

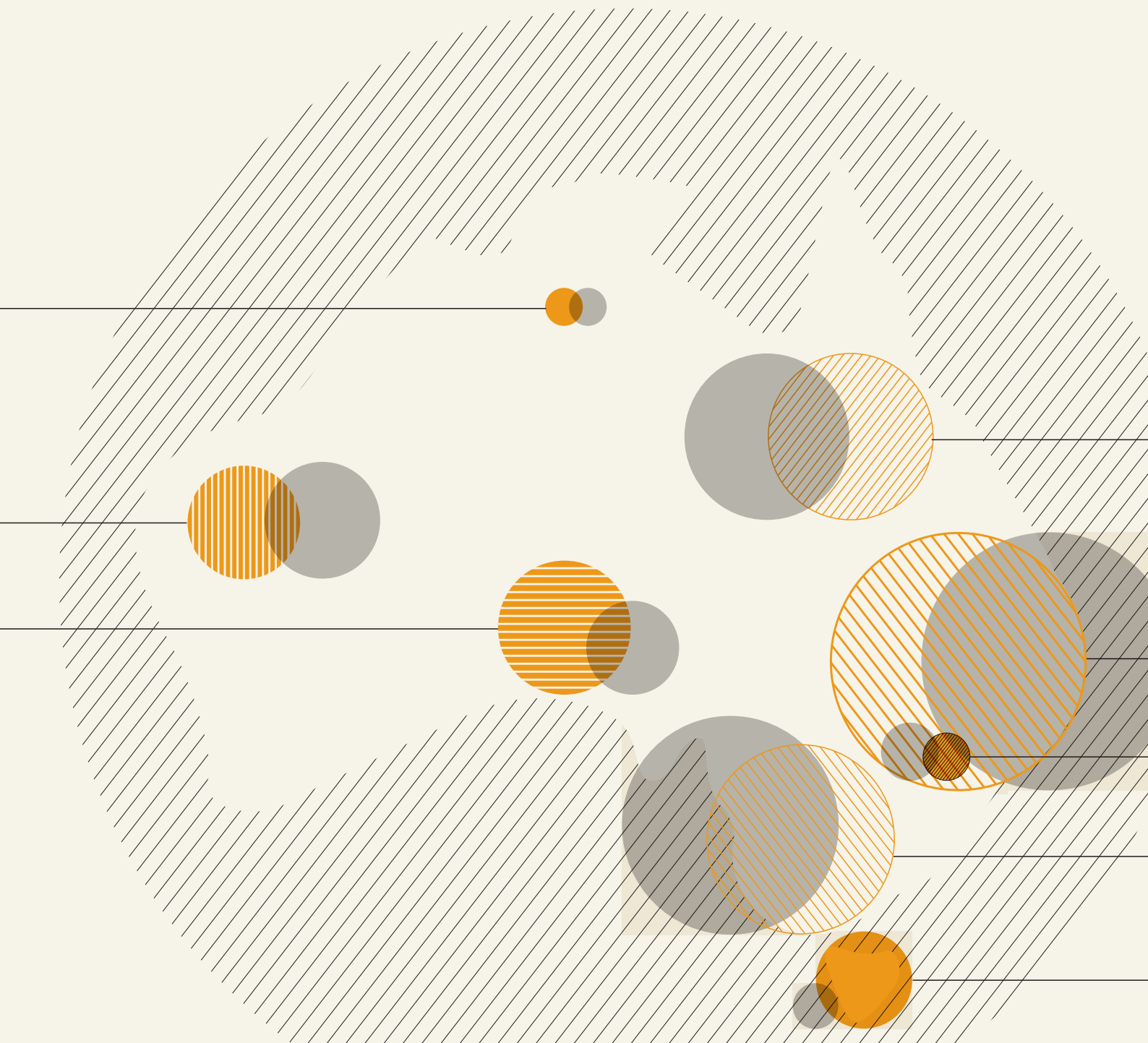
# CIIC

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## Creative Industries Innovation Centre

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Supporting the business of creative enterprise:  
The first chapter 2009 – 2012



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*UTS made the bold move to invest in the CIIC at a time when Australia was beginning to more fully understand the importance of the creative industries and their contribution to economic growth. The Centre has since been a catalyst, inspiring us to develop our pan-university strategy—UTS: Creative Intelligence—and increasing our research into multi-disciplinary, creative practice. We value our relationship with the CIIC and look forward to continued collaboration.*

Professor Ross Milbourne  
Vice Chancellor and President University of Technology, Sydney

# A message from the director.

The first chapter  
2009 – 2012.

It has been my privilege to lead the Enterprise Connect Creative Industries Innovation Centre (CIIC) since its inception. In taking up this role I had an unshakeable belief that the skills and talents of Australian creative practitioners are critical to our nation's future. Establishing this Centre was a once in a generation opportunity to support the growth of creative enterprises nationally, helping them build their business capability and demonstrate their value to the rest of the economy.

This required a high degree of trust from our partners in Government (Enterprise Connect) and our University partner (UTS) to give us the freedom to experiment a range of approaches. As part of our development we sought advice from international counterparts and scoured best practice examples. The results are outlined in this publication and validate the wisdom of, and investment made by, the Australian Government in setting up the CIIC.

This three-year point provides a moment to reflect on the key ingredients to our success. It comes down to three things: expertise, sharp focus and execution.



## EXPERTISE

The consistent message we have received from our clients is how much they value the specialist knowledge of the creative industries within our team – from the advice given by our business advisers to the relevance of the content of our workshops and website. Creative practitioners feel heard, respected and understood.

## FOCUS

We have walked the talk. We tell our clients they need to focus – have a clear strategy – don't be all things to all people. For us this has meant a sharp focus on supporting the **business** of creative enterprise. Our goal was to be a **trusted adviser** to creative enterprises and this is the consistent feedback we get from our clients and increasingly from government policy makers who recognise our knowledge and experience.

## EXECUTION

We have kept our heads down – getting on with working with creative businesses – researching and experimenting the best way to improve business capability and expand their market opportunities.

From here the CIIC will be looking for ways to leverage what we have learnt for the benefit of creative enterprises and the Australian economy. Given what we have achieved in three short years, imagine what a decade of investment would achieve. Our mission now is to work with our partners to invest and grow the impact of what we have begun.

**Lisa Colley**  
Director

# The CIIC

## A story still being written.

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The Creative Industries Innovation Centre (CIIC) was one of six Innovation Centres established in early 2009 as part of the Australian Government's Enterprise Connect program. Since its inception, the CIIC has also been supported by a program of services offered by the University of Technology, Sydney (UTS).

The Centre's task is to support Australia's creative enterprises, helping them to increase productivity, operational efficiency, competitiveness, and provide a platform for innovation enabling business owners and managers to build their businesses and grow their creative output. Most importantly, the creation of the CIIC plugged a gap – supporting the business of creative enterprise. One that had been identified by the Government and which all Centre partners were keen to see filled.

In three years, the CIIC has interacted with more than 700 creative enterprises, delivered some 380 Business Reviews, and made available more than \$2.5million in Tailored Advisory Service grants through Enterprise Connect. Countless businesses in the creative industries sector have acknowledged the advice they have received from the team over the last three years as critical to their business improvements.

And what of the story behind its success? When the CIIC opened its doors – physically in Sydney at UTS and virtually in Brisbane, Melbourne (and through it, Tasmania), Adelaide and Perth – it was unified by a single purpose, strong leadership and a team of dedicated professionals that as a cohesive team, offered business services and programs of real benefit to creative enterprises.

As the fledgling service found its wings, it became clear that a one-size-fits-all-program was not going to meet the needs of the creative industries. Multiple programs, new and different means of delivery and partnerships were required. The CIIC's services had to match the audiences and their needs. For instance, how would the CIIC help the 93% of creative industries businesses whose turnover fell under the \$1million threshold necessary to qualify for the Business Review?

The Biztro is a perfect example of this client-focused approach. Initially imagined as a convenient way for Business Advisers to manage ad-hoc requests for assistance, today this low-cost, broad-reach, high-benefit program is supporter-agnostic and a model that has now been adopted by all sectors of Enterprise Connect.

The CIIC's website, [creativeinnovation.net.au](http://creativeinnovation.net.au), provides the entire creative industries cohort (and probably many beyond the sector) with online access to high-quality tools, inspiring stories and expert editorial.

More recently, there has been an increase in connections with other industries and other corners of the Enterprise Connect network. This has manifested itself through

collaborative Business Reviews with creative industries Business Advisers and, for example, manufacturing Business Advisers pooling knowledge and learnings in the delivery of the Design Integration pilot (see p.12).

A series of other collaborative initiatives are being developed for release in 2013 and beyond.

Today, the Centre is a fixture on the Australian creative industries landscape – and an essential one at that, in terms of its people, services and approach. It is uniquely positioned to deliver a range of enhanced services through various formats and with an array of committed partners to meet the challenges that face creative enterprises in the future.

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## Welcome to CIIC V2.0 and please do come in\*.

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### CONNECT WITH US

- I run a creative enterprise, which turns over more than \$1million per year  
*Sign up for an Enterprise Connect Business Review*

- I run a creative enterprise, which turns over less than \$1million per year
- I run a creative start-up
- I have an idea for a creative enterprise  
*Sign up for a Biztro session*

- I run a company with growth-potential...
- I run a business in an industry under siege...
- I am part of the new design-wave...
- I want to partner or do business with the CIIC  
*Visit our website, [www.creativeinnovation.net.au](http://www.creativeinnovation.net.au) and follow us on Facebook & Twitter*

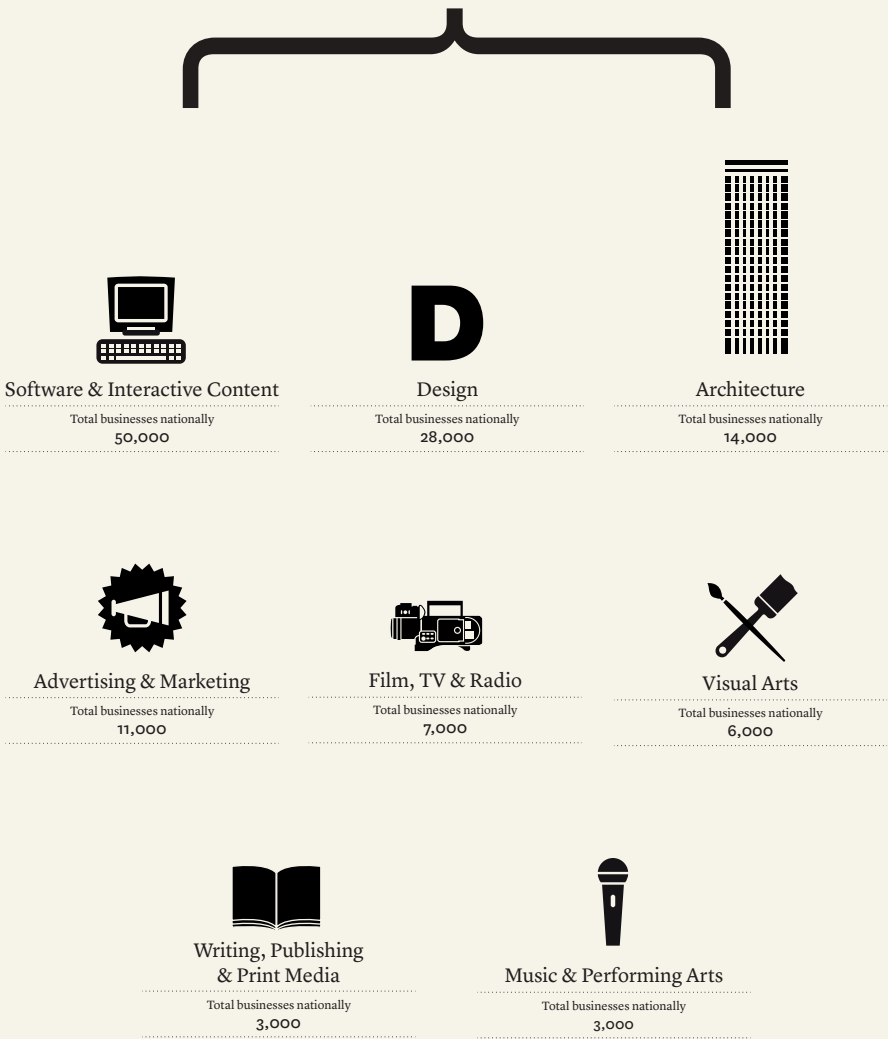


\* See [www.enterpriseconnect.gov.au](http://www.enterpriseconnect.gov.au) and/or [www.creativeinnovation.net.au](http://www.creativeinnovation.net.au) for full details, terms and conditions of entry.

# What are the creative industries?

122,000<sup>1</sup>

Total number of businesses in the creative industries



270,000<sup>2</sup>+

Total employment in the creative industries

1. Generated from Australian Bureau of Statistics, Counts of Australian Businesses 2011  
2. Generated from Australian Bureau of Statistics, Census of Population & Housing 2006

# CIIC – addressing industry needs and delivering innovative outcomes.

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From the outset, the CIIC recognised several barriers facing creative enterprises, most obvious was the lack of access to:

1. Tailored business knowledge and tools
2. Investment
3. Business education and training
4. Industry and market innovation

So the CIIC set out to eliminate these barriers, developing a suite of programs that can be accessed by as many creative enterprises as possible. Our approach offered multiple entry points and services ranging from online resources to face-to-face business advice.

The CIIC set itself three objectives, which in turn informed program development:

1. Increase the confidence, capability and capacity of creative enterprises
  2. Promote the value of creative enterprise and innovation
  3. Position the CIIC as a trusted adviser for creative enterprises and policy makers
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*I've spent a lot of years consulting to business often to produce the consulting report that gathers dust. It has been hugely refreshing to work with businesses committed to improvement and to implementing the recommendations made.*

Mark Stewart, Business Adviser, NSW & ACT

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# Business development for creative enterprises, big and small.

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## CIIC BIZTRO CONSULTATION

The CIIC's Biztro consultations were developed specifically for micro and small creative businesses, giving entrepreneurs the chance to consult CIIC Business Advisers on all aspects of their business during intensive 60-minute sessions.

Biztro consultations are held in most capital cities each month; a series of sessions is also held in regional areas, in partnership with local organisations.

To date, 58% of Biztro clients have requested guidance on strategic planning. Other areas of interest include finance, marketing, business opportunities and systems, and online/digital activities.

## ENTERPRISE CONNECT BUSINESS REVIEW

The EC Business Review offers a complete diagnosis of creative businesses; assessing HR, marketing, finance, strategy, business transformation and sustainable growth.

Creative businesses with turnover between \$1 million and \$100 million are eligible for a comprehensive, independent and confidential Business Review at no cost. Health checks are carried out by a team of Business Advisers, who combine a solid grounding in business with many years of relevant experience in the creative industries.

## GROUP BUSINESS REVIEW

Creative companies that share a common business interest and have minimum turnover of \$500,000 each (and \$2million in total) are invited to apply for an Enterprise Connect Group Business Review.

## TAILORED ADVISORY SERVICE

Businesses that have completed a Business Review may apply for the Tailored Advisory Service. This service helps them implement the recommendations made in their Business Reviews.

## WORKSHOPS, INDUSTRY INTELLIGENCE & NETWORKING (WIIN)

Enterprise Connect provides funding for seminars, workshops and other activities to help businesses gain access to events and networking opportunities in various sectors.

## PRINTING & PUBLISHING INDUSTRIES SUPPORT NETWORK

Enterprise Connect's Printing & Publishing Industries Support Network is a specialised national group. It brings together Business Advisers with specialist expertise and networks, and helps Australian businesses in the printing and publishing industries.

It is targeted at improving operations, productivity, competitiveness and sustainability by providing professional business advice, development services and linkages.



# Why do our clients value our services?

## Biztro Case Study.

### Anna Zhu Photography: THE RIGHT ADVICE, AT THE RIGHT TIME

Anna Zhu attended two CIIC Biztro sessions, one in 2010 when establishing her photography business, and again in 2011, when she needed further direction.

“Prior to the first Biztro session, I didn’t think of myself as being ‘in business’. Afterwards, I realised I needed to be a lot more profit-driven, that I needed a business plan, a structure, and records of my earnings and forecast earnings – these were not concepts I was familiar with at all. As a result, I enrolled in a small business management certificate course so that I could create my own business and financial plan.

“In 2011, my business was facing a different set of challenges. I was taking on too many clients and spreading myself too thin, and because I had no long-term plan I didn’t know which opportunities to turn away.

“After the second Biztro session, I realised I don’t have to do everything myself – I can train other people to take photographs in my style and grow my business, using the revenue to fund personal projects. I have since employed a full-time assistant and three freelance photographers. We are about to move into a bigger studio, and are expanding into videography.

“The sessions put things into perspective for me at crucial turning points in my business,” Anna said.



### THEN vs NOW

#### June 2010

Company	Anna Zhu Photography
Services	Graphic design & photography
Staff	1
Structure	Sole trader
Turnover	<\$45,000

#### June 2012

Company	Anna Zhu Photography
Services	Portraiture; videography; storytelling
Staff	2 full-time + 3 freelance photographers
Turnover	3-4 times higher than in 2010

*We appreciated the creative approach and broad knowledge that the session provided. Thanks so much for having us to speak with Tony (CIIC Business Adviser, NSW & ACT) at the Biztro session. It was so great to have the opportunity to discuss our venture with someone objective and so experienced in all sorts of businesses – big and small, old and new. Even though Heidi and I have had a long history of professional experience, it was valuable to listen to the thoughtful questions, get the feedback, and talk about our new venture.*

Liane Rossler, Designer

# e2

## Business Review Case Study.

### e2 capitalises on experiential design

In January 2010, experiential design firm e2 completed an Enterprise Connect Business Review with CIIC Business Adviser David Sharpe. Two years on, Managing Director, Robbie Robertson, discusses the impact of the review on e2.

“The review’s 10 recommendations had an immediate effect. We sharpened the focus of our own internal strategy, and revisited the recommendations every single month during our management meetings to give ourselves a sense-check and track our progress in those areas.

“We immediately implemented the marketing activities, which benefited us. We started reducing our debt (which took six months), we created new systems and processes for our operations, and brought on board a business development manager, freeing me from the day-to-day operations of business.

“These were key and immediate changes made to improve the work. The company is running much more efficiently. And even now, we still go back and do that sense-check,” Robbie Robertson said.



### THEN vs NOW

#### June 2010

Company	e2 experiential design
Services	Retail & workplace design; experiential marketing; brand design & communications
Staff	13
Structure	Company
Turnover	\$1.7million

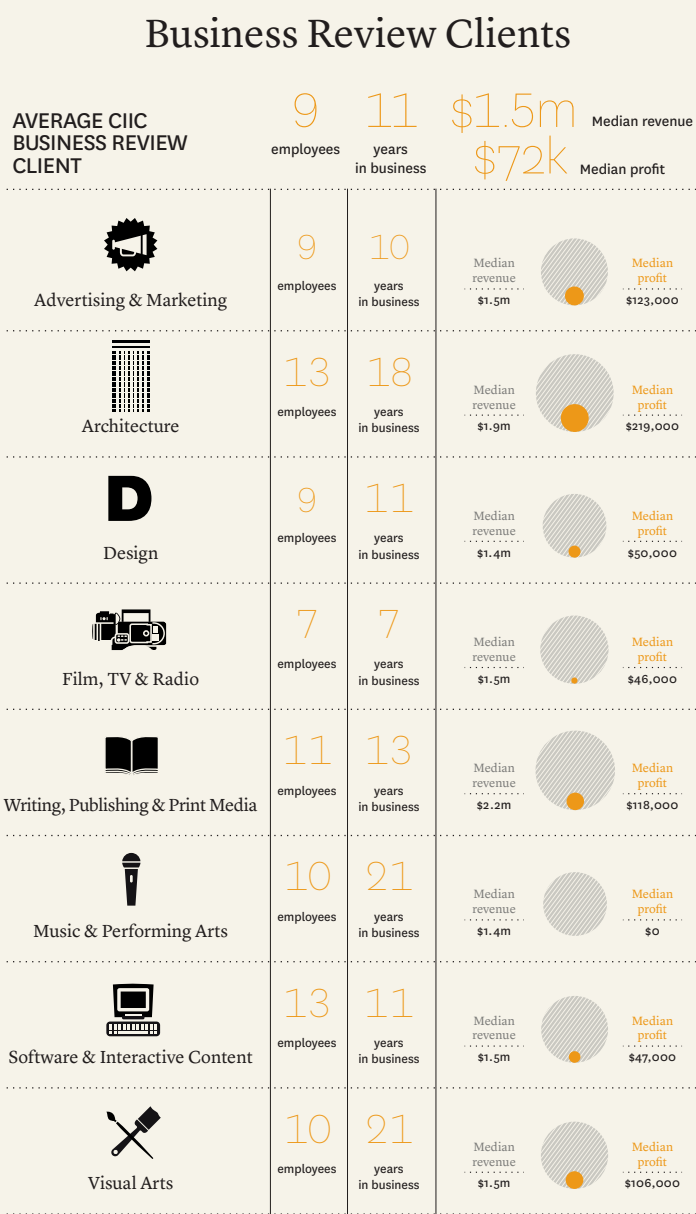
#### June 2012

Company	e2 experiential design
Services	Retail & workplace design; experiential marketing; brand design & communications
Staff	37
Structure	Group of companies with 3 offices in Sydney, Melbourne & Singapore
Turnover	\$4million

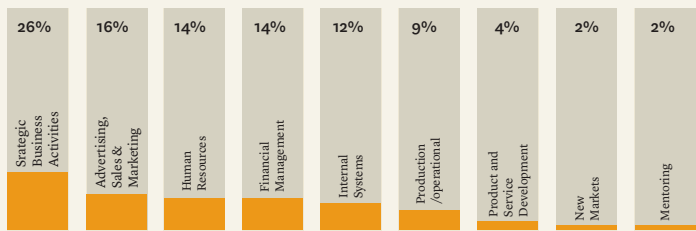
*For people running businesses in the creative industries, there has been a real lack of places to turn to for advice. The CIIC fills that gap; it gives creative practitioners somewhere to turn to for free, independent and expert assistance on running an enterprise. That's at the heart of what a business adviser does.* David Sharpe, Business Adviser, NSW & ACT



# The average CIIC client.

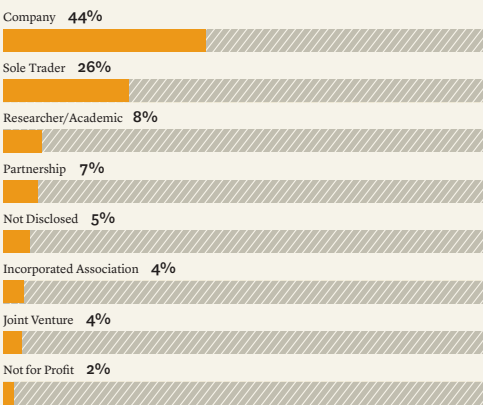


## RECOMMENDATIONS

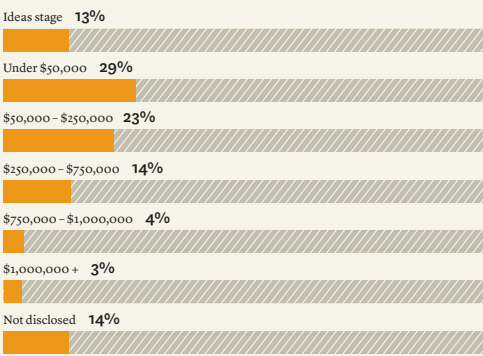


## Biztro Clients

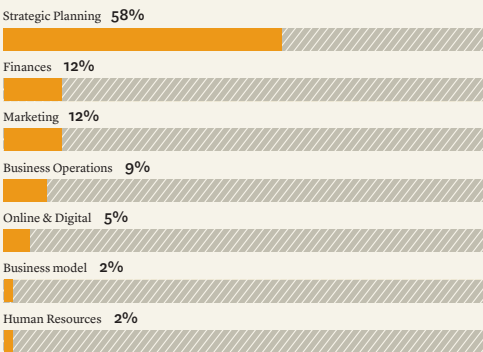
### WHO ARE THEY?



### WHAT ARE THEY EARNING?

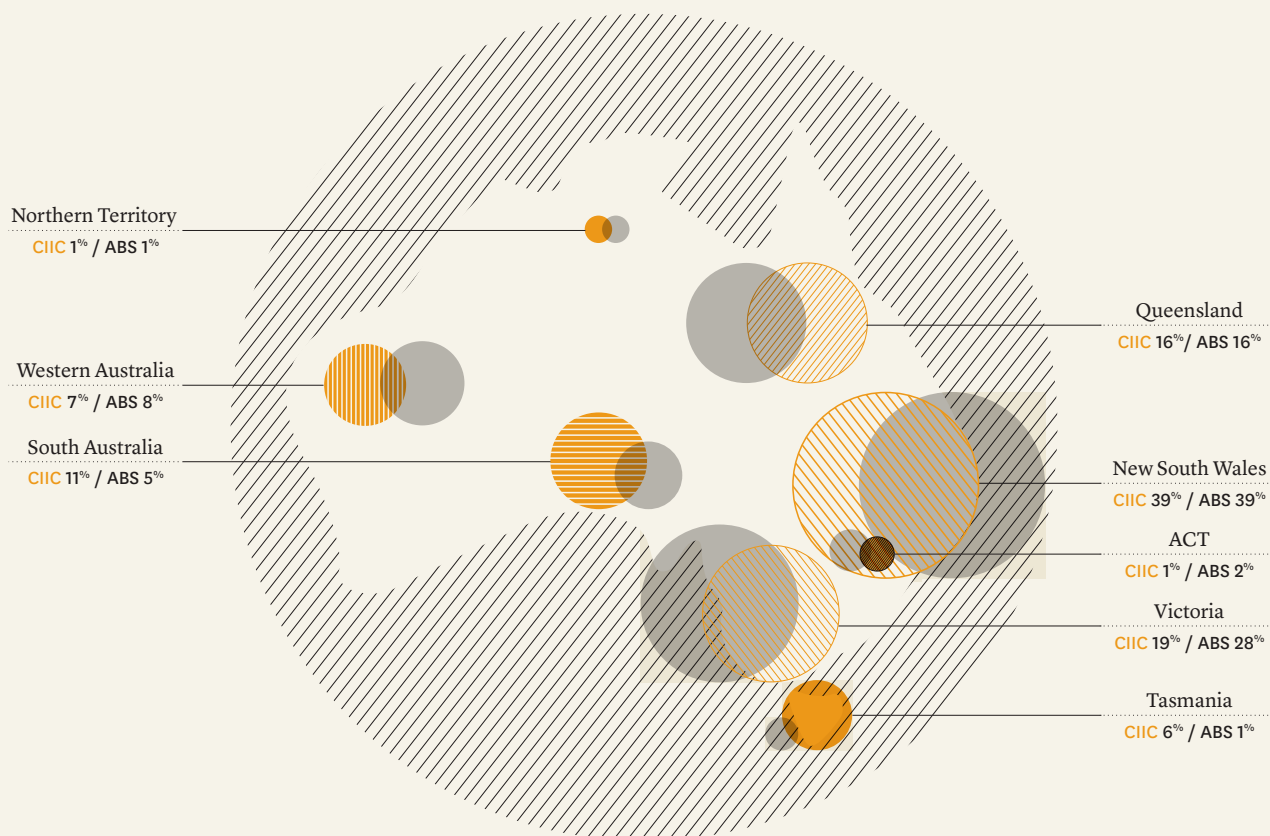


### WHAT ARE THEY FACING?



## CIIC clients by location.

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Generated from Australian Bureau of Statistics,  
Counts of Australian Businesses 2011

*In our roles as Business Advisers we are able to impart knowledge and an alternative view of the world, but we are also able to learn from our clients. This makes the client relationship a truly valuable one. Some challenges, methodologies and approaches appear universal but we have also had the reward of working with some clients that operate in unique ways, delivering strong performance. I think that every client has got something out of engaging with the CIIC.* Stuart Davis, Business Adviser, SA & NT

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# The Programs.

## Business Model Generation.

### NATIONAL BUSINESS DEVELOPMENT WORKSHOP SERIES

In 2011, the CIIC worked with six industry associations and selected 50 high-potential creative enterprises from around the nation to participate in a series of business model workshops addressing business strategy and development.

Participants were drawn from marketing, advertising, communications, design (graphic, interior and industrial), digital and public relations businesses from around the nation.

Participants learned how to apply the Business Model Canvas methodology (as developed by Alexander Osterwalder and Professor Yves Pigneur), a one-page tool that helps business owners visually map and understand their enterprises.

The tool proved so useful to so many that the CIIC included the methodology in other CIIC programs, such as GENERATE.

*The Business Model Canvas offers the ability to take feedback and understand how it can be incorporated into our business, especially which of our activities or resources deliver value.*

Tracy Jones, Creative Territory

## GENERATE.

### INVESTING IN AUSTRALIAN MUSIC ENTERPRISE

GENERATE is a new approach aimed at supporting small creative enterprises within the Australian music industry looking to grow and attract investment.

The pilot program saw successful applicants provided with access to business-development knowledge, skills and mentoring necessary to develop their original, innovative ideas and business models, as well as receive up to \$30,000 to grow their enterprises.

#### The GENERATE pilot program delivered:

- Business models, planning knowledge and tools to over 140 music related creative enterprises nationally
- A new model for industry development for music industry bodies
- Intensive world-class business mentoring to 15 of Australia's most promising music enterprises
- Access to \$300,000 of business development funds for the top 15 finalists – 50% of that from non-government sources

*The funding will enable us to build a solid organisational foundation so we can become the Melbourne institution we want to be. Or put simply, more jams on trams! I'm chuffed to have spent time with some of Australia's most innovative music business minds. It was exciting, tough and inspiring.*

GENERATE finalist Nick Wallberg received funding for his Melbourne-based business, Tram Sessions

# The Digital Marketplace.

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## MARKETING AND MARKET DEVELOPMENT IN A CONNECTED WORLD

This full day pilot program was held in Hobart in 2012, and targeted cultural and creative enterprises looking to advance their understanding of their customers, digital marketing strategies, and new market opportunities, as well as how to develop new or refine existing business models.

### The digital marketplace pilot program delivered:

- Expert information on digital trends, strategies, and marketing initiatives in order to leverage online business opportunities and harness global markets
- An overview of the Business Model Canvas tool and opportunity for participants to develop their business model within a digital context
- A cross sector networking opportunity
- A prototype model to industry and Government bodies which combines information with practical application
- An idea about investigating the feasibility of starting a “Tasmanian Creative Council”, a proposed new body which would represent and advocate the interests of all creative enterprises and practitioners in Tasmania

*It was inspiring to get a glimpse of the future from people who work in and for what's coming next before the rest of the community catch on. I also appreciated learning fresh perspectives, trends and language to describe what will become commonplace.*

Program participant

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# Design Integration.

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## TRANSFORMING MANUFACTURING BUSINESSES THROUGH DESIGN

The one-year design integration pilot (DIP) program united designers and manufacturers in South Australia and New South Wales with the goal of driving innovation, profitability and global competitiveness.

### The design integration pilot program delivered:

- World class design integration business pilot program to seven manufacturing firms, committed to using design, to enhance their business strategy and competitiveness as a result
- Critical intelligence for federal and state government agencies for future programming design and roll out
- Two qualified design integration teams – one each in SA and NSW
- A greater understanding of the skills required by the Australian design sector in order to deliver change in business environments

*It is still early days, but we are confident that investment in design and innovation will be the key to the success of these local manufacturers. The hope is that if a few of these companies are successful then the whole process will become contagious.*

Andrew Whittaker, Fingo

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*The DIP model is certainly more rigorous than earlier government funded design intervention programmes. It should prove much more effective in creating permanent, positive change in client organisations. This is the attraction for me/CobaltNiche.*

Steve Martinuzzo, CobaltNiche

*I could get a grant for a new machine, but if I'm still punching out stuff that the market doesn't want, then I've just got a machine that makes stuff, cheap. Whereas what you want is actually a machine that makes what the market wants and desires, and which is hopefully better than anything else on the market.*

Cameron Johnston, Street and Park Furniture (SA DIP participant)





# Interactive Skills Integration Scheme (ISIS).

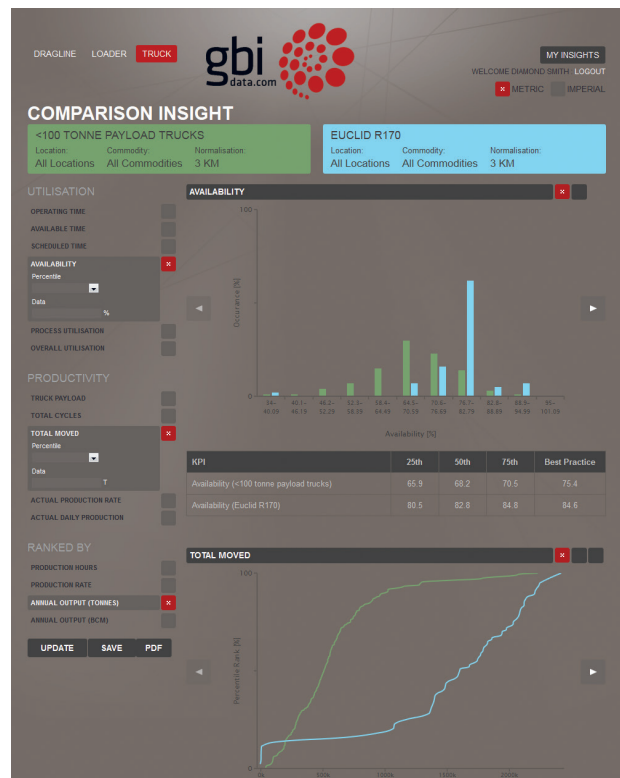
The ISIS project is a two-year workforce innovation project funded by both the Federal and Victorian governments, supporting businesses in Queensland, New South Wales and Victoria. It is widely identified that the Australian games industry is facing significant pressures to remain competitive overseas. One way of overcoming this is to integrate interactive media skills into non-games industry businesses.

## The ISIS pilot program delivered:

- Evidence that the value of integrating interactive skills within businesses in varied sectors can increase competitiveness – resulting in two new joint ventures between GBI and Zone 4 Media in Brisbane
- A Business Toolkit – that will be used by businesses and industry to assist with the integration of interactive skills in future
- A national tertiary education review identifying how teaching and learning and industry engagement could be enhanced to promote greater readiness of graduates to work in cross sector business settings

*Our approach is that we have niche data – and the model we've created means mining companies want this for other types of data. It is opening up a whole new area. It's a whole new world of analytics and how we present analytics.*

Graham Lumley, GBI, ISIS pilot company



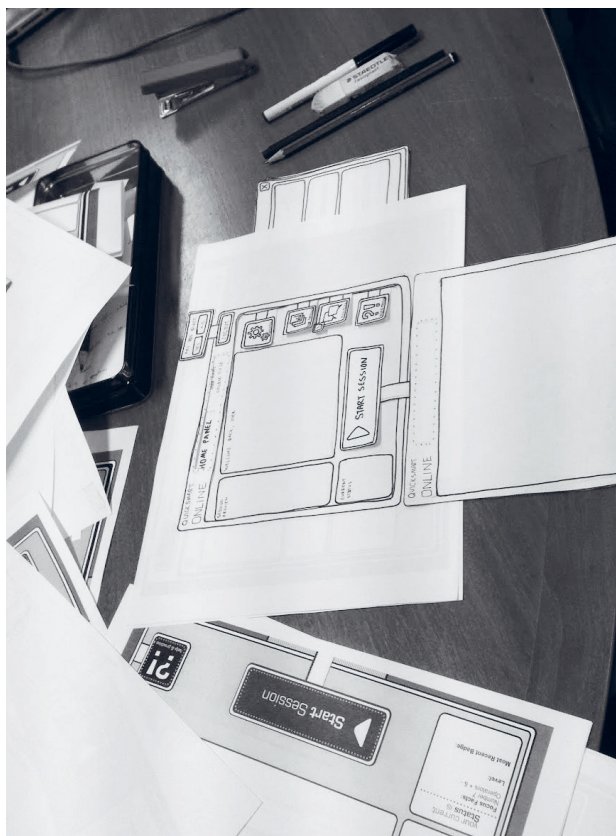
*We created a prototype to provide users with a tool so that they can generate reports on the spot. They can rank by different factors and there are many different ways of showing data. For us, it was about understanding the data and whether it met the value of current customers.*

Thom Saunders, Zone 4, ISIS pilot company



*Tom (Zone 4) and Graham (GBI) created trust and a relationship with each other and said, “let’s share it”. It made sense to create a joint venture as it’s all about intellectual property (IP) – in fact, we spent a good 6-8 weeks talking about IP prior to the production stage.*

Sonya Henderson Edbrooke, Business Adviser, QLD & ISIS Mentor



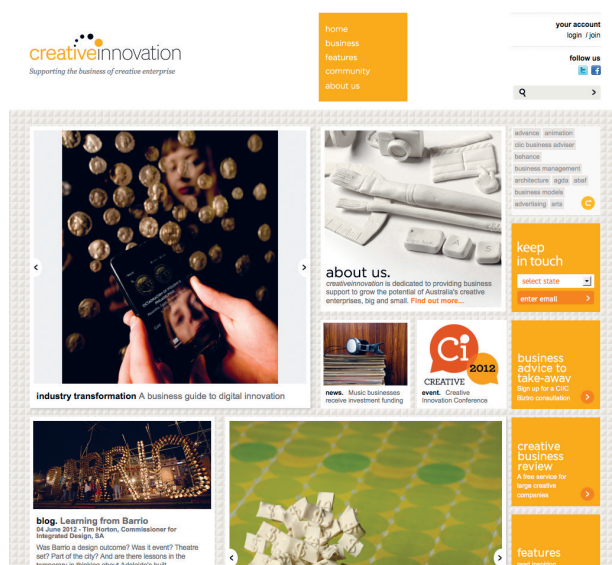
## creativeinnovation.net.au and social media channels.

This online business resource and networking tool features case studies, videos, blogs and articles with the goal of supporting Australian companies in the business of creativity.

The creativeinnovation.net.au website connects the dots between creative concepts and business acumen, giving Australian creative entrepreneurs the skills and knowledge they need to build successful enterprises.

*For years creative companies have fought for recognition and the support of other industries. The creativeinnovation.net.au website is helping close the gap between the creative industries, government, education, investment and the business sectors. The organisation has been pivotal in facilitating a transition towards a creative future for Australia.*

Jamie Madden, Circul8



# The Future.

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The CIIC is better placed now than ever before to meet the challenge of helping creative enterprises to improve their capability and capacity.

**The focus for the next three years is to continue to help Australia's creative enterprises:**

- Focus on developing their capacity to add-value to their products and services and generate creative and commercial output
- Work collaboratively with each other and seek out opportunities to co-create
- Explore new business models and ways of doing business such as might be provided by the digital world and the rollout of the National Broadband Network (NBN)
- Place their creative output at the centre of their commercial activity by, for starters, protecting and exploiting their hard-earned intellectual property
- Create an internal business platform upon which they can grow and innovate
- Work with non-creative enterprises and with industries outside the sector to build new and innovative commercial opportunities and to exchange ideas and ways of doing things that build the capability and capacity of all participants in all industries

**These client-facing activities need to be supported by:**

- A continued focus on working with the Centre's partners and supporters: the Australian Government through Enterprise Connect and UTS, particularly via the relationship with its Creative Intelligence initiative
- Working with industry partners to create and deliver innovative services to assist industries who are affected by systemic change or disruptive technologies or business revolutions
- Working with industry groups to deliver programs that can build cross-over capabilities like those delivered through the Design Integration Pilot
- Facilitating the exchange of ideas

- Creating and delivering new business tools that meet the needs of creative industries businesspeople in formats and languages they understand
- Building on the great services that the Centre has been delivering over the past three years

## What, then, is the CIIC vision for the future?

It is a future where creative enterprises occupy a central place in Australian society, education, government, business and the economy. This is a place where...

- Creative enterprises are as respected for their creative output as for their commercial prowess
- Their use of next generation business models are sought after across the plains of business
- They lead the innovation charge
- Co-creation between creative enterprises heralds the birth of something big and bold
- Collaborations between creative enterprises and enterprises outside the creative industries are the norm; and where those collaborations are designed to make the world a better, brighter, more equitable and more creative place.

In such a future Australia will be as renowned internationally for its minds as for its mines. If you share this vision, want to be part of this vision, want to help promote this vision or take advantage of our vision through the CIIC's programs and services – please get in touch. There's plenty of room in our future for everyone.

# Our Partners.

The CIIC is supported by a unique consortium of partners from industry, government and the university sector. Our partners help us to deliver quality and relevant advice and services to creative enterprises in Australia.

## INDUSTRY PARTNERS

- Australian Graphic Design Association
- Design Institute of Australia
- Australian Interactive Media Industry Association
- Australian Marketing Association
- Public Relations Institute of Australia
- The Communications Council
- QUT Creative Enterprise Australia
- Australian Technology Park Innovations
- Australian Association of Angel Investors

## PILOT PROGRAM PARTNERS

### Design Integration

- NSW Department of Trade and Investment, Regional Infrastructure and Services
- Integrated Design Commission SA
- Equip Design Integration Consultancy

## GENERATE

- Commonwealth Department of Regional Australia, Local Government, Arts and Sport, Office for the Arts
- The Australasian Performing Right Association & The Australasian Mechanical Copyright Owners Society
- Australian Music Industry Network

## Interactive Skills Integration Scheme (ISIS)

- Commonwealth Department of Industry, Innovation, Science, Research and Tertiary Education, Skills Reform Division (formerly Department of Education, Employment and Workforce Relations, Workforce Innovation Branch)
- Victorian Department of Business and Innovation

- QUT Creative Enterprise Australia
- QUT ARC Centre of Excellence in Creative Industries and Innovation

## creativeinnovation.net.au CONTENT PARTNERS

- Portable
- X Media Lab
- Advance

## FOUNDATION PARTNERS

- ABC Innovation
- ATP Innovations
- Arup
- Australia Business Arts Foundation
- Australian Interactive Media Industry Association
- Australian Network for Arts and Technology
- City of Sydney
- DDB
- Ernst & Young
- Freehills
- IBM Australian Development Laboratory
- Ivany Invest
- Neville Freeman Agency
- Object
- Powerhouse Museum
- SGS Economics and Planning
- Standards Australia
- The Project Factory
- Westpac Bank
- Workshop 3000

## UNIVERSITY FOUNDATION PARTNERS

- Griffith University
- Monash University
- University of Canberra
- University of Newcastle
- University of South Australia
- University of Sydney
- University of Tasmania
- University of Western Australia
- University of Wollongong

## CIIC INDUSTRY PARTNER DESIGN INSTITUTE OF AUSTRALIA

*The creation of the CIIC is testament to the Federal Government's awakening to the commercial benefit of the design industry. The CIIC gives designers the business skills to maximise their chances of success, which leverages into greater long-term sustainable advantage for their own firms, clients and customers.*

Oliver Kratzer, National President, Design Institute of Australia

# Thank you to the CIIC team, past and present.

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Adam Blake



Anthony Merrilees



Bea Harrison



Brian Riley



David Schloeffel



David Sharpe



Gemma van den Akker



Hael Kobayashi



Jemima Dunlop



Judith Bennett



Lisa Colley



Margaret Tillson



Mark Stewart



Martin Kornberger



Michael Grieve



Natalia Nikolova



Sarah Barns



Sonya Henderson Edbrooke



Stuart Davis



Sue Rowley



Sun Suksubwasin



Tamara Ogilvie



Tony Shannon



Vicki Tyrrell



Wendy Were

Diana Thai, Leonie Kirchmajer, Suthan Vijayaratnam

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