High  | 7   | 1   | 5   | 1     | 14 |
| Moderate  | 5  | 2  | 6  | 3  | 16    | Moderate   | 3  | 1  | 2  | 1 | 4  | 4   | 1  | 16    | Moderate  | 6     | 9  | 1   | 16    | Moderate  | 3     |     | 5   | 6   | 14    |    |
| Minor   | 7  |    | 7  |    | 14    | Minor  | 1  | 1  | 3  | 2 |    |   | 6  | 1     | 14        | Minor | 5  | 8   | 1     | 14        | Minor |     |     | 2   | 1     | 3  |
| None  | 2  |    | 1  |    | 3     | None   | 1  |    |    |   |    | 1   | 1  | 3     | None      | 1     | 1  | 1   | 3     | None      |       |     |     |     |       |    |
| N/A   | 4  | 3  | 3  | 1  | 11    | N/A  | 2  |    | 1  | 1 | 1  | 2   | 4  | 11    | N/A       | 3     | 4  | 4   | 11    | N/A       | 1     | 4   | 6   | 6   | 16    |    |
| NS  | 3  | 7  | 10 | 7  | 27    | NS   | 5  | 8  | 5  | 1 | 3  | 3   | 2  | 27    | NS        | 18    | 7  | 2   | 27    | NS        | 6     | 8   | 10  | 3   | 27    |    |
| TOTAL   | 28 | 14 | 34 | 19 | 95    | TOTAL  | 13 | 14 | 14 | 8 | 11 | 21  | 14 | 95    | TOTAL     | 41    | 40 | 14  | 95    | TOTAL     | 23    | 21  | 34  | 17  | 95    |    |
| 89  | 1  | 2  | 3  | 4  | TOTAL | 89   | 1  | 2  | 3  | 4 | 5  | 6   | 7  | TOTAL | 89        | 1     | 2  | 3   | TOTAL | 89        | AFF   | ENR | IMS | SME | TOTAL |    |
| Very high   | 1  | 1  |    |    | 2     | Very high  | 1  | 1  |    |   |    |   |    | 2     | Very high | 2     |    |   | 2     | Very high |       |     | 2   |     | 2     |    |
| High  | 8  | 2  | 5  | 1  | 16    | High   |    | 3  | 2  | 2 | 3  | 4   | 2  | 16    | High      | 5     | 9  | 2   | 16    | High      | 3     | 1   | 9   | 3   | 16    |    |
| Moderate  | 7  | 2  | 7  | 3  | 19    | Moderate   | 4  | 1  | 2  | 1 | 3  | 5   | 3  | 19    | Moderate  | 7     | 9  | 3   | 19    | Moderate  | 7     | 3   | 5   | 4   | 19    |    |
| Minor   | 6  |    | 4  | 5  | 15    | Minor  | 2  |    | 4  | 2 | 1  | 6   |    | 15    | Minor     | 6     | 9  |   | 15    | Minor     | 2     | 4   | 7   | 2   | 15    |    |
| None  | 2  | 2  | 6  | 2  | 12    | None   | 1  | 1  | 1  | 2 | 1  | 3   | 3  | 12    | None      | 3     | 6  | 3   | 12    | None      | 4     | 3   |     | 5   | 12    |    |
| N/A   | 1  |    | 2  | 1  | 4     | N/A  |    |    |    |   |    |   | 4  | 4     | N/A       |       |    | 4   | 4     | N/A       | 1     | 2   | 1   |     | 4     |    |
| NS  | 3  | 7  | 10 | 7  | 27    | NS   | 5  | 8  | 5  | 1 | 3  | 3   | 2  | 27    | NS        | 18    | 7  | 2   | 27    | NS        | 6     | 8   | 10  | 3   | 27    |    |
| TOTAL   | 28 | 14 | 34 | 19 | 95    | TOTAL  | 13 | 14 | 14 | 8 | 11 | 21  | 14 | 95    | TOTAL     | 41    | 40 | 14  | 95    | TOTAL     | 23    | 21  | 34  | 17  | 95    |    |
| 90  | 1  | 2  | 3  | 4  | TOTAL | 90   | 1  | 2  | 3  | 4 | 5  | 6   | 7  | TOTAL | 90        | 1     | 2  | 3   | TOTAL | 90        | AFF   | ENR | IMS | SME | TOTAL |    |
| Very high   | 1  | 2  | 1  |    | 4     | Very high  |    | 2  |    |   |    | 1   | 1  | 4     | Very high | 2     | 1  | 1   | 4     | Very high | 1     | 1   | 2   |     | 4     |    |
| High  | 8  | 2  | 7  | 2  | 19    | High   | 2  | 1  | 4  | 2 | 3  | 4   | 3  | 19    | High      | 7     | 9  | 3   | 19    | High      | 5     | 2   | 7   | 5   | 19    |    |
| Moderate  | 8  |    | 11 | 3  | 22    | Moderate   | 1  | 2  | 4  | 3 | 1  | 7   | 4  | 22    | Moderate  | 7     | 11 | 4   | 22    | Moderate  | 6     | 3   | 5   | 8   | 22    |    |
| Minor   | 6  |    | 2  | 3  | 11    | Minor  | 3  | 1  |    | 1 | 1  | 5   |    | 11    | Minor     | 4     | 7  |   | 11    | Minor     | 2     | 2   | 7   |     | 11    |    |
| None  |    |    |    | 3  | 3     | None   | 1  |    | 1  |   | 1  |   |    | 3     | None      | 2     | 1  |   | 3     | None      | 1     | 1   |     | 1   | 3     |    |
| N/A   | 2  | 3  | 3  | 1  | 9     | N/A  | 1  |    |    | 1 | 2  | 1   | 4  | 9     | N/A       | 1     | 4  | 4   | 9     | N/A       | 2     | 4   | 3   |     | 9     |    |
| NS  | 3  | 7  | 10 | 7  | 27    | NS   | 5  | 8  | 5  | 1 | 3  | 3   | 2  | 27    | NS        | 18    | 7  | 2   | 27    | NS        | 6     | 8   | 10  | 3   | 27    |    |
| TOTAL   | 28 | 14 | 34 | 19 | 95    | TOTAL  | 13 | 14 | 14 | 8 | 11 | 21  | 14 | 95    | TOTAL     | 41    | 40 | 14  | 95    | TOTAL     | 23    | 21  | 34  | 17  | 95    |    |
| 91  | 1  | 2  | 3  | 4  | TOTAL | 91   | 1  | 2  | 3  | 4 | 5  | 6   | 7  | TOTAL | 91        | 1     | 2  | 3   | TOTAL | 91        | AFF   | ENR | IMS | SME | TOTAL |    |
| Very high   | 2  |    | 3  | 1  | 6     | Very high  |    | 2  |    | 1 |    | 2   | 1  | 6     | Very high | 2     | 3  | 1   | 6     | Very high | 1     | 2   | 1   | 2   | 6     |    |
| High  | 7  | 4  | 7  | 3  | 21    | High   | 1  | 1  | 3  | 3 | 2  | 8   | 3  | 21    | High      | 5     | 13 | 3   | 21    | High      | 7     | 3   | 7   | 4   | 21    |    |
| Moderate  | 4  | 1  | 6  | 3  | 14    | Moderate   | 1  | 1  | 3  | 2 | 2  | 2   | 3  | 14    | Moderate  | 5     | 6  | 3   | 14    | Moderate  | 3     | 2   | 2   | 7   | 14    |    |
| Minor   | 8  |    | 5  | 3  | 16    | Minor  | 3  | 1  | 3  | 1 | 2  | 5   | 1  | 16    | Minor     | 7     | 8  | 1   | 16    | Minor     | 4     | 2   | 10  |     | 16    |    |
| None  |    |    | 1  |    | 1     | None   |    | 1  |    |   |    |   |    | 1     | None      | 1     |    |   | 1     | None      |       |     |     | 1   | 1     |    |
| N/A   | 4  | 2  | 2  | 2  | 10    | N/A  | 3  |    |    |   | 2  | 1   | 4  | 10    | N/A       | 3     | 3  | 4   | 10    | N/A       | 2     | 4   | 4   |     | 10    |    |
| NS  | 3  | 7  | 10 | 7  | 27    | NS   | 5  | 8  | 5  | 1 | 3  | 3   | 2  | 27    | NS        | 18    | 7  | 2   | 27    | NS        | 6     | 8   | 10  | 3   | 27    |    |
| TOTAL   | 28 | 14 | 34 | 19 | 95    | TOTAL  | 13 | 14 | 14 | 8 | 11 | 21  | 14 | 95    | TOTAL     | 41    | 40 | 14  | 95    | TOTAL     | 23    | 21  | 34  | 17  | 95    |    |



## Secondary Value Measures (cont.)

| Table 13.5             |           | Q26 What impact has this CRC had [on immediate problem solving]? |           |           |           |              |           |           |           |          |           |           |           |           |              |           |           |           |           |              |           |           |           |           |           |
|------------------------|-----------|--|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|
| A. MERCER STOCKER TYPE |           |  |           |           |           | B. ROUND     |           |           |           |          |           | C. ERA    |           |           | D. CLUSTER   |           |           |           |           |              |           |           |           |           |           |
| 92                     | 1         | 2  | 3         | 4         | TOTAL     | 92           | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 92           | 1         | 2         | 3         | TOTAL     | 92           | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Very high              | 2         | 1  |           | 2         | 5         | Very high    |           | 1         | 1         |          |           | 2         | 1         | 5         | Very high    | 2         | 2         | 1         | 5         | Very high    |           | 2         | 3         |           | 5         |
| High                   | 3         | 1  | 2         | 1         | 7         | High         | 1         |           |           | 1        | 2         | 3         |           | 7         | High         | 1         | 6         |           | 7         | High         | 1         |           | 4         | 2         | 7         |
| Moderate               | 11        | 1  | 11        | 1         | 24        | Moderate     | 3         | 3         | 1         | 4        | 2         | 5         | 6         | 24        | Moderate     | 7         | 11        | 6         | 24        | Moderate     | 5         | 3         | 6         | 10        | 24        |
| Minor                  | 3         |  | 7         | 5         | 15        | Minor        | 2         | 1         | 5         |          | 1         | 4         | 2         | 15        | Minor        | 8         | 5         | 2         | 15        | Minor        | 6         | 4         | 4         | 1         | 15        |
| None                   | 4         |  |           | 1         | 5         | None         |           |           | 2         | 1        |           | 2         |           | 5         | None         | 2         | 3         |           | 5         | None         | 1         |           | 3         | 1         | 5         |
| N/A                    | 2         | 4  | 4         | 2         | 12        | N/A          | 2         | 1         |           | 1        | 3         | 2         | 3         | 12        | N/A          | 3         | 6         | 3         | 12        | N/A          | 4         | 4         | 4         |           | 12        |
| NS                     | 3         | 7  | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS           | 18        | 7         | 2         | 27        | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b>  | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

| Table 14.1             |           | Q28 To what degree has CSIRO involvement with this CRC helped CSIRO become more collaborative? |           |           |           |              |           |           |           |          |           |           |           |           |              |           |           |           |           |              |           |           |           |           |           |
|------------------------|-----------|--|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|
| A. MERCER STOCKER TYPE |           |  |           |           |           | B. ROUND     |           |           |           |          |           | C. ERA    |           |           | D. CLUSTER   |           |           |           |           |              |           |           |           |           |           |
| 94                     | 1         | 2  | 3         | 4         | TOTAL     | 94           | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 94           | 1         | 2         | 3         | TOTAL     | 94           | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Very high              | 3         |  | 7         | 4         | 14        | Very high    | 1         | 3         | 2         | 1        | 1         | 4         | 2         | 14        | Very high    | 6         | 6         | 2         | 14        | Very high    | 4         | 6         | 2         | 2         | 14        |
| High                   | 8         | 2  | 8         | 6         | 24        | High         | 4         | 2         | 3         | 2        | 3         | 5         | 5         | 24        | High         | 9         | 10        | 5         | 24        | High         | 11        | 2         | 7         | 4         | 24        |
| Moderate               | 9         | 2  | 3         | 2         | 16        | Moderate     | 1         | 1         | 3         | 1        | 3         | 6         | 1         | 16        | Moderate     | 5         | 10        | 1         | 16        | Moderate     |           | 2         | 9         | 5         | 16        |
| Minor                  | 4         | 1  | 5         |           | 10        | Minor        | 1         |           | 1         | 2        |           | 3         | 3         | 10        | Minor        | 2         | 5         | 3         | 10        | Minor        | 1         |           | 6         | 3         | 10        |
| None                   | 1         | 2  | 1         |           | 4         | None         | 1         |           |           | 1        | 1         |           | 1         | 4         | None         | 1         | 2         | 1         | 4         | None         | 1         | 3         |           |           | 4         |
| NS                     | 3         | 7  | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS           | 18        | 7         | 2         | 27        | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b>  | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

| Table 14.2             |           | Q28 To what degree has CSIRO involvement with this CRC helped CSIRO become more externally focussed |           |           |           |              |           |           |           |          |           |           |           |           |              |           |           |           |           |              |           |           |           |           |           |
|------------------------|-----------|---|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|
| A. MERCER STOCKER TYPE |           |   |           |           |           | B. ROUND     |           |           |           |          |           | C. ERA    |           |           | D. CLUSTER   |           |           |           |           |              |           |           |           |           |           |
| 95                     | 1         | 2   | 3         | 4         | TOTAL     | 95           | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 95           | 1         | 2         | 3         | TOTAL     | 95           | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Very high              | 1         |   | 1         | 2         | 4         | Very high    | 1         | 2         |           |          |           |           | 1         | 4         | Very high    | 3         | 2         | 1         | 4         | Very high    | 2         | 1         | 1         |           | 4         |
| High                   | 10        | 2   | 9         | 6         | 27        | High         | 3         | 3         | 2         | 4        | 5         | 6         | 4         | 27        | High         | 8         | 15        | 4         | 27        | High         | 9         | 6         | 7         | 5         | 27        |
| Moderate               | 8         | 2   | 8         | 3         | 21        | Moderate     | 2         | 1         | 4         | 1        | 1         | 9         | 3         | 21        | Moderate     | 7         | 11        | 3         | 21        | Moderate     | 4         | 3         | 8         | 6         | 21        |
| Minor                  | 3         | 1   | 3         |           | 7         | Minor        | 1         |           | 2         |          | 1         | 1         | 2         | 7         | Minor        | 3         | 2         | 2         | 7         | Minor        | 1         |           | 6         |           | 7         |
| None                   | 3         | 2   | 3         | 1         | 9         | None         | 1         |           | 1         | 2        | 1         | 2         | 2         | 9         | None         | 2         | 5         | 2         | 9         | None         | 1         | 3         | 2         | 3         | 9         |
| NS                     | 3         | 7   | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS           | 18        | 7         | 2         | 27        | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b>   | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

| Table 14.3             |           | Q28 To what degree has CSIRO involvement with this CRC helped CSIRO become more commercially skilled? |           |           |           |              |           |           |           |          |           |           |           |           |              |           |           |           |           |              |           |           |           |           |           |
|------------------------|-----------|---|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|
| A. MERCER STOCKER TYPE |           |   |           |           |           | B. ROUND     |           |           |           |          |           | C. ERA    |           |           | D. CLUSTER   |           |           |           |           |              |           |           |           |           |           |
| 96                     | 1         | 2   | 3         | 4         | TOTAL     | 96           | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 96           | 1         | 2         | 3         | TOTAL     | 96           | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Very high              | 1         |   | 1         | 2         | 4         | Very high    | 2         | 1         |           |          |           | 1         |           | 4         | Very high    | 3         | 1         |           | 4         | Very high    | 2         | 1         | 1         |           | 4         |
| High                   | 2         | 1   | 3         | 2         | 8         | High         | 1         | 3         |           | 1        |           | 2         | 1         | 8         | High         | 4         | 3         | 1         | 8         | High         | 2         | 1         | 3         | 2         | 8         |
| Moderate               | 10        | 3   | 1         | 1         | 15        | Moderate     | 1         |           | 2         | 3        | 1         | 6         | 2         | 15        | Moderate     | 3         | 10        | 2         | 15        | Moderate     | 2         | 1         | 9         | 3         | 15        |
| Minor                  | 8         |   | 11        | 4         | 23        | Minor        | 2         | 2         | 4         | 1        | 5         | 5         | 4         | 23        | Minor        | 8         | 11        | 4         | 23        | Minor        | 7         | 5         | 5         | 6         | 23        |
| None                   | 3         | 3   | 7         | 2         | 15        | None         | 2         |           | 3         | 2        | 2         | 3         | 3         | 15        | None         | 5         | 7         | 3         | 15        | None         | 4         | 3         | 5         | 3         | 15        |
| N/A                    | 1         |   | 1         | 1         | 3         | N/A          |           |           |           |          |           | 1         | 2         | 3         | N/A          |           | 1         | 2         | 3         | N/A          |           | 2         | 1         |           | 3         |
| NS                     | 3         | 7   | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS           | 18        | 7         | 2         | 27        | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b>   | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |



# Secondary Value Measures & Demographics/profile

| A. MERCER STOCKER TYPE |           |           |           |           |           | B. ROUND     |           |           |           |          |           | C. ERA    |           |           |              |           | D. CLUSTER |           |           |              |           |           |           |           |           |   |
|------------------------|-----------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|------------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|---|
| 96                     | 1         | 2         | 3         | 4         | TOTAL     | 96           | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 96           | 1         | 2          | 3         | TOTAL     | 96           | AFF       | ENR       | IMS       | SME       | TOTAL     |   |
| Very high              | 2         |           |           |           | 2         | Very high    |           |           |           |          |           |           |           | 2         | 2            | Very high |            |           | 2         | 2            | Very high |           | 1         | 1         |           | 2 |
| High                   | 4         | 4         | 7         | 6         | 21        | High         | 3         | 1         | 1         | 4        | 4         | 4         | 4         | 21        | High         | 5         | 12         | 4         | 21        | High         | 9         | 4         | 5         | 3         | 21        |   |
| Moderate               | 10        |           | 5         | 2         | 17        | Moderate     | 1         | 4         | 2         | 1        | 2         | 6         | 1         | 17        | Moderate     | 7         | 9          | 1         | 17        | Moderate     | 3         | 2         | 7         | 5         | 17        |   |
| Minor                  | 7         | 1         | 6         | 3         | 17        | Minor        | 2         |           | 5         | 1        |           | 7         | 2         | 17        | Minor        | 7         | 8          | 2         | 17        | Minor        | 3         | 3         | 8         | 3         | 17        |   |
| None                   | 1         | 2         | 5         | 1         | 9         | None         | 2         |           | 1         | 1        | 2         |           | 3         | 9         | None         | 3         | 3          | 3         | 9         | None         | 1         | 3         | 2         | 3         | 9         |   |
| N/A                    | 1         |           | 1         |           | 2         | N/A          |           | 1         |           |          |           | 1         |           | 2         | N/A          | 1         | 1          |           | 2         | N/A          | 1         |           | 1         |           | 2         |   |
| NS                     | 3         | 7         | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS           | 18        | 7          | 2         | 27        | NS           | 6         | 8         | 10        | 3         | 27        |   |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b>  | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |   |

| A. MERCER STOCKER TYPE |           |           |           |           |           | B. ROUND     |           |           |           |          |           | C. ERA    |           |           |              |           | D. CLUSTER |           |           |              |           |           |           |           |           |
|------------------------|-----------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|------------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|
| 126                    | 1         | 2         | 3         | 4         | TOTAL     | 126          | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 126          | 1         | 2          | 3         | TOTAL     | 126          | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Active-New             | 6         | 4         | 5         | 4         | 19        | Active-New   |           |           |           |          | 2         | 6         | 11        | 19        | Active-New   |           | 8          | 11        | 19        | Active-New   | 3         | 4         | 9         | 3         | 19        |
| Active-Renew           | 7         | 2         | 9         | 5         | 23        | Active-Renew |           |           |           |          | 5         | 15        | 3         | 23        | Active-Renew |           | 20         | 3         | 23        | Active-Renew | 6         | 7         | 7         | 3         | 23        |
| Ceased-Dead            | 4         | 2         | 6         | 3         | 15        | Ceased-Dead  | 5         | 5         | 4         |          | 1         |           |           | 15        | Ceased-Dead  | 14        | 1          |           | 15        | Ceased-Dead  | 4         | 3         | 6         | 2         | 15        |
| Ceased-Renew           | 11        | 6         | 14        | 7         | 38        | Ceased-Renew | 8         | 9         | 10        | 8        | 3         |           |           | 38        | Ceased-Renew | 27        | 11         |           | 38        | Ceased-Renew | 10        | 7         | 12        | 9         | 38        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b>  | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

| A. MERCER STOCKER TYPE |    |   |   |   |       | B. ROUND |   |   |   |    |   | C. ERA |    |       |       |   | D. CLUSTER |    |       |       |     |     |     |     |       |
|------------------------|----|---|---|---|-------|----------|---|---|---|----|---|--------|----|-------|-------|---|------------|----|-------|-------|-----|-----|-----|-----|-------|
|                        | 1  | 2 | 3 | 4 | TOTAL |          | 1 | 2 | 3 | 4  | 5 | 6      | 7  | TOTAL |       | 1 | 2          | 3  | TOTAL |       | AFF | ENR | IMS | SME | TOTAL |
| Total                  | 12 | 8 | 8 | 8 | 9     | Total    | 6 | 6 | 8 | 11 | 7 | 12     | 12 | 9     | Total | 7 | 11         | 12 | 9     | Total | 8   | 10  | 9   | 9   | 9     |

| A. MERCER STOCKER TYPE |   |   |   |   |       | B. ROUND |   |   |   |   |   | C. ERA |   |       |       |   | D. CLUSTER |   |       |       |     |     |     |     |       |
|------------------------|---|---|---|---|-------|----------|---|---|---|---|---|--------|---|-------|-------|---|------------|---|-------|-------|-----|-----|-----|-----|-------|
|                        | 1 | 2 | 3 | 4 | TOTAL |          | 1 | 2 | 3 | 4 | 5 | 6      | 7 | TOTAL |       | 1 | 2          | 3 | TOTAL |       | AFF | ENR | IMS | SME | TOTAL |
| Total                  | 4 | 3 | 4 | 4 | 4     | Total    | 2 | 1 | 3 | 5 | 4 | 6      | 6 | 4     | Total | 2 | 5          | 6 | 4     | Total | 6   | 4   | 3   | 3   | 4     |

| A. MERCER STOCKER TYPE |           |           |           |           |           | B. ROUND     |           |           |           |          |           | C. ERA    |           |           |              |           | D. CLUSTER |           |           |              |           |           |           |           |           |
|------------------------|-----------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|------------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|
| 129                    | 1         | 2         | 3         | 4         | TOTAL     | 129          | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 129          | 1         | 2          | 3         | TOTAL     | 129          | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Incorp'd               | 7         | 3         | 4         |           | 14        | Incorp'd     | 2         | 2         | 4         | 2        | 1         | 3         |           | 14        | Incorp'd     | 8         | 6          |           | 14        | Incorp'd     | 2         | 2         | 8         | 2         | 14        |
| Unincorp'd             | 21        | 11        | 30        | 19        | 81        | Unincorp'd   | 11        | 12        | 10        | 6        | 10        | 18        | 14        | 81        | Unincorp'd   | 33        | 34         | 14        | 81        | Unincorp'd   | 21        | 19        | 26        | 15        | 81        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b>  | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |



# Demographics/profile (cont.)

| <b>Table 19 Q1 What proportion of the CRC's activities are [expected to have a longer term impact (4+ years)]?</b> |     |     |     |     |                 |       |     |     |     |     |     |               |     |       |       |                   |     |     |       |       |     |     |     |     |
|--|-----|-----|-----|-----|-----------------|-------|-----|-----|-----|-----|-----|---------------|-----|-------|-------|-------------------|-----|-----|-------|-------|-----|-----|-----|-----|
| <b>A. MERCER STOCKER TYPE</b>  |     |     |     |     | <b>B. ROUND</b> |       |     |     |     |     |     | <b>C. ERA</b> |     |       |       | <b>D. CLUSTER</b> |     |     |       |       |     |     |     |     |
|  | 1   | 2   | 3   | 4   | TOTAL           |       | 1   | 2   | 3   | 4   | 5   | 6             | 7   | TOTAL |       | 1                 | 2   | 3   | TOTAL |       | AFF | ENR | IMS | SME |
| Total  | 45% | 36% | 54% | 64% | 51%             | Total | 56% | 59% | 57% | 36% | 56% | 48%           | 50% | 51%   | Total | 57%               | 47% | 50% | 51%   | Total | 60% | 59% | 45% | 46% |
| <b>Table 20 CSIRO Equity Level in the CRC</b>  |     |     |     |     |                 |       |     |     |     |     |     |               |     |       |       |                   |     |     |       |       |     |     |     |     |
| <b>A. MERCER STOCKER TYPE</b>  |     |     |     |     | <b>B. ROUND</b> |       |     |     |     |     |     | <b>C. ERA</b> |     |       |       | <b>D. CLUSTER</b> |     |     |       |       |     |     |     |     |
|  | 1   | 2   | 3   | 4   | TOTAL           |       | 1   | 2   | 3   | 4   | 5   | 6             | 7   | TOTAL |       | 1                 | 2   | 3   | TOTAL |       | AFF | ENR | IMS | SME |
| Total  | 18% | 20% | 35% | 30% | 27%             | Total | 36% | 33% | 25% | 22% | 26% | 27%           | 18% | 27%   | Total | 31%               | 26% | 18% | 27%   | Total | 28% | 24% | 23% | 37% |
| <b>Table 21 The proportion of CRC Board Seats held by CSIRO</b>  |     |     |     |     |                 |       |     |     |     |     |     |               |     |       |       |                   |     |     |       |       |     |     |     |     |
| <b>A. MERCER STOCKER TYPE</b>  |     |     |     |     | <b>B. ROUND</b> |       |     |     |     |     |     | <b>C. ERA</b> |     |       |       | <b>D. CLUSTER</b> |     |     |       |       |     |     |     |     |
|  | 1   | 2   | 3   | 4   | TOTAL           |       | 1   | 2   | 3   | 4   | 5   | 6             | 7   | TOTAL |       | 1                 | 2   | 3   | TOTAL |       | AFF | ENR | IMS | SME |
| Total  | 12% | 10% | 13% | 10% | 11%             | Total | 10% | 10% | 12% | 11% | 12% | 12%           | 12% | 11%   | Total | 11%               | 12% | 12% | 11%   | Total | 11% | 9%  | 12% | 13% |
| <b>Table 22 The proportion of CRC participants from Industry/business</b>  |     |     |     |     |                 |       |     |     |     |     |     |               |     |       |       |                   |     |     |       |       |     |     |     |     |
| <b>A. MERCER STOCKER TYPE</b>  |     |     |     |     | <b>B. ROUND</b> |       |     |     |     |     |     | <b>C. ERA</b> |     |       |       | <b>D. CLUSTER</b> |     |     |       |       |     |     |     |     |
|  | 1   | 2   | 3   | 4   | TOTAL           |       | 1   | 2   | 3   | 4   | 5   | 6             | 7   | TOTAL |       | 1                 | 2   | 3   | TOTAL |       | AFF | ENR | IMS | SME |
| Total  | 44% | 30% | 27% | 9%  | 29%             | Total | 23% | 19% | 31% | 36% | 27% | 33%           | 30% | 29%   | Total | 25%               | 32% | 30% | 29%   | Total | 25% | 14% | 38% | 34% |
| <b>Table 23 The proportion of CRC participants from Universities</b>   |     |     |     |     |                 |       |     |     |     |     |     |               |     |       |       |                   |     |     |       |       |     |     |     |     |
| <b>A. MERCER STOCKER TYPE</b>  |     |     |     |     | <b>B. ROUND</b> |       |     |     |     |     |     | <b>C. ERA</b> |     |       |       | <b>D. CLUSTER</b> |     |     |       |       |     |     |     |     |
|  | 1   | 2   | 3   | 4   | TOTAL           |       | 1   | 2   | 3   | 4   | 5   | 6             | 7   | TOTAL |       | 1                 | 2   | 3   | TOTAL |       | AFF | ENR | IMS | SME |
| Total  | 29% | 33% | 31% | 29% | 30%             | Total | 31% | 32% | 28% | 30% | 34% | 29%           | 28% | 30%   | Total | 31%               | 31% | 28% | 30%   | Total | 27% | 27% | 31% | 37% |
| <b>Table 24 The proportion of CRC participants from Government (Commonwealth &amp; State)</b>                      |     |     |     |     |                 |       |     |     |     |     |     |               |     |       |       |                   |     |     |       |       |     |     |     |     |
| <b>A. MERCER STOCKER TYPE</b>  |     |     |     |     | <b>B. ROUND</b> |       |     |     |     |     |     | <b>C. ERA</b> |     |       |       | <b>D. CLUSTER</b> |     |     |       |       |     |     |     |     |
|  | 1   | 2   | 3   | 4   | TOTAL           |       | 1   | 2   | 3   | 4   | 5   | 6             | 7   | TOTAL |       | 1                 | 2   | 3   | TOTAL |       | AFF | ENR | IMS | SME |
| Total  | 23% | 32% | 40% | 62% | 38%             | Total | 42% | 48% | 37% | 30% | 34% | 36%           | 39% | 38%   | Total | 42%               | 34% | 39% | 38%   | Total | 46% | 59% | 25% | 30% |
| <b>Table 25 The proportion of CRC participants from other non-categorised groups.</b>                              |     |     |     |     |                 |       |     |     |     |     |     |               |     |       |       |                   |     |     |       |       |     |     |     |     |
| <b>A. MERCER STOCKER TYPE</b>  |     |     |     |     | <b>B. ROUND</b> |       |     |     |     |     |     | <b>C. ERA</b> |     |       |       | <b>D. CLUSTER</b> |     |     |       |       |     |     |     |     |
|  | 1   | 2   | 3   | 4   | TOTAL           |       | 1   | 2   | 3   | 4   | 5   | 6             | 7   | TOTAL |       | 1                 | 2   | 3   | TOTAL |       | AFF | ENR | IMS | SME |
| Total  | 4%  | 5%  | 2%  | 0%  | 3%              | Total | 4%  | 1%  | 3%  | 3%  | 4%  | 1%            | 2%  | 3%    | Total | 3%                | 3%  | 2%  | 3%    | Total | 2%  | 1%  | 6%  | 0%  |



# CRC Behaviours

| Table 26.1             |    |    |    |    |       | Q4 To what extent would you say that the CRC's objectives were clear? |    |    |    |   |    |    |        |       |           |    |            |    |       |           |     |     |     |     |       |  |
|------------------------|----|----|----|----|-------|---|----|----|----|---|----|----|--------|-------|-----------|----|------------|----|-------|-----------|-----|-----|-----|-----|-------|--|
| A. MERCER STOCKER TYPE |    |    |    |    |       | B. ROUND  |    |    |    |   |    |    | C. ERA |       |           |    | D. CLUSTER |    |       |           |     |     |     |     |       |  |
| 164                    | 1  | 2  | 3  | 4  | TOTAL | 164   | 1  | 2  | 3  | 4 | 5  | 6  | 7      | TOTAL | 164       | 1  | 2          | 3  | TOTAL | 164       | AFF | ENR | IMS | SME | TOTAL |  |
| Very high              | 6  | 2  | 7  | 6  | 21    | Very high   | 3  |    | 4  | 1 | 4  | 5  | 4      | 21    | Very high | 7  | 10         | 4  | 21    | Very high | 8   | 5   | 8   |     | 21    |  |
| High                   | 14 | 2  | 12 | 4  | 32    | High  | 2  | 6  | 3  | 2 | 3  | 10 | 6      | 32    | High      | 11 | 15         | 6  | 32    | High      | 7   | 5   | 10  | 10  | 32    |  |
| Moderate               | 4  | 3  | 5  | 2  | 14    | Moderate  | 2  |    | 2  | 4 | 1  | 3  | 2      | 14    | Moderate  | 4  | 8          | 2  | 14    | Moderate  | 2   | 3   | 5   | 4   | 14    |  |
| Minor                  | 1  |    |    |    | 1     | Minor   | 1  |    |    |   |    |    |        | 1     | Minor     | 1  |            |    | 1     | Minor     |     |     | 1   |     | 1     |  |
| NS                     | 3  | 7  | 10 | 7  | 27    | NS  | 5  | 8  | 5  | 1 | 3  | 3  | 2      | 27    | NS        | 18 | 7          | 2  | 27    | NS        | 6   | 8   | 10  | 3   | 27    |  |
| TOTAL                  | 28 | 14 | 34 | 19 | 95    | TOTAL   | 13 | 14 | 14 | 8 | 11 | 21 | 14     | 95    | TOTAL     | 41 | 40         | 14 | 95    | TOTAL     | 23  | 21  | 34  | 17  | 95    |  |

| Table 26.2             |    |    |    |    |       | Q4 To what extent would you say that the CRC's objectives were focussed? |    |    |    |   |    |    |        |       |           |    |            |    |       |           |     |     |     |     |       |  |
|------------------------|----|----|----|----|-------|--|----|----|----|---|----|----|--------|-------|-----------|----|------------|----|-------|-----------|-----|-----|-----|-----|-------|--|
| A. MERCER STOCKER TYPE |    |    |    |    |       | B. ROUND   |    |    |    |   |    |    | C. ERA |       |           |    | D. CLUSTER |    |       |           |     |     |     |     |       |  |
| 165                    | 1  | 2  | 3  | 4  | TOTAL | 165  | 1  | 2  | 3  | 4 | 5  | 6  | 7      | TOTAL | 165       | 1  | 2          | 3  | TOTAL | 165       | AFF | ENR | IMS | SME | TOTAL |  |
| Very high              | 6  | 1  | 4  | 2  | 13    | Very high  | 1  |    | 2  | 1 | 3  | 4  | 2      | 13    | Very high | 3  | 8          | 2  | 13    | Very high | 4   | 4   | 5   |     | 13    |  |
| High                   | 9  | 5  | 9  | 7  | 30    | High   | 4  | 5  | 3  | 1 | 4  | 5  | 8      | 30    | High      | 12 | 10         | 8  | 30    | High      | 8   | 8   | 9   | 5   | 30    |  |
| Moderate               | 6  |    | 10 | 3  | 19    | Moderate   | 2  | 1  | 3  | 4 | 1  | 6  | 2      | 19    | Moderate  | 6  | 11         | 2  | 19    | Moderate  | 4   | 1   | 5   | 9   | 19    |  |
| Minor                  | 4  | 1  | 1  |    | 6     | Minor  | 1  |    | 1  | 1 |    | 3  |        | 6     | Minor     | 2  | 4          |    | 6     | Minor     | 1   |     | 5   |     | 6     |  |
| NS                     | 3  | 7  | 10 | 7  | 27    | NS   | 5  | 8  | 5  | 1 | 3  | 3  | 2      | 27    | NS        | 18 | 7          | 2  | 27    | NS        | 6   | 8   | 10  | 3   | 27    |  |
| TOTAL                  | 28 | 14 | 34 | 19 | 95    | TOTAL  | 13 | 14 | 14 | 8 | 11 | 21 | 14     | 95    | TOTAL     | 41 | 40         | 14 | 95    | TOTAL     | 23  | 21  | 34  | 17  | 95    |  |

| Table 26.3             |    |    |    |    |       | Q4 To what extent would you say that the CRC's objectives were Achievable? |    |    |    |   |    |    |        |       |           |    |            |    |       |           |     |     |     |     |       |  |
|------------------------|----|----|----|----|-------|--|----|----|----|---|----|----|--------|-------|-----------|----|------------|----|-------|-----------|-----|-----|-----|-----|-------|--|
| A. MERCER STOCKER TYPE |    |    |    |    |       | B. ROUND   |    |    |    |   |    |    | C. ERA |       |           |    | D. CLUSTER |    |       |           |     |     |     |     |       |  |
| 166                    | 1  | 2  | 3  | 4  | TOTAL | 166  | 1  | 2  | 3  | 4 | 5  | 6  | 7      | TOTAL | 166       | 1  | 2          | 3  | TOTAL | 166       | AFF | ENR | IMS | SME | TOTAL |  |
| Very high              | 1  | 1  | 3  | 2  | 7     | Very high  | 1  |    | 2  |   | 2  | 2  |        | 7     | Very high | 3  | 4          |    | 7     | Very high | 4   | 1   | 2   |     | 7     |  |
| High                   | 12 | 3  | 10 | 5  | 30    | High   | 2  | 4  | 2  | 3 | 3  | 10 | 6      | 30    | High      | 8  | 16         | 6  | 30    | High      | 6   | 5   | 13  | 6   | 30    |  |
| Moderate               | 11 | 1  | 10 | 5  | 27    | Moderate   | 4  | 1  | 5  | 3 | 2  | 6  | 6      | 27    | Moderate  | 10 | 11         | 6  | 27    | Moderate  | 5   | 5   | 9   | 8   | 27    |  |
| Minor                  | 1  | 2  |    |    | 3     | Minor  | 1  |    |    | 1 | 1  |    |        | 3     | Minor     | 1  | 2          |    | 3     | Minor     | 1   | 2   |     |     | 3     |  |
| N/A                    |    |    | 1  |    | 1     | N/A  |    | 1  |    |   |    |    |        | 1     | N/A       | 1  |            |    | 1     | N/A       | 1   |     |     |     | 1     |  |
| NS                     | 3  | 7  | 10 | 7  | 27    | NS   | 5  | 8  | 5  | 1 | 3  | 3  | 2      | 27    | NS        | 18 | 7          | 2  | 27    | NS        | 6   | 8   | 10  | 3   | 27    |  |
| TOTAL                  | 28 | 14 | 34 | 19 | 95    | TOTAL  | 13 | 14 | 14 | 8 | 11 | 21 | 14     | 95    | TOTAL     | 41 | 40         | 14 | 95    | TOTAL     | 23  | 21  | 34  | 17  | 95    |  |

| Table 26.4             |    |    |    |    |       | Q4 To what extent would you say that the CRC's objectives were consistent over time? |    |    |    |   |    |    |        |       |           |    |            |    |       |           |     |     |     |     |       |  |
|------------------------|----|----|----|----|-------|--|----|----|----|---|----|----|--------|-------|-----------|----|------------|----|-------|-----------|-----|-----|-----|-----|-------|--|
| A. MERCER STOCKER TYPE |    |    |    |    |       | B. ROUND   |    |    |    |   |    |    | C. ERA |       |           |    | D. CLUSTER |    |       |           |     |     |     |     |       |  |
| 167                    | 1  | 2  | 3  | 4  | TOTAL | 167  | 1  | 2  | 3  | 4 | 5  | 6  | 7      | TOTAL | 167       | 1  | 2          | 3  | TOTAL | 167       | AFF | ENR | IMS | SME | TOTAL |  |
| Very high              | 6  | 2  | 6  | 5  | 19    | Very high  | 3  |    | 4  | 2 | 4  | 4  | 2      | 19    | Very high | 7  | 10         | 2  | 19    | Very high | 9   | 4   | 6   |     | 19    |  |
| High                   | 9  |    | 12 | 5  | 26    | High   | 1  | 5  | 3  | 2 | 1  | 9  | 5      | 26    | High      | 9  | 12         | 5  | 26    | High      | 6   | 5   | 7   | 8   | 26    |  |
| Moderate               | 6  | 3  | 6  | 2  | 17    | Moderate   | 2  | 1  | 2  | 1 | 2  | 4  | 5      | 17    | Moderate  | 5  | 7          | 5  | 17    | Moderate  | 1   | 2   | 8   | 6   | 17    |  |
| Minor                  | 3  |    |    |    | 3     | Minor  | 1  |    |    | 1 |    | 1  |        | 3     | Minor     | 1  | 2          |    | 3     | Minor     |     |     | 3   |     | 3     |  |
| None                   | 1  |    |    |    | 1     | None   |    |    |    | 1 |    |    |        | 1     | None      |    | 1          |    | 1     | None      | 1   |     |     |     | 1     |  |
| N/A                    |    | 2  |    |    | 2     | N/A  | 1  |    |    |   | 1  |    |        | 2     | N/A       | 1  | 1          |    | 2     | N/A       |     | 2   |     |     | 2     |  |
| NS                     | 3  | 7  | 10 | 7  | 27    | NS   | 5  | 8  | 5  | 1 | 3  | 3  | 2      | 27    | NS        | 18 | 7          | 2  | 27    | NS        | 6   | 8   | 10  | 3   | 27    |  |
| TOTAL                  | 28 | 14 | 34 | 19 | 95    | TOTAL  | 13 | 14 | 14 | 8 | 11 | 21 | 14     | 95    | TOTAL     | 41 | 40         | 14 | 95    | TOTAL     | 23  | 21  | 34  | 17  | 95    |  |



# CRC Behaviours (cont.)

| A. MERCER STOCKER TYPE |           |           |           |           |           | B. ROUND     |           |           |           |          |           |           | C. ERA    |           |              |           | D. CLUSTER |           |           |              |           |           |           |           |           |
|------------------------|-----------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|------------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|
| 168                    | 1         | 2         | 3         | 4         | TOTAL     | 168          | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 168          | 1         | 2          | 3         | TOTAL     | 168          | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Yes                    | 23        | 6         | 19        | 10        | 58        | Yes          | 4         | 6         | 9         | 6        | 4         | 18        | 11        | 58        | Yes          | 19        | 28         | 11        | 58        | Yes          | 15        | 11        | 21        | 11        | 58        |
| No                     | 2         | 1         | 4         | 2         | 9         | No           | 4         |           |           | 1        | 4         |           |           | 9         | No           | 4         | 5          |           | 9         | No           | 2         | 2         | 2         | 3         | 9         |
| Don't know             |           |           | 1         |           | 1         | Don't know   |           |           |           |          |           |           | 1         | 1         | Don't know   |           |            | 1         | 1         | Don't know   |           |           |           | 1         | 1         |
| NS                     | 3         | 7         | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS           | 18        | 7          | 2         | 27        | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b>  | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

| A. MERCER STOCKER TYPE |           |           |           |           |           | B. ROUND        |           |           |           |          |           |           | C. ERA    |           |                 |           | D. CLUSTER |           |           |                 |           |           |           |           |           |
|------------------------|-----------|-----------|-----------|-----------|-----------|-----------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|-----------------|-----------|------------|-----------|-----------|-----------------|-----------|-----------|-----------|-----------|-----------|
| 169                    | 1         | 2         | 3         | 4         | TOTAL     | 169             | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 169             | 1         | 2          | 3         | TOTAL     | 169             | AFF       | ENR       | IMS       | SME       | TOTAL     |
| V high extent          | 1         |           |           |           | 1         | V high extent   |           |           |           |          |           | 1         |           | 1         | V high extent   |           | 1          |           | 1         | V high extent   |           |           | 1         |           | 1         |
| High extent            | 2         |           | 7         |           | 9         | High extent     | 2         | 1         | 1         |          |           | 3         | 2         | 9         | High extent     | 4         | 3          | 2         | 9         | High extent     | 2         | 1         | 4         | 2         | 9         |
| Moderate extent        | 7         | 3         | 3         | 4         | 17        | Moderate extent | 1         | 2         | 2         | 1        | 2         | 6         | 3         | 17        | Moderate extent | 5         | 9          | 3         | 17        | Moderate extent | 4         | 3         | 9         | 1         | 17        |
| Minor extent           | 12        | 1         | 8         | 4         | 25        | Minor extent    | 2         | 3         | 3         | 5        | 2         | 5         | 5         | 25        | Minor extent    | 8         | 12         | 5         | 25        | Minor extent    | 8         | 4         | 6         | 7         | 25        |
| None                   | 1         | 1         | 4         | 2         | 8         | None            | 1         |           | 1         | 1        | 2         | 2         | 1         | 8         | None            | 2         | 5          | 1         | 8         | None            | 3         | 1         | 4         |           | 8         |
| Don't know             | 2         | 2         | 2         |           | 6         | Don't know      | 2         |           | 1         |          | 2         | 1         |           | 6         | Don't know      | 3         | 3          |           | 6         | Don't know      |           | 2         |           | 4         | 6         |
| N/A                    |           |           |           | 2         | 2         | N/A             |           |           | 1         |          |           |           | 1         | 2         | N/A             | 1         |            | 1         | 2         | N/A             |           | 2         |           |           | 2         |
| NS                     | 3         | 7         | 10        | 7         | 27        | NS              | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS              | 18        | 7          | 2         | 27        | NS              | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b>    | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b>    | <b>41</b> | <b>40</b>  | <b>14</b> | <b>95</b> | <b>TOTAL</b>    | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

| A. MERCER STOCKER TYPE |           |           |           |           |           | B. ROUND           |           |           |           |          |           |           | C. ERA    |           |                    |           | D. CLUSTER |           |           |                    |           |           |           |           |           |
|------------------------|-----------|-----------|-----------|-----------|-----------|--------------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------------|-----------|------------|-----------|-----------|--------------------|-----------|-----------|-----------|-----------|-----------|
| 170                    | 1         | 2         | 3         | 4         | TOTAL     | 170                | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 170                | 1         | 2          | 3         | Grand     | 170                | AFF       | ENR       | IMS       | SME       | TOTAL     |
| 0 disputes             | 20        | 4         | 17        | 11        | 52        | 0 disputes         | 5         | 4         | 9         | 6        | 4         | 13        | 11        | 52        | 0 disputes         | 18        | 23         | 11        | 52        | 0 disputes         | 12        | 11        | 18        | 11        | 52        |
| 1 disputes             | 2         |           | 5         | 1         | 8         | 1 disputes         |           | 2         |           |          | 2         | 3         | 1         | 8         | 1 disputes         | 2         | 5          | 1         | 8         | 1 disputes         | 4         |           | 2         | 2         | 8         |
| 2 disputes             |           |           | 1         |           | 1         | 2 disputes         | 1         |           |           |          |           |           |           | 1         | 2 disputes         | 1         |            |           | 1         | 2 disputes         |           |           | 1         |           | 1         |
| 4 disputes             |           | 1         |           |           | 1         | 4 disputes         |           |           |           | 1        |           |           |           | 1         | 4 disputes         |           | 1          |           | 1         | 4 disputes         |           |           | 1         |           | 1         |
| 5 disputes             |           |           | 1         |           | 1         | 5 disputes         | 1         |           |           |          |           |           |           | 1         | 5 disputes         | 1         |            |           | 1         | 5 disputes         |           |           |           | 1         | 1         |
| 6 disputes             | 2         |           |           |           | 2         | 6 disputes         |           |           |           |          |           | 2         |           | 2         | 6 disputes         |           | 2          |           | 2         | 6 disputes         |           |           | 2         |           | 2         |
| 10 disputes            | 1         |           |           |           | 1         | 10 disputes        |           |           |           | 1        |           |           |           | 1         | 10 disputes        |           | 1          |           | 1         | 10 disputes        | 1         |           |           |           | 1         |
| Don't know             |           | 2         |           |           | 2         | Don't know         | 1         |           |           |          | 1         |           |           | 2         | Don't know         | 1         | 1          |           | 2         | Don't know         |           | 2         |           |           | 2         |
| NS                     | 3         | 7         | 10        | 7         | 27        | NS                 | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS                 | 18        | 7          | 2         | 27        | NS                 | 6         | 8         | 10        | 3         | 27        |
| <b>Grand Total</b>     | <b>28</b> | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> | <b>Grand Total</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>Grand Total</b> | <b>41</b> | <b>40</b>  | <b>14</b> | <b>95</b> | <b>Grand Total</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

| A. MERCER STOCKER TYPE |           |           |           |           |           | B. ROUND     |           |           |           |          |           |           | C. ERA    |           |              |           | D. CLUSTER |           |           |              |           |           |           |           |           |
|------------------------|-----------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|------------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|
| 239                    | 1         | 2         | 3         | 4         | TOTAL     | 239          | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 239          | 1         | 2          | 3         | TOTAL     | 239          | AFF       | ENR       | IMS       | SME       | TOTAL     |
| 0 disputes             | 21        | 5         | 19        | 12        | 57        | 0 disputes   | 6         | 5         | 9         | 6        | 4         | 15        | 12        | 57        | 0 disputes   | 20        | 25         | 12        | 57        | 0 disputes   | 15        | 12        | 19        | 11        | 57        |
| 1 disputes             | 2         | 1         | 3         |           | 6         | 1 disputes   |           | 1         |           |          | 3         | 2         |           | 6         | 1 disputes   | 1         | 5          |           | 6         | 1 disputes   | 1         | 1         | 2         | 2         | 6         |
| 2 disputes             |           |           | 1         |           | 1         | 2 disputes   | 1         |           |           |          |           |           |           | 1         | 2 disputes   | 1         |            |           | 1         | 2 disputes   |           |           | 1         |           | 1         |
| 4 disputes             |           | 1         |           |           | 1         | 4 disputes   |           |           |           | 1        |           |           |           | 1         | 4 disputes   |           | 1          |           | 1         | 4 disputes   |           |           | 1         |           | 1         |
| 5 disputes             |           |           | 1         |           | 1         | 5 disputes   | 1         |           |           |          |           |           |           | 1         | 5 disputes   | 1         |            |           | 1         | 5 disputes   |           |           |           | 1         | 1         |
| 6 disputes             | 1         |           |           |           | 1         | 6 disputes   |           |           |           |          | 1         |           |           | 1         | 6 disputes   |           | 1          |           | 1         | 6 disputes   |           |           | 1         |           | 1         |
| 10 disputes            | 1         |           |           |           | 1         | 10 disputes  |           |           |           | 1        |           |           |           | 1         | 10 disputes  |           | 1          |           | 1         | 10 disputes  | 1         |           |           |           | 1         |
| NS                     | 3         | 7         | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS           | 18        | 7          | 2         | 27        | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b>  | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |



# CRC Behaviours (cont.)

| Table 30               |           |           |           |           |           | Q43 How significant has the overall level of disputation been with this CRC? |           |           |           |          |           |           |           |           |              |           |            |           |           |              |           |           |           |           |           |
|------------------------|-----------|-----------|-----------|-----------|-----------|--|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|------------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|
| A. MERCER STOCKER TYPE |           |           |           |           |           | B. ROUND   |           |           |           |          |           | C. ERA    |           |           |              |           | D. CLUSTER |           |           |              |           |           |           |           |           |
| 171                    | 1         | 2         | 3         | 4         | TOTAL     | 171  | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 171          | 1         | 2          | 3         | TOTAL     | 171          | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Very high              |           |           | 1         |           | 1         | Very high  | 1         |           |           |          |           |           |           | 1         | Very high    | 1         |            |           | 1         | Very high    |           |           |           | 1         | 1         |
| High                   | 2         |           | 1         |           | 3         | High   |           |           |           | 1        |           | 1         | 1         | 3         | High         |           | 2          | 1         | 3         | High         | 2         |           | 1         |           | 3         |
| Moderate               | 4         | 1         | 1         |           | 6         | Moderate   |           |           |           |          | 2         | 2         |           | 6         | Moderate     | 2         | 4          |           | 6         | Moderate     |           |           | 6         |           | 6         |
| Minor                  | 5         | 1         | 6         | 4         | 16        | Minor  | 1         | 2         | 2         | 2        | 2         | 6         | 1         | 16        | Minor        | 5         | 10         | 1         | 16        | Minor        | 7         | 2         | 3         | 4         | 16        |
| None                   | 7         |           | 5         | 5         | 17        | None   | 2         | 2         | 3         | 3        | 1         | 1         | 5         | 17        | None         | 7         | 5          | 5         | 17        | None         | 1         | 4         | 7         | 5         | 17        |
| Don't know             |           | 2         |           |           | 2         | Don't know   | 1         |           |           |          | 1         |           |           | 2         | Don't know   | 1         | 1          |           | 2         | Don't know   |           | 2         |           |           | 2         |
| N/A                    | 7         | 3         | 10        | 3         | 23        | N/A  | 1         | 2         | 4         | 1        | 2         | 8         | 5         | 23        | N/A          | 7         | 11         | 5         | 23        | N/A          | 7         | 5         | 7         | 4         | 23        |
| NS                     | 3         | 7         | 10        | 7         | 27        | NS   | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS           | 18        | 7          | 2         | 27        | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b>   | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b>  | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

| Table 31               |           |           |           |           |           | Q31 What is your view on the quality of the CRC's scientific program? |           |           |           |          |           |           |           |           |              |           |            |           |           |              |           |           |           |           |           |
|------------------------|-----------|-----------|-----------|-----------|-----------|---|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|------------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|
| A. MERCER STOCKER TYPE |           |           |           |           |           | B. ROUND  |           |           |           |          |           | C. ERA    |           |           |              |           | D. CLUSTER |           |           |              |           |           |           |           |           |
| 172                    | 1         | 2         | 3         | 4         | TOTAL     | 172   | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 172          | 1         | 2          | 3         | TOTAL     | 172          | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Excellent              | 6         | 3         | 10        | 7         | 26        | Excellent   | 4         | 2         | 2         | 2        | 5         | 4         | 7         | 26        | Excellent    | 8         | 11         | 7         | 26        | Excellent    | 9         | 7         | 6         | 4         | 26        |
| Good                   | 17        | 2         | 14        | 5         | 38        | Good  | 3         | 4         | 7         | 4        | 2         | 13        | 5         | 38        | Good         | 14        | 19         | 5         | 38        | Good         | 8         | 4         | 16        | 10        | 38        |
| Neutral                |           | 2         |           |           | 2         | Neutral   | 1         |           |           |          | 1         |           |           | 2         | Neutral      | 1         | 1          |           | 2         | Neutral      |           | 2         |           |           | 2         |
| Poor                   | 1         |           |           |           | 1         | Poor  |           |           |           |          |           | 1         |           | 1         | Poor         |           | 1          |           | 1         | Poor         |           |           | 1         |           | 1         |
| N/A                    | 1         |           |           |           | 1         | N/A   |           |           |           | 1        |           |           |           | 1         | N/A          |           | 1          |           | 1         | N/A          |           |           | 1         |           | 1         |
| NS                     | 3         | 7         | 10        | 7         | 27        | NS  | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS           | 18        | 7          | 2         | 27        | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b>  | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b>  | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

| Table 32               |           |           |           |           |           | Q32 What is your view on the quality of the CRC's Commercial/adoption program? |           |           |           |          |           |           |           |           |              |           |            |           |           |              |           |           |           |           |           |
|------------------------|-----------|-----------|-----------|-----------|-----------|--|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|------------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|
| A. MERCER STOCKER TYPE |           |           |           |           |           | B. ROUND   |           |           |           |          |           | C. ERA    |           |           |              |           | D. CLUSTER |           |           |              |           |           |           |           |           |
| 173                    | 1         | 2         | 3         | 4         | TOTAL     | 173  | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 173          | 1         | 2          | 3         | TOTAL     | 173          | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Excellent              | 2         |           | 5         | 2         | 9         | Excellent  | 2         | 1         | 1         |          | 1         | 3         | 1         | 9         | Excellent    | 4         | 4          | 1         | 9         | Excellent    | 4         | 1         | 2         | 2         | 9         |
| Good                   | 11        | 2         | 8         | 3         | 24        | Good   |           | 3         | 3         | 3        | 3         | 6         | 6         | 24        | Good         | 6         | 12         | 6         | 24        | Good         | 5         | 2         | 9         | 8         | 24        |
| Neutral                | 7         | 2         | 6         | 5         | 20        | Neutral  | 2         | 1         | 2         | 3        | 2         | 7         | 3         | 20        | Neutral      | 5         | 12         | 3         | 20        | Neutral      | 6         | 5         | 6         | 3         | 20        |
| Poor                   | 2         | 2         | 5         | 2         | 11        | Poor   | 4         | 1         | 2         |          | 1         | 1         | 2         | 11        | Poor         | 7         | 2          | 2         | 11        | Poor         | 1         | 5         | 4         | 1         | 11        |
| Appalling              | 3         | 1         |           |           | 4         | Appalling  |           |           | 1         | 1        | 1         | 1         |           | 4         | Appalling    | 1         | 3          |           | 4         | Appalling    | 1         |           | 3         |           | 4         |
| NS                     | 3         | 7         | 10        | 7         | 27        | NS   | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS           | 18        | 7          | 2         | 27        | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b>   | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b>  | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

| Table 33               |           |           |           |           |           | Q33 What stage of commercialisation has this CRC reached? |           |           |           |          |           |           |           |           |                  |                 |            |           |           |                  |                 |           |           |           |           |    |
|------------------------|-----------|-----------|-----------|-----------|-----------|---|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|------------------|-----------------|------------|-----------|-----------|------------------|-----------------|-----------|-----------|-----------|-----------|----|
| A. MERCER STOCKER TYPE |           |           |           |           |           | B. ROUND  |           |           |           |          |           | C. ERA    |           |           |                  |                 | D. CLUSTER |           |           |                  |                 |           |           |           |           |    |
| 174                    | 1         | 2         | 3         | 4         | TOTAL     | 174   | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 174              | 1               | 2          | 3         | TOTAL     | 174              | AFF             | ENR       | IMS       | SME       | TOTAL     |    |
| Tech identified        | 3         | 1         | 5         | 4         | 13        | Tech identified   |           | 1         | 1         | 2        |           |           | 1         | 8         | 13               | Tech identified | 2          | 3         | 8         | 13               | Tech identified | 4         | 3         | 2         | 4         | 13 |
| Tech. evaluated        | 5         |           | 5         | 2         | 12        | Tech. evaluated   | 3         | 1         | 3         |          | 3         | 1         | 1         | 12        | Tech. evaluated  | 7               | 4          | 1         | 12        | Tech. evaluated  | 4               | 1         | 5         | 2         | 12        |    |
| Tech. documented       | 1         | 1         | 1         | 1         | 4         | Tech. documented  |           |           |           |          | 1         | 2         | 1         | 4         | Tech. documented |                 | 3          | 1         | 4         | Tech. documented |                 | 1         | 2         | 1         | 4         |    |
| Tech. protected        | 4         | 3         | 2         | 1         | 10        | Tech. protected   | 3         |           | 2         |          | 2         | 3         |           | 10        | Tech. protected  | 5               | 5          |           | 10        | Tech. protected  |                 | 3         | 6         | 1         | 10        |    |
| Tech. marketed         | 2         | 1         | 3         | 1         | 7         | Tech. marketed  |           |           | 1         |          |           | 3         |           | 4         | Tech. marketed   | 1               | 6          |           | 7         | Tech. marketed   | 2               | 1         | 4         |           | 7         |    |
| Tech. licensed         | 3         |           |           | 1         | 4         | Tech. licensed  |           |           | 1         | 1        |           | 5         |           | 7         | Tech. licensed   | 1               | 3          |           | 4         | Tech. licensed   | 1               |           | 1         | 2         | 4         |    |
| Tech.adopted           | 3         | 1         | 5         | 1         | 10        | Tech.adopted  | 2         | 3         | 1         | 1        | 2         | 1         |           | 10        | Tech.adopted     | 6               | 4          |           | 10        | Tech.adopted     | 5               |           | 4         | 1         | 10        |    |
| Don't know             |           |           |           | 1         | 1         | Don't know  |           |           |           |          |           | 1         |           | 1         | Don't know       |                 | 1          |           | 1         | Don't know       |                 | 1         |           |           | 1         |    |
| N/A                    | 4         |           | 3         |           | 7         | N/A   |           | 1         |           | 3        |           | 1         | 2         | 7         | N/A              | 1               | 4          | 2         | 7         | N/A              | 1               | 3         |           | 3         | 7         |    |
| NS                     | 3         | 7         | 10        | 7         | 27        | NS  | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS               | 18              | 7          | 2         | 27        | NS               | 6               | 8         | 10        | 3         | 27        |    |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b>  | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b>     | <b>41</b>       | <b>40</b>  | <b>14</b> | <b>95</b> | <b>TOTAL</b>     | <b>23</b>       | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |    |



# CSIRO Objectives

| Table 34.1             |           | Q6 How important [was achieving better impact for Australia] in motivating CSIRO's participation in this CRC? |           |           |           |              |           |           |           |          |           |           |           |           |              |           |           |           |            |              |           |           |           |           |           |
|------------------------|-----------|---|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|------------|--------------|-----------|-----------|-----------|-----------|-----------|
| A. MERCER STOCKER TYPE |           |   |           |           |           | B. ROUND     |           |           |           |          |           |           | C. ERA    |           |              |           |           |           | D. CLUSTER |              |           |           |           |           |           |
|                        | 1         | 2   | 3         | 4         | TOTAL     | 190          | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 190          | 1         | 2         | 3         | TOTAL      | 190          | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Very high              | 11        | 2   | 10        | 7         | 30        | Very high    | 3         | 2         | 3         | 3        | 6         | 5         | 8         | 30        | Very high    | 8         | 14        | 8         | 30         | Very high    | 12        | 8         | 6         | 4         | 30        |
| High                   | 9         | 3   | 12        | 3         | 27        | High         | 3         | 3         | 5         | 4        |           | 9         | 3         | 27        | High         | 11        | 13        | 3         | 27         | High         | 4         | 2         | 13        | 8         | 27        |
| Moderate               | 5         |   | 2         | 1         | 8         | Moderate     | 1         | 1         | 1         |          | 1         | 3         | 1         | 8         | Moderate     | 3         | 4         | 1         | 8          | Moderate     |           | 1         | 5         | 2         | 8         |
| Don't know             |           | 2   |           |           | 2         | Don't know   | 1         |           |           |          | 1         |           |           | 2         | Don't know   | 1         | 1         |           | 2          | Don't know   |           | 2         |           |           | 2         |
| N/A                    |           |   |           | 1         | 1         | N/A          |           |           |           |          |           | 1         |           | 1         | N/A          |           | 1         |           | 1          | N/A          | 1         |           |           |           | 1         |
| NS                     | 3         | 7   | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS           | 18        | 7         | 2         | 27         | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b>   | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b> | <b>14</b> | <b>95</b>  | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

| Table 34.2             |           | Q6 How important [was achieving better impact for research clients] in motivating CSIRO's participation in this CRC? |           |           |           |              |           |           |           |          |           |           |           |           |              |           |           |           |            |              |           |           |           |           |           |
|------------------------|-----------|--|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|------------|--------------|-----------|-----------|-----------|-----------|-----------|
| A. MERCER STOCKER TYPE |           |  |           |           |           | B. ROUND     |           |           |           |          |           |           | C. ERA    |           |              |           |           |           | D. CLUSTER |              |           |           |           |           |           |
|                        | 1         | 2  | 3         | 4         | TOTAL     | 191          | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 191          | 1         | 2         | 3         | TOTAL      | 191          | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Very high              | 8         | 3  | 6         | 4         | 21        | Very high    | 3         | 3         | 1         | 2        | 3         | 4         | 5         | 21        | Very high    | 7         | 9         | 5         | 21         | Very high    | 5         | 4         | 8         | 4         | 21        |
| High                   | 14        | 1  | 13        | 7         | 35        | High         | 3         | 3         | 7         | 4        | 4         | 8         | 6         | 35        | High         | 13        | 16        | 6         | 35         | High         | 8         | 6         | 11        | 10        | 35        |
| Moderate               | 3         | 1  | 5         |           | 9         | Moderate     | 1         |           | 1         | 1        |           | 5         | 1         | 9         | Moderate     | 2         | 6         | 1         | 9          | Moderate     | 3         | 1         | 5         |           | 9         |
| Don't know             |           | 2  |           |           | 2         | Don't know   | 1         |           |           |          | 1         |           |           | 2         | Don't know   | 1         | 1         |           | 2          | Don't know   |           | 2         |           |           | 2         |
| N/A                    |           |  |           | 1         | 1         | N/A          |           |           |           |          |           | 1         |           | 1         | N/A          |           | 1         |           | 1          | N/A          | 1         |           |           |           | 1         |
| NS                     | 3         | 7  | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS           | 18        | 7         | 2         | 27         | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b>  | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b> | <b>14</b> | <b>95</b>  | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

| Table 34.3             |           | Q6 How important [was achieving better commercial returns for CSIRO] in motivating CSIRO's participation in this CRC? |           |           |           |              |           |           |           |          |           |           |           |           |              |           |           |           |            |              |           |           |           |           |           |
|------------------------|-----------|---|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|------------|--------------|-----------|-----------|-----------|-----------|-----------|
| A. MERCER STOCKER TYPE |           |   |           |           |           | B. ROUND     |           |           |           |          |           |           | C. ERA    |           |              |           |           |           | D. CLUSTER |              |           |           |           |           |           |
|                        | 1         | 2   | 3         | 4         | TOTAL     | 192          | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 192          | 1         | 2         | 3         | TOTAL      | 192          | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Very high              | 2         |   |           | 1         | 3         | Very high    | 1         |           |           |          |           | 1         | 1         | 3         | Very high    | 1         | 1         | 1         | 3          | Very high    | 1         |           | 2         |           | 3         |
| High                   | 6         | 4   | 5         | 2         | 17        | High         | 2         | 1         | 1         | 1        | 3         | 6         | 3         | 17        | High         | 4         | 10        | 3         | 17         | High         | 2         | 4         | 10        | 1         | 17        |
| Moderate               | 11        | 2   | 7         | 2         | 22        | Moderate     | 2         | 2         | 4         | 2        | 4         | 5         | 3         | 22        | Moderate     | 8         | 11        | 3         | 22         | Moderate     | 6         | 3         | 7         | 6         | 22        |
| Minor                  | 5         |   | 11        | 5         | 21        | Minor        | 3         | 3         | 4         | 3        | 1         | 4         | 3         | 21        | Minor        | 10        | 8         | 3         | 21         | Minor        | 7         | 4         | 3         | 7         | 21        |
| None                   | 1         |   | 1         | 1         | 3         | None         |           |           |           |          |           | 1         | 2         | 3         | None         |           | 1         | 2         | 3          | None         |           | 2         | 1         |           | 3         |
| N/A                    |           | 1   |           | 1         | 2         | N/A          |           |           |           |          | 1         |           | 1         | 2         | N/A          |           | 2         |           | 2          | N/A          | 1         |           | 1         |           | 2         |
| NS                     | 3         | 7   | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS           | 18        | 7         | 2         | 27         | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b>   | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b> | <b>14</b> | <b>95</b>  | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

| Table 34.4             |           | Q6 How important [was achieving better organisational capabilities for CSIRO] in motivating CSIRO's participation in this CRC? |           |           |           |              |           |           |           |          |           |           |           |           |              |           |           |           |            |              |           |           |           |           |           |
|------------------------|-----------|--|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|------------|--------------|-----------|-----------|-----------|-----------|-----------|
| A. MERCER STOCKER TYPE |           |  |           |           |           | B. ROUND     |           |           |           |          |           |           | C. ERA    |           |              |           |           |           | D. CLUSTER |              |           |           |           |           |           |
|                        | 1         | 2  | 3         | 4         | TOTAL     | 193          | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 193          | 1         | 2         | 3         | TOTAL      | 193          | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Very high              | 7         | 1  | 4         | 4         | 16        | Very high    | 3         | 2         | 1         |          | 5         | 4         | 1         | 16        | Very high    | 6         | 9         | 1         | 16         | Very high    | 3         | 3         | 6         | 4         | 16        |
| High                   | 12        | 2  | 6         | 4         | 24        | High         | 2         | 2         | 2         | 4        | 2         | 5         | 7         | 24        | High         | 6         | 11        | 7         | 24         | High         | 6         | 5         | 8         | 5         | 24        |
| Moderate               | 5         | 1  | 8         | 2         | 16        | Moderate     | 1         | 1         | 4         | 2        |           | 7         | 1         | 16        | Moderate     | 6         | 9         | 1         | 16         | Moderate     | 5         | 2         | 7         | 2         | 16        |
| Minor                  | 1         | 1  | 6         | 1         | 9         | Minor        | 1         | 1         | 2         | 1        |           | 1         | 3         | 9         | Minor        | 4         | 2         | 3         | 9          | Minor        | 2         | 1         | 3         | 3         | 9         |
| None                   |           | 2  |           |           | 2         | None         | 1         |           |           |          | 1         |           |           | 2         | None         | 1         | 1         |           | 2          | None         |           | 2         |           |           | 2         |
| N/A                    |           |  |           | 1         | 1         | N/A          |           |           |           |          |           | 1         |           | 1         | N/A          |           | 1         |           | 1          | N/A          | 1         |           |           |           | 1         |
| NS                     | 3         | 7  | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS           | 18        | 7         | 2         | 27         | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b>  | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b> | <b>14</b> | <b>95</b>  | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |





# CSIRO Objectives

| Table 35.1 Q8 What were CSIRO's commercial objectives for the CRC [for contract revenue over the CRC life]? |           |           |           |           |           |                  |           |           |           |          |           |           |           |           |                  |           |           |            |           |                  |           |           |           |           |       |           |
|---|-----------|-----------|-----------|-----------|-----------|------------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|------------------|-----------|-----------|------------|-----------|------------------|-----------|-----------|-----------|-----------|-------|-----------|
| A. MERCER STOCKER TYPE  |           |           |           |           |           | B. ROUND         |           |           |           |          |           |           | C. ERA    |           |                  |           |           | D. CLUSTER |           |                  |           |           |           |           |       |           |
| 195   | 1         | 2         | 3         | 4         | TOTAL     | 195              | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 195              | 1         | 2         | 3          | TOTAL     | 195              | AFF       | ENR       | IMS       | SME       | TOTAL |           |
| \$1 - \$0.25m   | 2         |           |           |           | 2         | \$1 - \$0.25m    |           |           | 1         |          |           | 1         |           | 2         | \$1 - \$0.25m    | 1         | 1         |            | 2         | \$1 - \$0.25m    |           |           |           |           | 2     | 2         |
| \$0.25m - \$0.5m  |           | 3         | 1         | 1         | 5         | \$0.25m - \$0.5m | 2         |           |           |          | 1         | 2         |           | 5         | \$0.25m - \$0.5m | 2         | 3         |            | 5         | \$0.25m - \$0.5m |           | 3         | 2         |           |       | 5         |
| \$0.5m - \$1m   | 2         |           |           |           | 2         | \$0.5m - \$1m    | 1         |           |           |          |           | 1         |           | 2         | \$0.5m - \$1m    | 1         | 1         |            | 2         | \$0.5m - \$1m    |           |           |           | 2         |       | 2         |
| \$1m - \$2m   | 3         |           | 3         |           | 6         | \$1m - \$2m      | 1         |           | 1         | 1        |           | 2         | 1         | 6         | \$1m - \$2m      | 2         | 3         | 1          | 6         | \$1m - \$2m      |           |           | 3         | 3         |       | 6         |
| \$2m - \$3m   | 4         |           | 5         | 2         | 11        | \$2m - \$3m      |           | 2         | 2         | 1        | 1         | 3         | 2         | 11        | \$2m - \$3m      | 4         | 5         | 2          | 11        | \$2m - \$3m      | 3         | 2         | 4         | 2         |       | 11        |
| \$3m - \$4m   | 3         | 1         |           | 1         | 5         | \$3m - \$4m      | 1         | 2         |           |          | 1         |           | 1         | 5         | \$3m - \$4m      | 3         | 1         | 1          | 5         | \$3m - \$4m      |           | 2         | 3         |           |       | 5         |
| \$4m - \$5m   | 2         |           | 4         |           | 6         | \$4m - \$5m      |           | 1         | 1         |          | 1         | 2         | 1         | 6         | \$4m - \$5m      | 2         | 3         | 1          | 6         | \$4m - \$5m      | 4         |           | 1         | 1         |       | 6         |
| \$5m - \$6m   | 3         | 1         |           |           | 4         | \$5m - \$6m      |           |           |           | 1        |           | 1         | 2         | 4         | \$5m - \$6m      |           | 2         | 2          | 4         | \$5m - \$6m      | 2         |           | 2         |           |       | 4         |
| \$6m - \$7m   | 2         |           | 1         | 1         | 4         | \$6m - \$7m      |           |           | 1         | 2        |           | 1         |           | 4         | \$6m - \$7m      | 1         | 3         |            | 4         | \$6m - \$7m      | 2         | 1         |           | 1         |       | 4         |
| \$7m - \$8m   | 2         |           |           |           | 2         | \$7m - \$8m      |           |           | 1         |          |           |           | 1         | 2         | \$7m - \$8m      | 1         |           | 1          | 2         | \$7m - \$8m      |           |           | 1         | 1         |       | 2         |
| \$9m - \$10m  |           | 1         | 1         |           | 2         | \$9m - \$10m     |           |           |           |          | 1         | 1         |           | 2         | \$9m - \$10m     |           | 2         |            | 2         | \$9m - \$10m     | 1         |           | 1         |           |       | 2         |
| \$10m plus  |           |           | 6         |           | 6         | \$10m plus       | 1         | 1         | 1         |          | 1         | 2         |           | 6         | \$10m plus       | 3         | 3         |            | 6         | \$10m plus       | 2         |           |           | 4         |       | 6         |
| None  | 1         |           |           | 2         | 3         | None             | 1         |           |           |          | 2         |           |           | 3         | None             | 1         | 2         |            | 3         | None             | 1         | 1         | 1         |           |       | 3         |
| N/A   | 1         | 1         | 3         | 5         | 10        | N/A              | 1         |           | 1         | 2        |           | 2         | 4         | 10        | N/A              | 2         | 4         | 4          | 10        | N/A              | 2         | 4         | 4         |           |       | 10        |
| NS  | 3         | 7         | 10        | 7         | 27        | NS               | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS               | 18        | 7         | 2          | 27        | NS               | 6         | 8         | 10        | 3         |       | 27        |
| <b>TOTAL</b>  | <b>28</b> | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b>     | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b>     | <b>41</b> | <b>40</b> | <b>14</b>  | <b>95</b> | <b>TOTAL</b>     | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> |       | <b>95</b> |

| Table 35.2 Q8 What were CSIRO's commercial objectives for the CRC [for license returns over CRC life]? |           |           |           |           |           |                  |           |           |           |          |           |           |           |           |                  |           |           |            |           |                  |           |           |           |           |       |           |
|--|-----------|-----------|-----------|-----------|-----------|------------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|------------------|-----------|-----------|------------|-----------|------------------|-----------|-----------|-----------|-----------|-------|-----------|
| A. MERCER STOCKER TYPE   |           |           |           |           |           | B. ROUND         |           |           |           |          |           |           | C. ERA    |           |                  |           |           | D. CLUSTER |           |                  |           |           |           |           |       |           |
| 196  | 1         | 2         | 3         | 4         | TOTAL     | 196              | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 196              | 1         | 2         | 3          | TOTAL     | 196              | AFF       | ENR       | IMS       | SME       | TOTAL |           |
| \$1 - \$0.25m  | 5         |           | 6         | 4         | 15        | \$1 - \$0.25m    | 3         | 4         | 2         | 1        | 1         | 2         | 2         | 15        | \$1 - \$0.25m    | 9         | 4         | 2          | 15        | \$1 - \$0.25m    | 5         | 2         | 4         | 4         |       | 15        |
| \$0.25m - \$0.5m   | 2         |           | 2         |           | 4         | \$0.25m - \$0.5m |           |           |           |          |           | 2         | 2         | 4         | \$0.25m - \$0.5m |           | 2         | 2          | 4         | \$0.25m - \$0.5m | 1         |           | 2         | 1         |       | 4         |
| \$0.5m - \$1m  | 1         | 1         |           |           | 2         | \$0.5m - \$1m    |           |           |           |          |           | 2         |           | 2         | \$0.5m - \$1m    |           | 2         |            | 2         | \$0.5m - \$1m    |           |           | 2         |           |       | 2         |
| None   | 9         | 2         | 9         | 4         | 24        | None             | 2         | 2         | 4         | 3        | 3         | 7         | 3         | 24        | None             | 8         | 13        | 3          | 24        | None             | 7         | 3         | 8         | 6         |       | 24        |
| N/A  | 8         | 4         | 7         | 4         | 23        | N/A              | 3         |           | 3         | 3        | 4         | 5         | 5         | 23        | N/A              | 6         | 12        | 5          | 23        | N/A              | 4         | 8         | 8         | 3         |       | 23        |
| NS   | 3         | 7         | 10        | 7         | 27        | NS               | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS               | 18        | 7         | 2          | 27        | NS               | 6         | 8         | 10        | 3         |       | 27        |
| <b>TOTAL</b>   | <b>28</b> | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b>     | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b>     | <b>41</b> | <b>40</b> | <b>14</b>  | <b>95</b> | <b>TOTAL</b>     | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> |       | <b>95</b> |

| Table 35.3 Q8 What were CSIRO's commercial objectives for the CRC [returns from start-ups CRC life]? |           |           |           |           |           |               |           |           |           |          |           |           |           |           |               |           |           |            |           |               |           |           |           |           |       |           |
|--|-----------|-----------|-----------|-----------|-----------|---------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|---------------|-----------|-----------|------------|-----------|---------------|-----------|-----------|-----------|-----------|-------|-----------|
| A. MERCER STOCKER TYPE   |           |           |           |           |           | B. ROUND      |           |           |           |          |           |           | C. ERA    |           |               |           |           | D. CLUSTER |           |               |           |           |           |           |       |           |
| 197  | 1         | 2         | 3         | 4         | TOTAL     | 197           | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 197           | 1         | 2         | 3          | TOTAL     | 197           | AFF       | ENR       | IMS       | SME       | TOTAL |           |
| \$1 - \$0.25M  |           |           | 1         |           | 1         | \$1 - \$0.25M |           |           |           |          |           |           | 1         | 1         | \$1 - \$0.25M |           |           | 1          | 1         | \$1 - \$0.25M |           |           |           | 1         |       | 1         |
| \$0.5m - \$1m  | 1         |           |           | 1         | 2         | \$0.5m - \$1m |           |           |           |          | 1         | 1         |           | 2         | \$0.5m - \$1m |           | 2         |            | 2         | \$0.5m - \$1m | 1         | 1         |           |           |       | 2         |
| \$1m - \$2m  | 2         |           |           |           | 2         | \$1m - \$2m   |           |           |           |          |           | 1         | 1         | 2         | \$1m - \$2m   |           | 1         | 1          | 2         | \$1m - \$2m   |           |           | 2         |           |       | 2         |
| \$6m - \$7m  |           | 1         |           |           | 1         | \$6m - \$7m   |           | 1         |           |          |           |           |           | 1         | \$6m - \$7m   | 1         |           |            | 1         | \$6m - \$7m   |           |           | 1         |           |       | 1         |
| None   | 12        | 2         | 12        | 6         | 32        | None          | 3         | 3         | 5         | 4        | 3         | 9         | 5         | 32        | None          | 11        | 16        | 5          | 32        | None          | 8         | 4         | 11        | 9         |       | 32        |
| N/A  | 10        | 4         | 11        | 5         | 30        | N/A           | 5         | 2         | 4         | 3        | 4         | 7         | 5         | 30        | N/A           | 11        | 14        | 5          | 30        | N/A           | 8         | 8         | 9         | 5         |       | 30        |
| NS   | 3         | 7         | 10        | 7         | 27        | NS            | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS            | 18        | 7         | 2          | 27        | NS            | 6         | 8         | 10        | 3         |       | 27        |
| <b>TOTAL</b>   | <b>28</b> | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b>  | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b>  | <b>41</b> | <b>40</b> | <b>14</b>  | <b>95</b> | <b>TOTAL</b>  | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> |       | <b>95</b> |



# CSIRO interaction/input

| Table 36 Q11 In your opinion, to what degree (percentage) is CSIRO responsible for the outcomes/achievements of the CRC?    |     |     |     |     |       |           |    |     |     |     |     |     |     |        |           |     |     |            |       |           |     |     |     |     |       |
|---|-----|-----|-----|-----|-------|-----------|----|-----|-----|-----|-----|-----|-----|--------|-----------|-----|-----|------------|-------|-----------|-----|-----|-----|-----|-------|
| A. MERCER STOCKER TYPE  |     |     |     |     |       | B. ROUND  |    |     |     |     |     |     |     | C. ERA |           |     |     | D. CLUSTER |       |           |     |     |     |     |       |
|   | 1   | 2   | 3   | 4   | TOTAL |           | 1  | 2   | 3   | 4   | 5   | 6   | 7   | TOTAL  |           | 1   | 2   | 3          | TOTAL |           | AFF | ENR | IMS | SME | TOTAL |
| Total   | 34% | 39% | 42% | 39% | 38%   | Total     | ## | 55% | 41% | 42% | 46% | 33% | 23% | 38%    | Total     | 47% | 38% | 23%        | 38%   | Total     | 41% | 31% | 35% | 45% | 38%   |
| Table 37.1 Q12 What was the potential significance or importance of CSIRO's [infrastructure] contributed to the CRC?        |     |     |     |     |       |           |    |     |     |     |     |     |     |        |           |     |     |            |       |           |     |     |     |     |       |
| A. MERCER STOCKER TYPE  |     |     |     |     |       | B. ROUND  |    |     |     |     |     |     |     | C. ERA |           |     |     | D. CLUSTER |       |           |     |     |     |     |       |
| 209   | 1   | 2   | 3   | 4   | TOTAL | 209       | 1  | 2   | 3   | 4   | 5   | 6   | 7   | TOTAL  | 209       | 1   | 2   | 3          | TOTAL | 209       | AFF | ENR | IMS | SME | TOTAL |
| Very high   | 7   | 4   | 7   | 2   | 20    | Very high | 2  | 2   | 2   | 3   | 5   | 5   | 1   | 20     | Very high | 6   | 13  | 1          | 20    | Very high | 5   | 4   | 7   | 4   | 20    |
| High  | 8   | 1   | 7   | 1   | 17    | High      | 2  | 4   | 3   |     | 1   | 5   | 2   | 17     | High      | 9   | 6   | 2          | 17    | High      | 4   | 1   | 8   | 4   | 17    |
| Moderate  | 4   | 1   | 8   | 7   | 20    | Moderate  | 3  |     | 3   | 3   | 1   | 5   | 5   | 20     | Moderate  | 6   | 9   | 5          | 20    | Moderate  | 6   | 6   | 2   | 6   | 20    |
| Minor   | 2   | 1   | 2   | 2   | 7     | Minor     |    |     |     | 1   | 1   | 1   | 4   | 7      | Minor     |     | 3   | 4          | 7     | Minor     | 2   | 2   | 3   |     | 7     |
| None  | 3   |     |     |     | 3     | None      | 1  |     | 1   |     |     | 1   |     | 3      | None      | 2   | 1   |            | 3     | None      |     |     | 3   |     | 3     |
| N/A   | 1   |     |     |     | 1     | N/A       |    |     |     |     |     | 1   |     | 1      | N/A       |     | 1   |            | 1     | N/A       |     |     | 1   |     | 1     |
| NS  | 3   | 7   | 10  | 7   | 27    | NS        | 5  | 8   | 5   | 1   | 3   | 3   | 2   | 27     | NS        | 18  | 7   | 2          | 27    | NS        | 6   | 8   | 10  | 3   | 27    |
| TOTAL   | 28  | 14  | 34  | 19  | 95    | TOTAL     | 13 | 14  | 14  | 8   | 11  | 21  | 14  | 95     | TOTAL     | 41  | 40  | 14         | 95    | TOTAL     | 23  | 21  | 34  | 17  | 95    |
| Table 37.2 Q12 What was the potential significance or importance of CSIRO's [research capability] contributed to the CRC?   |     |     |     |     |       |           |    |     |     |     |     |     |     |        |           |     |     |            |       |           |     |     |     |     |       |
| A. MERCER STOCKER TYPE  |     |     |     |     |       | B. ROUND  |    |     |     |     |     |     |     | C. ERA |           |     |     | D. CLUSTER |       |           |     |     |     |     |       |
| 210   | 1   | 2   | 3   | 4   | TOTAL | 210       | 1  | 2   | 3   | 4   | 5   | 6   | 7   | TOTAL  | 210       | 1   | 2   | 3          | TOTAL | 210       | AFF | ENR | IMS | SME | TOTAL |
| Very high   | 17  | 5   | 18  | 7   | 47    | Very high | 4  | 6   | 5   | 5   | 7   | 12  | 8   | 47     | Very high | 15  | 24  | 8          | 47    | Very high | 14  | 10  | 14  | 9   | 47    |
| High  | 8   | 1   | 4   | 5   | 18    | High      | 3  |     | 4   | 1   | 1   | 6   | 3   | 18     | High      | 7   | 8   | 3          | 18    | High      | 2   | 3   | 8   | 5   | 18    |
| Moderate  |     |     | 1   |     | 1     | Moderate  | 1  |     |     |     |     |     |     | 1      | Moderate  | 1   |     |            | 1     | Moderate  |     |     | 1   |     | 1     |
| Minor   |     |     | 1   |     | 1     | Minor     |    |     |     |     |     |     | 1   | 1      | Minor     |     |     | 1          | 1     | Minor     | 1   |     |     |     | 1     |
| N/A   |     | 1   |     |     | 1     | N/A       |    |     |     | 1   |     |     |     | 1      | N/A       |     | 1   |            | 1     | N/A       |     |     | 1   |     | 1     |
| NS  | 3   | 7   | 10  | 7   | 27    | NS        | 5  | 8   | 5   | 1   | 3   | 3   | 2   | 27     | NS        | 18  | 7   | 2          | 27    | NS        | 6   | 8   | 10  | 3   | 27    |
| TOTAL   | 28  | 14  | 34  | 19  | 95    | TOTAL     | 13 | 14  | 14  | 8   | 11  | 21  | 14  | 95     | TOTAL     | 41  | 40  | 14         | 95    | TOTAL     | 23  | 21  | 34  | 17  | 95    |
| Table 37.3 Q12 What was the potential significance or importance of CSIRO's [Intellectual property] contributed to the CRC? |     |     |     |     |       |           |    |     |     |     |     |     |     |        |           |     |     |            |       |           |     |     |     |     |       |
| A. MERCER STOCKER TYPE  |     |     |     |     |       | B. ROUND  |    |     |     |     |     |     |     | C. ERA |           |     |     | D. CLUSTER |       |           |     |     |     |     |       |
| 211   | 1   | 2   | 3   | 4   | TOTAL | 211       | 1  | 2   | 3   | 4   | 5   | 6   | 7   | TOTAL  | 211       | 1   | 2   | 3          | TOTAL | 211       | AFF | ENR | IMS | SME | TOTAL |
| Very high   | 5   | 4   | 4   | 3   | 16    | Very high | 2  | 2   | 1   | 2   | 3   | 2   | 4   | 16     | Very high | 5   | 7   | 4          | 16    | Very high | 3   | 5   | 8   |     | 16    |
| High  | 7   | 1   | 10  | 6   | 24    | High      | 3  | 1   | 4   | 3   | 3   | 6   | 4   | 24     | High      | 8   | 12  | 4          | 24    | High      | 6   | 5   | 5   | 8   | 24    |
| Moderate  | 10  |     | 4   | 1   | 15    | Moderate  | 2  | 1   | 3   | 2   |     | 5   | 2   | 15     | Moderate  | 6   | 7   | 2          | 15    | Moderate  | 3   | 2   | 6   | 4   | 15    |
| Minor   | 3   | 2   | 3   | 2   | 10    | Minor     | 1  | 1   | 1   |     | 2   | 3   | 2   | 10     | Minor     | 3   | 5   | 2          | 10    | Minor     | 4   | 1   | 5   |     | 10    |
| None  |     |     | 1   |     | 1     | None      |    |     |     |     |     | 1   |     | 1      | None      |     | 1   |            | 1     | None      | 1   |     |     |     | 1     |
| N/A   |     |     | 2   |     | 2     | N/A       |    | 1   |     |     |     | 1   |     | 2      | N/A       | 1   | 1   |            | 2     | N/A       |     |     | 2   |     | 2     |
| NS  | 3   | 7   | 10  | 7   | 27    | NS        | 5  | 8   | 5   | 1   | 3   | 3   | 2   | 27     | NS        | 18  | 7   | 2          | 27    | NS        | 6   | 8   | 10  | 3   | 27    |
| TOTAL   | 28  | 14  | 34  | 19  | 95    | TOTAL     | 13 | 14  | 14  | 8   | 11  | 21  | 14  | 95     | TOTAL     | 41  | 40  | 14         | 95    | TOTAL     | 23  | 21  | 34  | 17  | 95    |

# CSIRO interaction/input & CSIRO performance - Initiation Activities

| Table 37.4             |           | Q12 What was the potential significance or importance of CSIRO's [management resources] contributed to the CRC? |           |           |           |              |           |           |           |          |           |           |           |            |              |           |           |           |           |              |           |           |           |           |           |
|------------------------|-----------|---|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|------------|--------------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|
| A. MERCER STOCKER TYPE |           |   |           |           | B. ROUND  |              |           |           |           | C. ERA   |           |           |           | D. CLUSTER |              |           |           |           |           |              |           |           |           |           |           |
|                        | 1         | 2   | 3         | 4         | TOTAL     | 212          | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL      | 212          | 1         | 2         | 3         | TOTAL     | 212          | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Very high              | 6         | 1   | 6         |           | 13        | Very high    |           | 1         | 2         | 2        | 1         | 5         | 2         | 13         | Very high    | 3         | 8         | 2         | 13        | Very high    | 3         | 2         | 6         | 2         | 13        |
| High                   | 7         | 4   | 9         | 6         | 26        | High         | 4         | 1         | 4         | 2        | 5         | 6         | 4         | 26         | High         | 9         | 13        | 4         | 26        | High         | 10        | 6         | 7         | 3         | 26        |
| Moderate               | 9         | 1   | 7         | 3         | 20        | Moderate     | 2         | 4         | 2         | 3        | 2         | 3         | 4         | 20         | Moderate     | 8         | 8         | 4         | 20        | Moderate     | 2         | 3         | 6         | 9         | 20        |
| Minor                  | 1         |   | 2         | 3         | 6         | Minor        | 2         |           | 1         |          |           | 1         | 2         | 6          | Minor        | 3         | 1         | 2         | 6         | Minor        | 2         | 2         | 2         |           | 6         |
| None                   | 1         | 1   |           |           | 2         | None         |           |           |           |          |           | 2         |           | 2          | None         |           | 2         |           | 2         | None         |           |           | 2         |           | 2         |
| N/A                    | 1         |   |           |           | 1         | N/A          |           |           |           |          |           | 1         |           | 1          | N/A          |           | 1         |           | 1         | N/A          |           |           | 1         |           | 1         |
| NS                     | 3         | 7   | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27         | NS           | 18        | 7         | 2         | 27        | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b>   | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b>  | <b>TOTAL</b> | <b>41</b> | <b>40</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

| Table 37.5             |           | Q12 What was the potential significance or importance of CSIRO's [direct relationships] contributed to the CRC? |           |           |           |              |           |           |           |          |           |           |           |            |              |           |           |           |           |              |           |           |           |           |           |
|------------------------|-----------|---|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|------------|--------------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|
| A. MERCER STOCKER TYPE |           |   |           |           | B. ROUND  |              |           |           |           | C. ERA   |           |           |           | D. CLUSTER |              |           |           |           |           |              |           |           |           |           |           |
|                        | 1         | 2   | 3         | 4         | TOTAL     | 213          | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL      | 213          | 1         | 2         | 3         | TOTAL     | 213          | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Very high              | 5         | 1   | 2         | 1         | 9         | Very high    | 1         | 1         | 1         | 1        | 1         | 3         | 1         | 9          | Very high    | 3         | 5         | 1         | 9         | Very high    | 2         |           | 7         |           | 9         |
| High                   | 10        | 1   | 18        | 8         | 37        | High         | 3         | 3         | 8         | 2        | 4         | 10        | 7         | 37         | High         | 14        | 16        | 7         | 37        | High         | 11        | 8         | 6         | 12        | 37        |
| Moderate               | 5         | 1   | 3         | 3         | 12        | Moderate     | 1         | 2         |           | 3        | 1         | 2         | 3         | 12         | Moderate     | 3         | 6         | 3         | 12        | Moderate     | 4         | 3         | 3         | 2         | 12        |
| Minor                  | 5         | 1   | 1         |           | 7         | Minor        | 2         |           |           |          | 1         | 3         | 1         | 7          | Minor        | 2         | 4         | 1         | 7         | Minor        |           |           | 7         |           | 7         |
| N/A                    |           |   | 3         |           | 3         | N/A          | 1         |           |           | 1        | 1         |           |           | 3          | N/A          | 1         | 2         |           | 3         | N/A          |           | 2         | 1         |           | 3         |
| NS                     | 3         | 7   | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27         | NS           | 18        | 7         | 2         | 27        | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b>   | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b>  | <b>TOTAL</b> | <b>41</b> | <b>40</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

| Table 37.6             |           | Q12 What was the potential significance or importance of CSIRO's [reputation] contributed to the CRC? |           |           |           |              |           |           |           |          |           |           |           |            |              |           |           |           |           |              |           |           |           |           |           |
|------------------------|-----------|---|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|------------|--------------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|
| A. MERCER STOCKER TYPE |           |   |           |           | B. ROUND  |              |           |           |           | C. ERA   |           |           |           | D. CLUSTER |              |           |           |           |           |              |           |           |           |           |           |
|                        | 1         | 2   | 3         | 4         | TOTAL     | 214          | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL      | 214          | 1         | 2         | 3         | TOTAL     | 214          | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Very high              | 8         | 5   | 7         | 1         | 21        | Very high    | 1         | 3         |           | 3        | 4         | 4         | 6         | 21         | Very high    | 4         | 11        | 6         | 21        | Very high    | 7         | 5         | 8         | 1         | 21        |
| High                   | 9         | 1   | 12        | 10        | 32        | High         | 4         | 2         | 7         | 2        | 3         | 8         | 6         | 32         | High         | 13        | 13        | 6         | 32        | High         | 9         | 8         | 6         | 9         | 32        |
| Moderate               | 4         |   | 2         | 1         | 7         | Moderate     | 2         |           | 2         | 1        |           | 2         |           | 7          | Moderate     | 4         | 3         |           | 7         | Moderate     | 1         |           | 4         | 2         | 7         |
| Minor                  | 4         |   | 3         |           | 7         | Minor        | 1         | 1         |           |          | 1         | 4         |           | 7          | Minor        | 2         | 5         |           | 7         | Minor        |           |           | 5         | 2         | 7         |
| N/A                    |           |   | 1         |           | 1         | N/A          |           |           |           | 1        |           |           |           | 1          | N/A          |           | 1         |           | 1         | N/A          |           |           | 1         |           | 1         |
| NS                     | 3         | 7   | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27         | NS           | 18        | 7         | 2         | 27        | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b>   | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b>  | <b>TOTAL</b> | <b>41</b> | <b>40</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

| Table 38.1             |           | Q13 What is your assessment of CSIRO's overall effectiveness in the CRC initiation phase? |           |           |              |              |           |           |           |              |           |           |           |              |              |           |           |           |              |              |           |           |           |           |           |
|------------------------|-----------|---|-----------|-----------|--------------|--------------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|--------------|--------------|-----------|-----------|-----------|--------------|--------------|-----------|-----------|-----------|-----------|-----------|
| A. MERCER STOCKER TYPE |           |   |           |           | B. ROUND     |              |           |           |           | C. ERA       |           |           |           | D. CLUSTER   |              |           |           |           |              |              |           |           |           |           |           |
| Count of 217           | 125       |   |           |           | Count of 217 | 130          |           |           |           | Count of 217 | 131       |           |           | Count of 217 | 124          |           |           |           | Count of 217 | AFF          | ENR       | IMS       | SME       | TOTAL     |           |
| 217                    | 1         | 2   | 3         | 4         | TOTAL        | 217          | 1         | 2         | 3         | 4            | 5         | 6         | 7         | TOTAL        | 217          | 1         | 2         | 3         | TOTAL        | 217          | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Excellent              | 5         |   | 13        | 5         | 23           | Excellent    | 3         | 3         | 3         | 1            | 2         | 6         | 5         | 23           | Excellent    | 9         | 9         | 5         | 23           | Excellent    | 9         | 4         | 5         | 5         | 23        |
| Good                   | 18        | 2   | 8         | 7         | 35           | Good         | 3         | 1         | 6         | 5            | 4         | 10        | 6         | 35           | Good         | 10        | 19        | 6         | 35           | Good         | 7         | 7         | 14        | 7         | 35        |
| Neutral                | 1         | 2   | 3         |           | 6            | Neutral      | 1         | 2         |           | 1            | 1         |           | 1         | 6            | Neutral      | 3         | 2         | 1         | 6            | Neutral      | 1         |           | 3         | 2         | 6         |
| Poor                   | 1         |   |           |           | 1            | Poor         |           |           |           |              |           | 1         |           | 1            | Poor         |           | 1         |           | 1            | Poor         |           |           | 1         |           | 1         |
| N/A                    |           |   | 3         |           | 3            | N/A          | 1         |           |           |              | 1         | 1         |           | 3            | N/A          | 1         | 2         |           | 3            | N/A          |           | 2         | 1         |           | 3         |
| NS                     | 3         | 7   | 10        | 7         | 27           | NS           | 5         | 8         | 5         | 1            | 3         | 3         | 2         | 27           | NS           | 18        | 7         | 2         | 27           | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b>   | <b>34</b> | <b>19</b> | <b>95</b>    | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b>     | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b>    | <b>TOTAL</b> | <b>41</b> | <b>40</b> | <b>14</b> | <b>95</b>    | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |



# CSIRO performance - Initiation Activities (cont.)

| Table 38.2             |           | Q14 What is your assessment of CSIRO's performance in [engaging with participants and stakeholders] in the CRC initiation phase? |           |           |           |              |           |           |           |          |           |           |           |           |              |           |           |           |            |              |           |           |           |           |           |
|------------------------|-----------|--|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|------------|--------------|-----------|-----------|-----------|-----------|-----------|
| A. MERCER STOCKER TYPE |           |  |           |           |           | B. ROUND     |           |           |           |          |           |           | C. ERA    |           |              |           |           |           | D. CLUSTER |              |           |           |           |           |           |
| 218                    | 1         | 2  | 3         | 4         | TOTAL     | 218          | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 218          | 1         | 2         | 3         | TOTAL      | 218          | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Excellent              | 7         |  | 8         | 4         | 19        | Excellent    | 3         | 2         | 3         | 1        |           | 3         | 7         | 19        | Excellent    | 8         | 4         | 7         | 19         | Excellent    | 4         | 6         | 8         | 1         | 19        |
| Good                   | 17        | 5  | 13        | 6         | 41        | Good         | 4         | 3         | 5         | 5        | 6         | 14        | 4         | 41        | Good         | 12        | 25        | 4         | 41         | Good         | 11        | 4         | 16        | 10        | 41        |
| Neutral                |           |  | 2         | 1         | 3         | Neutral      |           |           | 1         | 1        |           |           | 1         | 3         | Neutral      | 1         | 1         | 1         | 3          | Neutral      |           |           |           | 3         | 3         |
| Poor                   |           |  | 1         |           | 1         | Poor         |           | 1         |           |          |           |           |           | 1         | Poor         | 1         |           |           | 1          | Poor         | 1         |           |           |           | 1         |
| Don't know             |           |  |           | 1         | 1         | Don't know   |           |           |           |          |           | 1         |           | 1         | Don't know   |           | 1         |           | 1          | Don't know   |           | 1         |           |           | 1         |
| N/A                    | 1         | 2  |           |           | 3         | N/A          | 1         |           |           |          | 2         |           |           | 3         | N/A          | 1         | 2         |           | 3          | N/A          | 1         | 2         |           |           | 3         |
| NS                     | 3         | 7  | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS           | 18        | 7         | 2         | 27         | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b>  | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b> | <b>14</b> | <b>95</b>  | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

| Table 38.3             |           | Q14 What is your assessment of CSIRO's performance in [developing the proposal] in the CRC initiation phase? |           |           |           |              |           |           |           |          |           |           |           |           |              |           |           |           |            |              |           |           |           |           |           |
|------------------------|-----------|--|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|------------|--------------|-----------|-----------|-----------|-----------|-----------|
| A. MERCER STOCKER TYPE |           |  |           |           |           | B. ROUND     |           |           |           |          |           |           | C. ERA    |           |              |           |           |           | D. CLUSTER |              |           |           |           |           |           |
| 219                    | 1         | 2  | 3         | 4         | TOTAL     | 219          | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 219          | 1         | 2         | 3         | TOTAL      | 219          | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Excellent              | 7         | 2  | 12        | 7         | 28        | Excellent    | 4         | 3         | 4         | 3        | 2         | 6         | 6         | 28        | Excellent    | 11        | 11        | 6         | 28         | Excellent    | 8         | 8         | 7         | 5         | 28        |
| Good                   | 17        | 2  | 11        | 5         | 35        | Good         | 2         | 2         | 5         | 4        | 4         | 12        | 6         | 35        | Good         | 9         | 20        | 6         | 35         | Good         | 8         | 3         | 15        | 9         | 35        |
| Neutral                | 1         |  | 1         |           | 2         | Neutral      | 1         | 1         |           |          |           |           |           | 2         | Neutral      | 2         |           |           | 2          | Neutral      | 1         |           | 1         |           | 2         |
| Poor                   |           | 1  |           |           | 1         | Poor         |           |           |           |          | 1         |           |           | 1         | Poor         |           | 1         |           | 1          | Poor         |           |           | 1         |           | 1         |
| N/A                    |           | 2  |           |           | 2         | N/A          | 1         |           |           |          | 1         |           |           | 2         | N/A          | 1         | 1         |           | 2          | N/A          |           | 2         |           |           | 2         |
| NS                     | 3         | 7  | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS           | 18        | 7         | 2         | 27         | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b>  | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b> | <b>14</b> | <b>95</b>  | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

| Table 38.4             |           | Q14 What is your assessment of CSIRO's performance in [agreeing on participants' relative contributions] in the CRC initiation phase? |           |           |           |              |           |           |           |          |           |           |           |           |              |           |           |           |            |              |           |           |           |           |           |
|------------------------|-----------|---|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|------------|--------------|-----------|-----------|-----------|-----------|-----------|
| A. MERCER STOCKER TYPE |           |   |           |           |           | B. ROUND     |           |           |           |          |           |           | C. ERA    |           |              |           |           |           | D. CLUSTER |              |           |           |           |           |           |
| 220                    | 1         | 2   | 3         | 4         | TOTAL     | 220          | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 220          | 1         | 2         | 3         | TOTAL      | 220          | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Excellent              | 2         |   | 7         | 2         | 11        | Excellent    | 2         | 2         | 2         |          | 1         | 4         |           | 11        | Excellent    | 6         | 5         |           | 11         | Excellent    | 4         | 1         | 4         | 2         | 11        |
| Good                   | 17        | 3   | 12        | 8         | 40        | Good         | 3         | 2         | 5         | 5        | 4         | 10        | 11        | 40        | Good         | 10        | 19        | 11        | 40         | Good         | 11        | 9         | 13        | 7         | 40        |
| Neutral                | 4         | 1   | 2         | 1         | 8         | Neutral      | 1         | 2         | 1         | 1        | 1         | 2         |           | 8         | Neutral      | 4         | 4         |           | 8          | Neutral      | 2         |           | 4         | 2         | 8         |
| Poor                   | 1         | 1   | 2         |           | 4         | Poor         |           |           |           | 1        | 1         | 1         | 1         | 4         | Poor         |           | 3         | 1         | 4          | Poor         |           |           | 2         | 2         | 4         |
| Don't know             | 1         |   | 1         | 1         | 3         | Don't know   | 1         |           | 1         |          |           |           | 1         | 3         | Don't know   | 2         | 1         |           | 3          | Don't know   |           | 1         | 1         | 1         | 3         |
| N/A                    |           | 2   |           |           | 2         | N/A          | 1         |           |           |          | 1         |           |           | 2         | N/A          | 1         | 1         |           | 2          | N/A          |           | 2         |           |           | 2         |
| NS                     | 3         | 7   | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS           | 18        | 7         | 2         | 27         | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b>   | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b> | <b>14</b> | <b>95</b>  | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

| Table 38.5             |           | Q14 What is your assessment of CSIRO's performance in [developing the CRC structure] in the CRC initiation phase? |           |           |           |              |           |           |           |          |           |           |           |           |              |           |           |           |            |              |           |           |           |           |           |
|------------------------|-----------|---|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|------------|--------------|-----------|-----------|-----------|-----------|-----------|
| A. MERCER STOCKER TYPE |           |   |           |           |           | B. ROUND     |           |           |           |          |           |           | C. ERA    |           |              |           |           |           | D. CLUSTER |              |           |           |           |           |           |
| 221                    | 1         | 2   | 3         | 4         | TOTAL     | 221          | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 221          | 1         | 2         | 3         | TOTAL      | 221          | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Excellent              | 4         |   | 7         | 5         | 16        | Excellent    | 2         | 1         | 4         | 1        | 1         | 4         | 3         | 16        | Excellent    | 7         | 6         | 3         | 16         | Excellent    | 9         | 4         | 3         |           | 16        |
| Good                   | 13        | 2   | 14        | 6         | 35        | Good         | 3         | 3         | 3         | 5        | 5         | 8         | 8         | 35        | Good         | 9         | 18        | 8         | 35         | Good         | 7         | 6         | 9         | 13        | 35        |
| Neutral                | 5         | 1   | 3         |           | 9         | Neutral      | 2         | 2         | 1         | 1        |           | 2         | 1         | 9         | Neutral      | 5         | 3         | 1         | 9          | Neutral      | 1         |           | 7         | 1         | 9         |
| Poor                   | 1         | 1   |           | 1         | 3         | Poor         |           |           |           |          | 1         | 2         |           | 3         | Poor         |           | 3         |           | 3          | Poor         |           | 1         | 2         |           | 3         |
| Appalling              | 1         |   |           |           | 1         | Appalling    |           |           |           |          |           | 1         |           | 1         | Appalling    |           | 1         |           | 1          | Appalling    |           |           | 1         |           | 1         |
| Don't know             | 1         |   |           |           | 1         | Don't know   |           |           | 1         |          |           |           |           | 1         | Don't know   | 1         |           |           | 1          | Don't know   |           |           | 1         |           | 1         |
| N/A                    |           | 3   |           |           | 3         | N/A          | 1         |           |           |          | 1         | 1         |           | 3         | N/A          | 1         | 2         |           | 3          | N/A          |           | 2         | 1         |           | 3         |
| NS                     | 3         | 7   | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS           | 18        | 7         | 2         | 27         | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b>   | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b> | <b>14</b> | <b>95</b>  | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |



# CSIRO performance - Initiation Activities (cont.) & Operation Activities

| 222          | A. MERCER STOCKER TYPE |           |           |           |           | 222          | B. ROUND  |           |           |          |           |           |           | 222       | C. ERA       |           |           |           | 222       | D. CLUSTER   |           |           |           |           |           |
|--------------|------------------------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|
|              | 1                      | 2         | 3         | 4         | TOTAL     |              | 1         | 2         | 3         | 4        | 5         | 6         | 7         |           | TOTAL        | 1         | 2         | 3         |           | TOTAL        | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Excellent    | 5                      |           | 9         | 2         | 16        | Excellent    | 4         | 1         | 3         |          | 3         | 3         | 2         | 16        | Excellent    | 8         | 6         | 2         | 16        | Excellent    | 6         | 1         | 7         | 2         | 16        |
| Good         | 8                      | 4         | 13        | 8         | 33        | Good         | 2         | 4         | 4         | 4        | 2         | 9         | 8         | 33        | Good         | 10        | 15        | 8         | 33        | Good         | 8         | 7         | 8         | 10        | 33        |
| Neutral      | 9                      |           | 2         |           | 11        | Neutral      | 1         | 1         | 1         | 2        | 2         | 2         | 2         | 11        | Neutral      | 3         | 6         | 2         | 11        | Neutral      | 3         | 1         | 5         | 2         | 11        |
| Poor         | 2                      |           |           | 1         | 3         | Poor         |           |           |           |          |           |           | 3         | 3         | Poor         |           | 3         |           | 3         | Poor         |           | 1         | 2         | 3         |           |
| Don't know   | 1                      |           |           |           | 2         | Don't know   |           |           | 1         |          |           |           | 1         | 2         | Don't know   | 1         | 1         |           | 2         | Don't know   |           | 1         | 1         | 2         |           |
| N/A          |                        | 3         |           |           | 3         | N/A          | 1         |           |           | 1        | 1         |           | 3         | 3         | N/A          | 1         | 2         |           | 3         | N/A          |           | 2         | 1         | 3         |           |
| NS           | 3                      | 7         | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS           | 18        | 7         | 2         | 27        | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b> | <b>28</b>              | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

| 223          | A. MERCER STOCKER TYPE |           |           |           |           | 223          | B. ROUND  |           |           |          |           |           |           | 223       | C. ERA       |           |           |           | 223       | D. CLUSTER   |           |           |           |           |           |
|--------------|------------------------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|
|              | 1                      | 2         | 3         | 4         | TOTAL     |              | 1         | 2         | 3         | 4        | 5         | 6         | 7         |           | TOTAL        | 1         | 2         | 3         |           | TOTAL        | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Excellent    | 3                      | 1         | 8         | 2         | 14        | Excellent    | 2         |           | 3         | 1        | 1         | 5         | 2         | 14        | Excellent    | 5         | 7         | 2         | 14        | Excellent    | 8         | 1         | 3         | 2         | 14        |
| Good         | 13                     | 3         | 14        | 6         | 36        | Good         | 4         | 5         | 4         | 4        | 4         | 6         | 9         | 36        | Good         | 13        | 14        | 9         | 36        | Good         | 6         | 6         | 12        | 12        | 36        |
| Neutral      | 7                      |           | 2         | 3         | 12        | Neutral      | 1         | 1         | 1         | 1        | 2         | 5         | 1         | 12        | Neutral      | 3         | 8         | 1         | 12        | Neutral      | 3         | 3         | 6         |           | 12        |
| Poor         | 1                      |           |           |           | 1         | Poor         |           |           |           |          |           | 1         | 1         | 1         | Poor         |           | 1         |           | 1         | Poor         |           |           | 1         |           | 1         |
| Don't know   | 1                      |           |           | 1         | 2         | Don't know   |           |           | 1         |          |           | 1         | 2         | 2         | Don't know   | 1         | 1         |           | 2         | Don't know   |           | 1         | 1         |           | 2         |
| N/A          |                        | 3         |           |           | 3         | N/A          | 1         |           |           | 1        | 1         |           | 3         | 3         | N/A          | 1         | 2         |           | 3         | N/A          |           | 2         | 1         |           | 3         |
| NS           | 3                      | 7         | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS           | 18        | 7         | 2         | 27        | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b> | <b>28</b>              | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

| 224          | A. MERCER STOCKER TYPE |           |           |           |           | 224          | B. ROUND  |           |           |          |           |           |           | 224       | C. ERA       |           |           |           | 224       | D. CLUSTER   |           |           |           |           |           |
|--------------|------------------------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|
|              | 1                      | 2         | 3         | 4         | TOTAL     |              | 1         | 2         | 3         | 4        | 5         | 6         | 7         |           | TOTAL        | 1         | 2         | 3         |           | TOTAL        | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Excellent    | 6                      |           | 8         | 4         | 18        | Excellent    | 2         | 1         | 3         | 3        | 2         | 6         | 1         | 18        | Excellent    | 6         | 11        | 1         | 18        | Excellent    | 9         | 4         | 5         |           | 18        |
| Good         | 15                     | 4         | 12        | 7         | 38        | Good         | 4         | 4         | 4         | 3        | 5         | 9         | 9         | 38        | Good         | 12        | 17        | 9         | 38        | Good         | 8         | 7         | 13        | 10        | 38        |
| Neutral      | 2                      | 1         | 2         | 1         | 6         | Neutral      |           | 1         | 2         | 1        |           | 1         | 1         | 6         | Neutral      | 3         | 2         | 1         | 6         | Neutral      |           |           | 3         | 3         | 6         |
| Poor         | 2                      |           | 1         |           | 3         | Poor         | 1         |           |           |          |           | 2         | 3         | 3         | Poor         | 1         | 2         |           | 3         | Poor         |           |           | 2         | 1         | 3         |
| N/A          |                        | 2         | 1         |           | 3         | N/A          | 1         |           |           |          | 1         | 1         | 3         | 3         | N/A          | 1         | 1         | 1         | 3         | N/A          |           | 2         | 1         |           | 3         |
| NS           | 3                      | 7         | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS           | 18        | 7         | 2         | 27        | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b> | <b>28</b>              | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

| 225          | A. MERCER STOCKER TYPE |           |           |           |           | 225          | B. ROUND  |           |           |          |           |           |           | 225       | C. ERA       |           |           |           | 225       | D. CLUSTER   |           |           |           |           |           |
|--------------|------------------------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|
|              | 1                      | 2         | 3         | 4         | TOTAL     |              | 1         | 2         | 3         | 4        | 5         | 6         | 7         |           | TOTAL        | 1         | 2         | 3         |           | TOTAL        | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Excellent    | 4                      | 1         | 7         | 4         | 16        | Excellent    | 2         | 1         | 2         | 1        | 4         | 5         | 1         | 16        | Excellent    | 5         | 10        | 1         | 16        | Excellent    | 7         | 4         | 5         |           | 16        |
| Good         | 18                     | 2         | 14        | 7         | 41        | Good         | 4         | 4         | 6         | 5        | 2         | 10        | 10        | 41        | Good         | 14        | 17        | 10        | 41        | Good         | 9         | 7         | 12        | 13        | 41        |
| Neutral      | 1                      | 1         | 2         | 1         | 5         | Neutral      | 1         | 1         | 1         | 1        |           | 1         | 5         | 5         | Neutral      | 3         | 2         |           | 5         | Neutral      | 1         |           | 3         | 1         | 5         |
| Poor         | 1                      | 1         |           |           | 2         | Poor         |           |           |           |          | 1         | 1         | 2         | 2         | Poor         |           | 2         |           | 2         | Poor         |           |           | 2         |           | 2         |
| Appalling    | 1                      |           |           |           | 1         | Appalling    |           |           |           |          |           | 1         | 1         | 1         | Appalling    |           | 1         |           | 1         | Appalling    |           |           | 1         |           | 1         |
| N/A          |                        | 2         | 1         |           | 3         | N/A          | 1         |           |           |          | 1         | 1         | 3         | 3         | N/A          | 1         | 1         | 1         | 3         | N/A          |           | 2         | 1         |           | 3         |
| NS           | 3                      | 7         | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS           | 18        | 7         | 2         | 27        | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b> | <b>28</b>              | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |



# CSIRO performance - Operation Activities (cont.)

| Table 39.3             |    | Q16 What is your assessment of CSIRO's performance in [conducting research] for key activities in operation phase? |    |    |       |           |    |    |    |   |    |        |    |       |           |            |    |    |       |           |     |     |     |     |       |  |
|------------------------|----|--|----|----|-------|-----------|----|----|----|---|----|--------|----|-------|-----------|------------|----|----|-------|-----------|-----|-----|-----|-----|-------|--|
| A. MERCER STOCKER TYPE |    |  |    |    |       | B. ROUND  |    |    |    |   |    | C. ERA |    |       |           | D. CLUSTER |    |    |       |           |     |     |     |     |       |  |
|                        | 1  | 2  | 3  | 4  | TOTAL |           | 1  | 2  | 3  | 4 | 5  | 6      | 7  | TOTAL |           | 1          | 2  | 3  | TOTAL | 226       | AFF | ENR | IMS | SME | TOTAL |  |
| 226                    |    |  |    |    |       | 226       |    |    |    |   |    |        |    |       |           | 226        |    |    |       |           | 226 |     |     |     |       |  |
| Excellent              | 14 | 1  | 14 | 9  | 38    | Excellent | 5  | 2  | 5  | 5 | 6  | 12     | 3  | 38    | Excellent | 12         | 23 | 3  | 38    | Excellent | 14  | 8   | 13  | 3   | 38    |  |
| Good                   | 11 | 4  | 9  | 3  | 27    | Good      | 2  | 4  | 4  | 2 | 1  | 6      | 8  | 27    | Good      | 10         | 9  | 8  | 27    | Good      | 3   | 3   | 10  | 11  | 27    |  |
| N/A                    |    | 2  | 1  |    | 3     | N/A       | 1  |    |    |   | 1  |        | 1  | 3     | N/A       | 1          | 1  | 1  | 3     | N/A       |     | 2   | 1   |     | 3     |  |
| NS                     | 3  | 7  | 10 | 7  | 27    | NS        | 5  | 8  | 5  | 1 | 3  | 3      | 2  | 27    | NS        | 18         | 7  | 2  | 27    | NS        | 6   | 8   | 10  | 3   | 27    |  |
| TOTAL                  | 28 | 14   | 34 | 19 | 95    | TOTAL     | 13 | 14 | 14 | 8 | 11 | 21     | 14 | 95    | TOTAL     | 41         | 40 | 14 | 95    | TOTAL     | 23  | 21  | 34  | 17  | 95    |  |

| Table 39.4             |    | Q16 What is your assessment of CSIRO's performance in [conducting commercialisation] for key activities in operation phase? |    |    |       |            |    |    |    |   |    |        |    |       |            |            |    |    |       |            |     |     |     |     |       |  |
|------------------------|----|---|----|----|-------|------------|----|----|----|---|----|--------|----|-------|------------|------------|----|----|-------|------------|-----|-----|-----|-----|-------|--|
| A. MERCER STOCKER TYPE |    |   |    |    |       | B. ROUND   |    |    |    |   |    | C. ERA |    |       |            | D. CLUSTER |    |    |       |            |     |     |     |     |       |  |
|                        | 1  | 2   | 3  | 4  | TOTAL |            | 1  | 2  | 3  | 4 | 5  | 6      | 7  | TOTAL |            | 1          | 2  | 3  | TOTAL | 227        | AFF | ENR | IMS | SME | TOTAL |  |
| 227                    |    |   |    |    |       | 227        |    |    |    |   |    |        |    |       |            | 227        |    |    |       |            | 227 |     |     |     |       |  |
| Excellent              |    |   | 3  | 1  | 4     | Excellent  | 1  | 1  |    |   |    | 1      | 1  | 4     | Excellent  | 2          | 1  | 1  | 4     | Excellent  | 1   |     | 1   | 2   | 4     |  |
| Good                   | 6  | 1   | 7  | 2  | 16    | Good       | 2  | 2  |    | 2 | 3  | 5      | 2  | 16    | Good       | 4          | 10 | 2  | 16    | Good       | 4   | 1   | 7   | 4   | 16    |  |
| Neutral                | 8  | 2   | 7  | 3  | 20    | Neutral    |    | 3  | 5  | 4 | 1  | 5      | 2  | 20    | Neutral    | 8          | 10 | 2  | 20    | Neutral    | 9   | 3   | 5   | 3   | 20    |  |
| Poor                   | 5  | 2   | 2  | 1  | 10    | Poor       | 3  |    | 2  | 1 | 1  | 3      |    | 10    | Poor       | 5          | 5  |    | 10    | Poor       |     | 1   | 7   | 2   | 10    |  |
| Don't know             | 2  |   |    |    | 2     | Don't know |    |    | 1  |   |    | 1      |    | 2     | Don't know | 1          | 1  |    | 2     | Don't know |     |     |     | 2   | 2     |  |
| N/A                    | 4  | 2   | 5  | 5  | 16    | N/A        | 2  |    | 1  |   | 3  | 3      | 7  | 16    | N/A        | 3          | 6  | 7  | 16    | N/A        | 3   | 8   | 4   | 1   | 16    |  |
| NS                     | 3  | 7   | 10 | 7  | 27    | NS         | 5  | 8  | 5  | 1 | 3  | 3      | 2  | 27    | NS         | 18         | 7  | 2  | 27    | NS         | 6   | 8   | 10  | 3   | 27    |  |
| TOTAL                  | 28 | 14  | 34 | 19 | 95    | TOTAL      | 13 | 14 | 14 | 8 | 11 | 21     | 14 | 95    | TOTAL      | 41         | 40 | 14 | 95    | TOTAL      | 23  | 21  | 34  | 17  | 95    |  |

| Table 39.5             |    | Q16 What is your assessment of CSIRO's performance in [managing stakeholder relationships] for key activities in operation phase? |    |    |       |           |    |    |    |   |    |        |    |       |           |            |    |    |       |           |     |     |     |     |       |  |
|------------------------|----|---|----|----|-------|-----------|----|----|----|---|----|--------|----|-------|-----------|------------|----|----|-------|-----------|-----|-----|-----|-----|-------|--|
| A. MERCER STOCKER TYPE |    |   |    |    |       | B. ROUND  |    |    |    |   |    | C. ERA |    |       |           | D. CLUSTER |    |    |       |           |     |     |     |     |       |  |
|                        | 1  | 2   | 3  | 4  | TOTAL |           | 1  | 2  | 3  | 4 | 5  | 6      | 7  | TOTAL |           | 1          | 2  | 3  | TOTAL | 228       | AFF | ENR | IMS | SME | TOTAL |  |
| 228                    |    |   |    |    |       | 228       |    |    |    |   |    |        |    |       |           | 228        |    |    |       |           | 228 |     |     |     |       |  |
| Excellent              | 3  | 1   | 5  | 1  | 10    | Excellent |    | 2  | 1  | 2 | 1  | 2      | 2  | 10    | Excellent | 3          | 5  | 2  | 10    | Excellent | 2   | 1   | 5   | 2   | 10    |  |
| Good                   | 18 | 4   | 13 | 8  | 43    | Good      | 5  | 3  | 7  | 3 | 5  | 13     | 7  | 43    | Good      | 15         | 21 | 7  | 43    | Good      | 13  | 8   | 15  | 7   | 43    |  |
| Neutral                | 4  |   | 3  | 2  | 9     | Neutral   | 1  |    | 1  | 2 | 1  | 3      | 1  | 9     | Neutral   | 2          | 6  | 1  | 9     | Neutral   | 1   | 1   | 3   | 4   | 9     |  |
| Poor                   |    |   |    | 1  | 1     | Poor      |    | 1  |    |   |    |        |    | 1     | Poor      | 1          |    |    | 1     | Poor      |     | 1   |     |     | 1     |  |
| Appalling              |    |   | 1  |    | 1     | Appalling | 1  |    |    |   |    |        |    | 1     | Appalling | 1          |    |    | 1     | Appalling |     |     |     | 1   | 1     |  |
| N/A                    |    | 2   | 2  |    | 4     | N/A       | 1  |    |    |   | 1  |        | 2  | 4     | N/A       | 1          | 1  | 2  | 4     | N/A       | 1   | 2   | 1   |     | 4     |  |
| NS                     | 3  | 7   | 10 | 7  | 27    | NS        | 5  | 8  | 5  | 1 | 3  | 3      | 2  | 27    | NS        | 18         | 7  | 2  | 27    | NS        | 6   | 8   | 10  | 3   | 27    |  |
| TOTAL                  | 28 | 14  | 34 | 19 | 95    | TOTAL     | 13 | 14 | 14 | 8 | 11 | 21     | 14 | 95    | TOTAL     | 41         | 40 | 14 | 95    | TOTAL     | 23  | 21  | 34  | 17  | 95    |  |

| Table 39.6             |    | Q16 What is your assessment of CSIRO's performance in [conducting educational programs] for key activities in operation phase? |    |    |       |            |    |    |    |   |    |        |    |       |            |            |    |    |       |            |     |     |     |     |       |  |
|------------------------|----|--|----|----|-------|------------|----|----|----|---|----|--------|----|-------|------------|------------|----|----|-------|------------|-----|-----|-----|-----|-------|--|
| A. MERCER STOCKER TYPE |    |  |    |    |       | B. ROUND   |    |    |    |   |    | C. ERA |    |       |            | D. CLUSTER |    |    |       |            |     |     |     |     |       |  |
|                        | 1  | 2  | 3  | 4  | TOTAL |            | 1  | 2  | 3  | 4 | 5  | 6      | 7  | TOTAL |            | 1          | 2  | 3  | TOTAL | 229        | AFF | ENR | IMS | SME | TOTAL |  |
| 229                    |    |  |    |    |       | 229        |    |    |    |   |    |        |    |       |            | 229        |    |    |       |            | 229 |     |     |     |       |  |
| Excellent              | 3  |  | 2  | 2  | 7     | Excellent  | 2  |    | 1  | 2 | 2  |        |    | 7     | Excellent  | 3          | 4  |    | 7     | Excellent  | 2   | 2   |     | 3   | 7     |  |
| Good                   | 8  | 2  | 5  | 6  | 21    | Good       | 3  | 2  | 4  | 2 | 4  | 4      | 2  | 21    | Good       | 9          | 10 | 2  | 21    | Good       | 7   | 5   | 7   | 2   | 21    |  |
| Neutral                | 7  | 3  | 6  | 3  | 19    | Neutral    |    | 2  | 2  | 2 |    | 10     | 3  | 19    | Neutral    | 4          | 12 | 3  | 19    | Neutral    | 4   | 4   | 9   | 2   | 19    |  |
| Poor                   | 2  |  |    |    | 2     | Poor       | 1  |    |    |   | 1  |        |    | 2     | Poor       | 1          | 1  |    | 2     | Poor       |     |     | 2   |     | 2     |  |
| Don't know             |    |  | 1  |    | 1     | Don't know | 1  |    |    |   |    |        |    | 1     | Don't know | 1          |    |    | 1     | Don't know |     |     |     | 1   | 1     |  |
| N/A                    | 5  | 2  | 10 | 1  | 18    | N/A        | 1  | 2  | 2  | 1 | 1  | 4      | 7  | 18    | N/A        | 5          | 6  | 7  | 18    | N/A        | 4   | 2   | 6   | 6   | 18    |  |
| NS                     | 3  | 7  | 10 | 7  | 27    | NS         | 5  | 8  | 5  | 1 | 3  | 3      | 2  | 27    | NS         | 18         | 7  | 2  | 27    | NS         | 6   | 8   | 10  | 3   | 27    |  |
| TOTAL                  | 28 | 14   | 34 | 19 | 95    | TOTAL      | 13 | 14 | 14 | 8 | 11 | 21     | 14 | 95    | TOTAL      | 41         | 40 | 14 | 95    | TOTAL      | 23  | 21  | 34  | 17  | 95    |  |



# CSIRO performance - Operation Activities (cont.) & Harvesting Activities

|              | A. MERCER STOCKER TYPE |           |           |           |           | B. ROUND     |           |           |           |          |           |           | C. ERA    |            |              |           | D. CLUSTER |           |            |              |           |           |           |           |           |
|--------------|------------------------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|------------|--------------|-----------|------------|-----------|------------|--------------|-----------|-----------|-----------|-----------|-----------|
|              | 1                      | 2         | 3         | 4         | TOTAL     | 1            | 2         | 3         | 4         | 5        | 6         | 7         | TOTAL     | 1          | 2            | 3         | TOTAL      | 230       | AFF        | ENR          | IMS       | SME       | TOTAL     |           |           |
| 230          |                        |           |           |           |           | 230          |           |           |           |          |           |           |           | 230        |              |           |            | 230       |            |              |           |           |           |           |           |
| Excellent    | 3                      |           | 6         | 2         | 11        | Excellent    | 2         | 2         |           |          |           | 5         | 2         | 11         | Excellent    | 4         | 5          | 2         | 11         | Excellent    | 3         | 2         | 3         | 3         | 11        |
| Good         | 13                     |           | 9         | 5         | 27        | Good         | 4         | 1         | 5         | 1        | 4         | 8         | 4         | 27         | Good         | 10        | 13         | 4         | 27         | Good         | 9         | 4         | 9         | 5         | 27        |
| Neutral      | 5                      | 2         | 4         | 3         | 14        | Neutral      | 2         | 1         | 1         | 5        | 2         | 1         | 2         | 14         | Neutral      | 4         | 8          | 2         | 14         | Neutral      | 3         | 2         | 3         | 6         | 14        |
| Poor         | 2                      | 1         |           | 2         | 5         | Poor         |           | 2         | 1         |          |           | 2         | 5         | Poor       | 3            | 2         |            | 5         | Poor       |              | 2         | 3         |           | 5         |           |
| Don't know   | 1                      |           |           |           | 1         | Don't know   |           |           |           |          |           | 1         | 1         | Don't know |              | 1         |            | 1         | Don't know |              |           | 1         |           | 1         |           |
| N/A          | 1                      | 4         | 5         |           | 10        | N/A          |           |           |           | 1        | 2         | 1         | 4         | 10         | N/A          | 2         | 4          | 4         | 10         | N/A          | 2         | 3         | 5         |           | 10        |
| NS           | 3                      | 7         | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27         | NS           | 18        | 7          | 2         | 27         | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b> | <b>28</b>              | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b>  | <b>TOTAL</b> | <b>41</b> | <b>40</b>  | <b>14</b> | <b>95</b>  | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

|              | A. MERCER STOCKER TYPE |           |           |           |           | B. ROUND     |           |           |           |          |           |           | C. ERA    |              |              |           | D. CLUSTER |              |           |              |           |           |           |           |           |
|--------------|------------------------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|--------------|--------------|-----------|------------|--------------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|
|              | 1                      | 2         | 3         | 4         | TOTAL     | 1            | 2         | 3         | 4         | 5        | 6         | 7         | TOTAL     | 1            | 2            | 3         | TOTAL      | 231          | AFF       | ENR          | IMS       | SME       | TOTAL     |           |           |
| Count of 231 | 125                    |           |           |           |           | Count of 231 | 130       |           |           |          |           |           |           | Count of 231 | 131          |           |            | Count of 231 | 124       |              |           |           |           |           |           |
| 231          |                        |           |           |           |           | 231          |           |           |           |          |           |           |           | 231          |              |           |            | 231          |           |              |           |           |           |           |           |
| Excellent    |                        |           | 1         | 1         | 2         | Excellent    | 1         | 1         |           |          |           |           | 2         | Excellent    | 2            |           | 2          | Excellent    | 2         |              |           |           | 2         |           |           |
| Good         | 8                      | 2         | 9         | 3         | 22        | Good         | 2         | 4         | 3         | 4        | 4         | 4         | 1         | 22           | Good         | 9         | 12         | 1            | 22        | Good         | 8         | 2         | 4         | 8         | 22        |
| Neutral      | 7                      | 1         | 6         | 3         | 17        | Neutral      |           | 1         | 3         | 2        |           | 10        | 1         | 17           | Neutral      | 4         | 12         | 1            | 17        | Neutral      | 3         | 3         | 9         | 2         | 17        |
| Poor         | 2                      |           |           | 2         | 4         | Poor         |           |           | 3         |          |           | 1         | 4         | Poor         | 3            | 1         | 4          | Poor         |           | 1            | 2         | 1         | 4         |           |           |
| Appalling    |                        |           | 1         |           | 1         | Appalling    | 1         |           |           |          |           |           | 1         | Appalling    | 1            |           | 1          | Appalling    |           |              |           | 1         | 1         |           |           |
| N/A          | 8                      | 4         | 7         | 3         | 22        | N/A          | 4         |           |           | 1        | 4         | 3         | 10        | 22           | N/A          | 4         | 8          | 10           | 22        | N/A          | 4         | 7         | 9         | 2         | 22        |
| NS           | 3                      | 7         | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27           | NS           | 18        | 7          | 2            | 27        | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b> | <b>28</b>              | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b>    | <b>TOTAL</b> | <b>41</b> | <b>40</b>  | <b>14</b>    | <b>95</b> | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

|              | A. MERCER STOCKER TYPE |           |           |           |           | B. ROUND     |           |           |           |          |           |           | C. ERA    |           |              |           | D. CLUSTER |           |           |              |           |           |           |           |           |
|--------------|------------------------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|------------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|
|              | 1                      | 2         | 3         | 4         | TOTAL     | 1            | 2         | 3         | 4         | 5        | 6         | 7         | TOTAL     | 1         | 2            | 3         | TOTAL      | 232       | AFF       | ENR          | IMS       | SME       | TOTAL     |           |           |
| 232          |                        |           |           |           |           | 232          |           |           |           |          |           |           |           | 232       |              |           |            | 232       |           |              |           |           |           |           |           |
| Excellent    | 2                      | 1         | 5         | 1         | 9         | Excellent    | 1         | 1         | 2         | 1        |           | 4         | 9         | Excellent | 4            | 5         |            | 9         | Excellent | 5            |           | 4         |           | 9         |           |
| Good         | 13                     | 2         | 11        | 5         | 31        | Good         | 4         | 4         | 6         | 4        | 4         | 7         | 2         | 31        | Good         | 14        | 15         | 2         | 31        | Good         | 8         | 3         | 10        | 10        | 31        |
| Neutral      | 2                      |           | 2         | 1         | 5         | Neutral      |           |           | 1         | 1        |           | 2         | 1         | 5         | Neutral      | 1         | 3          | 1         | 5         | Neutral      |           |           | 2         | 3         | 5         |
| Poor         | 1                      |           |           | 2         | 3         | Poor         |           | 1         |           |          | 1         | 1         | 3         | 3         | Poor         | 1         | 2          |           | 3         | Poor         | 1         | 2         |           |           | 3         |
| N/A          | 7                      | 4         | 6         | 3         | 20        | N/A          | 3         |           |           | 1        | 3         | 4         | 9         | 20        | N/A          | 3         | 8          | 9         | 20        | N/A          | 3         | 8         | 8         | 1         | 20        |
| NS           | 3                      | 7         | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS           | 18        | 7          | 2         | 27        | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b> | <b>28</b>              | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b>  | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

|              | A. MERCER STOCKER TYPE |           |           |           |           | B. ROUND     |           |           |           |          |           |           | C. ERA    |           |              |           | D. CLUSTER |           |           |              |           |           |           |           |           |
|--------------|------------------------|-----------|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|------------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|
|              | 1                      | 2         | 3         | 4         | TOTAL     | 1            | 2         | 3         | 4         | 5        | 6         | 7         | TOTAL     | 1         | 2            | 3         | TOTAL      | 233       | AFF       | ENR          | IMS       | SME       | TOTAL     |           |           |
| 233          |                        |           |           |           |           | 233          |           |           |           |          |           |           |           | 233       |              |           |            | 233       |           |              |           |           |           |           |           |
| Excellent    | 2                      |           | 2         | 2         | 6         | Excellent    | 1         | 2         |           | 2        | 1         |           | 6         | Excellent | 3            | 3         |            | 6         | Excellent | 4            | 1         | 1         |           | 6         |           |
| Good         | 11                     | 3         | 11        | 2         | 27        | Good         | 3         | 5         | 4         | 4        | 2         | 8         | 1         | 27        | Good         | 12        | 14         | 1         | 27        | Good         | 8         | 1         | 10        | 8         | 27        |
| Neutral      | 4                      |           | 4         | 2         | 10        | Neutral      |           |           | 1         | 2        | 1         | 5         | 1         | 10        | Neutral      | 1         | 8          | 1         | 10        | Neutral      | 2         | 1         | 4         | 3         | 10        |
| Poor         | 1                      |           | 1         | 2         | 4         | Poor         | 1         | 1         | 2         |          |           |           | 4         | Poor      | 4            |           |            | 4         | Poor      |              | 1         | 1         | 2         | 4         |           |
| N/A          | 7                      | 4         | 6         | 4         | 21        | N/A          | 3         |           |           | 1        | 3         | 4         | 10        | 21        | N/A          | 3         | 8          | 10        | 21        | N/A          | 3         | 9         | 8         | 1         | 21        |
| NS           | 3                      | 7         | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS           | 18        | 7          | 2         | 27        | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b> | <b>28</b>              | <b>14</b> | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b>  | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |



# CSIRO performance - Harvesting Activities (cont.)

| Table 40.4             |           | Q18 What is your assessment of CSIRO's performance for [protecting technology] in this phase? |           |           |           |              |           |           |           |          |           |           |           |           |              |           |            |           |           |              |           |           |           |           |           |
|------------------------|-----------|---|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|------------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|
| A. MERCER STOCKER TYPE |           |   |           |           |           | B. ROUND     |           |           |           |          |           |           | C. ERA    |           |              |           | D. CLUSTER |           |           |              |           |           |           |           |           |
| 235                    | 1         | 2   | 3         | 4         | TOTAL     | 235          | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 235          | 1         | 2          | 3         | TOTAL     | 235          | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Excellent              | 3         |   | 2         | 2         | 7         | Excellent    | 2         |           | 1         |          | 2         | 2         |           | 7         | Excellent    | 3         | 4          |           | 7         | Excellent    | 2         | 1         | 4         |           | 7         |
| Good                   | 7         | 3   | 7         | 1         | 18        | Good         | 1         | 3         | 3         | 3        | 1         | 6         | 1         | 18        | Good         | 7         | 10         | 1         | 18        | Good         | 4         | 1         | 7         | 6         | 18        |
| Neutral                | 6         |   | 7         | 2         | 15        | Neutral      |           | 2         | 3         | 2        | 1         | 6         | 1         | 15        | Neutral      | 5         | 9          | 1         | 15        | Neutral      | 5         |           | 4         | 6         | 15        |
| Poor                   | 1         |   |           | 1         | 2         | Poor         |           | 1         | 1         |          |           |           |           | 2         | Poor         | 2         |            |           | 2         | Poor         |           | 1         | 1         |           | 2         |
| Appalling              |           |   | 1         |           | 1         | Appalling    | 1         |           |           |          |           |           |           | 1         | Appalling    | 1         |            |           | 1         | Appalling    |           |           |           | 1         | 1         |
| N/A                    | 8         | 4   | 7         | 6         | 25        | N/A          | 4         |           | 1         | 2        | 4         | 4         | 10        | 25        | N/A          | 5         | 10         | 10        | 25        | N/A          | 6         | 10        | 8         | 1         | 25        |
| NS                     | 3         | 7   | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS           | 18        | 7          | 2         | 27        | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b>   | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b>  | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

| Table 40.5             |           | Q18 What is your assessment of CSIRO's performance for [marketing technology] in this phase? |           |           |           |              |           |           |           |          |           |           |           |           |              |           |            |           |           |              |           |           |           |           |           |
|------------------------|-----------|--|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|------------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|
| A. MERCER STOCKER TYPE |           |  |           |           |           | B. ROUND     |           |           |           |          |           |           | C. ERA    |           |              |           | D. CLUSTER |           |           |              |           |           |           |           |           |
| 236                    | 1         | 2  | 3         | 4         | TOTAL     | 236          | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 236          | 1         | 2          | 3         | TOTAL     | 236          | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Excellent              | 1         |  |           |           | 1         | Excellent    |           |           |           | 1        |           |           |           | 1         | Excellent    |           | 1          |           | 1         | Excellent    | 1         |           |           |           | 1         |
| Good                   | 4         | 1  | 13        | 1         | 19        | Good         | 3         | 5         | 2         | 1        | 2         | 6         |           | 19        | Good         | 10        | 9          |           | 19        | Good         | 8         |           | 6         | 5         | 19        |
| Neutral                | 5         | 1  | 1         | 3         | 10        | Neutral      | 1         |           |           | 2        | 3         | 4         |           | 10        | Neutral      | 1         | 9          |           | 10        | Neutral      | 3         | 1         | 5         | 1         | 10        |
| Poor                   | 4         | 1  | 1         | 2         | 8         | Poor         | 1         | 1         | 3         |          |           | 3         |           | 8         | Poor         | 5         | 3          |           | 8         | Poor         |           | 2         | 3         | 3         | 8         |
| Appalling              | 2         |  |           |           | 2         | Appalling    |           |           | 1         |          |           | 1         |           | 2         | Appalling    | 1         | 1          |           | 2         | Appalling    |           |           | 2         |           | 2         |
| N/A                    | 9         | 4  | 9         | 6         | 28        | N/A          | 3         |           | 3         | 3        | 3         | 4         | 12        | 28        | N/A          | 6         | 10         | 12        | 28        | N/A          | 5         | 10        | 8         | 5         | 28        |
| NS                     | 3         | 7  | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS           | 18        | 7          | 2         | 27        | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b>  | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b>  | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

| Table 40.6             |           | Q18 What is your assessment of CSIRO's performance for [licensing technology] in this phase? |           |           |           |              |           |           |           |          |           |           |           |           |              |           |            |           |           |              |           |           |           |           |           |
|------------------------|-----------|--|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|------------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|
| A. MERCER STOCKER TYPE |           |  |           |           |           | B. ROUND     |           |           |           |          |           |           | C. ERA    |           |              |           | D. CLUSTER |           |           |              |           |           |           |           |           |
| 237                    | 1         | 2  | 3         | 4         | TOTAL     | 237          | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 237          | 1         | 2          | 3         | TOTAL     | 237          | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Excellent              |           |  |           | 1         | 1         | Excellent    | 1         |           |           |          |           |           |           | 1         | Excellent    | 1         |            |           | 1         | Excellent    | 1         |           |           |           | 1         |
| Good                   | 1         | 1  | 8         |           | 10        | Good         | 2         | 3         | 1         |          | 1         | 3         |           | 10        | Good         | 6         | 4          |           | 10        | Good         | 3         |           | 4         | 3         | 10        |
| Neutral                | 7         | 2  | 1         | 3         | 13        | Neutral      |           | 1         | 2         | 3        | 1         | 6         |           | 13        | Neutral      | 3         | 10         |           | 13        | Neutral      | 3         | 1         | 5         | 4         | 13        |
| Poor                   | 6         |  | 1         | 1         | 8         | Poor         | 1         | 1         | 3         |          | 1         | 2         |           | 8         | Poor         | 5         | 3          |           | 8         | Poor         | 1         | 1         | 5         | 1         | 8         |
| N/A                    | 11        | 4  | 14        | 7         | 36        | N/A          | 4         | 1         | 3         | 4        | 5         | 7         | 12        | 36        | N/A          | 8         | 16         | 12        | 36        | N/A          | 9         | 11        | 10        | 6         | 36        |
| NS                     | 3         | 7  | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS           | 18        | 7          | 2         | 27        | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b>  | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b>  | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

| Table 40.7             |           | Q18 What is your assessment of CSIRO's performance for [adopting technology] in this phase? |           |           |           |              |           |           |           |          |           |           |           |           |              |           |            |           |           |              |           |           |           |           |           |
|------------------------|-----------|---|-----------|-----------|-----------|--------------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|--------------|-----------|------------|-----------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|
| A. MERCER STOCKER TYPE |           |   |           |           |           | B. ROUND     |           |           |           |          |           |           | C. ERA    |           |              |           | D. CLUSTER |           |           |              |           |           |           |           |           |
| 238                    | 1         | 2   | 3         | 4         | TOTAL     | 238          | 1         | 2         | 3         | 4        | 5         | 6         | 7         | TOTAL     | 238          | 1         | 2          | 3         | TOTAL     | 238          | AFF       | ENR       | IMS       | SME       | TOTAL     |
| Excellent              |           | 1   | 1         |           | 2         | Excellent    |           | 1         |           |          |           |           | 1         | 2         | Excellent    | 1         | 1          |           | 2         | Excellent    | 1         |           | 1         |           | 2         |
| Good                   | 8         | 1   | 6         | 6         | 21        | Good         | 4         | 3         | 4         | 2        | 3         | 4         | 1         | 21        | Good         | 11        | 9          | 1         | 21        | Good         | 6         | 4         | 8         | 3         | 21        |
| Neutral                | 4         | 1   | 5         | 2         | 12        | Neutral      | 1         | 2         | 4         | 1        | 3         | 1         | 1         | 12        | Neutral      | 3         | 8          | 1         | 12        | Neutral      | 4         |           | 3         | 5         | 12        |
| Poor                   | 2         |   |           |           | 2         | Poor         |           |           | 1         |          |           | 1         |           | 2         | Poor         | 1         | 1          |           | 2         | Poor         |           |           | 2         |           | 2         |
| Don't know             | 2         |   |           |           | 2         | Don't know   |           |           | 1         |          |           | 1         |           | 2         | Don't know   | 1         | 1          |           | 2         | Don't know   |           |           |           | 2         | 2         |
| N/A                    | 9         | 4   | 12        | 4         | 29        | N/A          | 3         | 2         | 1         | 1        | 4         | 8         | 10        | 29        | N/A          | 6         | 13         | 10        | 29        | N/A          | 6         | 9         | 10        | 4         | 29        |
| NS                     | 3         | 7   | 10        | 7         | 27        | NS           | 5         | 8         | 5         | 1        | 3         | 3         | 2         | 27        | NS           | 18        | 7          | 2         | 27        | NS           | 6         | 8         | 10        | 3         | 27        |
| <b>TOTAL</b>           | <b>28</b> | <b>14</b>   | <b>34</b> | <b>19</b> | <b>95</b> | <b>TOTAL</b> | <b>13</b> | <b>14</b> | <b>14</b> | <b>8</b> | <b>11</b> | <b>21</b> | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>41</b> | <b>40</b>  | <b>14</b> | <b>95</b> | <b>TOTAL</b> | <b>23</b> | <b>21</b> | <b>34</b> | <b>17</b> | <b>95</b> |

