

# Advancing Victorian Manufacturing

A BLUEPRINT FOR THE FUTURE



**VICTORIA**  
State  
Government

# Victoria's Advanced Manufacturing Advisory Council

**Victoria's Advanced Manufacturing Advisory Council is helping to shape the future of Victoria's advanced manufacturing industry.**

Established in October 2016, the Council brings together leading experts from industry, unions and academia to provide advice to the Victorian Government on priority areas and shape a positive future for Victorian manufacturing, including the development and implementation of this Statement.

The Council is chaired by highly respected industry expert Mr Ross Pilling, who has more than 30 years' experience in the chemicals, manufacturing and services industries across Australia, Malaysia, Singapore and the United Kingdom. Mr Pilling is a former board member of the Australian Plastics and Chemicals Industries Association and former Deputy National President of the Australian Industry Group.

The Council is comprised of local, national and global leaders with a wealth of experience:

- Dr Angeline Achariya, Food Innovation Centre, Monash University
- Mr George Argyrou, Hickory Group
- Mr Philip Binns, Agilent Technologies
- Ms Helen Chapman, Boeing Aerostructures Australia
- Mr Steve Dargavel, Australian Manufacturing Workers' Union
- Mr Ben Davis, Australian Workers' Union
- Dr Fred Davis, Future Fibre Technologies
- Mr Jake Dingle, Carbon Revolution
- Professor Bronwyn Fox, Factory of the Future, Swinburne University
- Mr Phil Galloway, Syncline Energy
- Ms Lina Goodman, TIC Group
- Mr Brad Hordern, DuluxGroup
- Ms Grace Lethlean, ANDHealth
- Ms Ivy Leung, Hospira

## WHAT IS ADVANCED MANUFACTURING?

**Advanced manufacturing describes businesses and supply chains that have established sustainable global competitiveness through advanced capabilities and characteristics. These characteristics frequently feature a combination of the following:**

- anticipating market opportunities and customers' needs
- competing on value, including through developing and commercialising products and processes with significant international competitive advantage
- having strong leadership, and investing in a highly-skilled workforce
- being globally-oriented, integrated and connected
- utilising leading manufacturing technologies, techniques and data
- collaborating with business partners across value chains and with leading researchers.

- Dr Michelle McIntosh, Monash Institute of Pharmaceutical Sciences
- Mr Alastair McLachlan, Preshafood
- Ms Madeleine McManus OAM, Monash University
- Dr Jane Oppenheim, Ego Pharmaceuticals
- Mr Stuart Payne, GP Graders
- Mr Tim Piper, Australian Industry Group
- Ms Dianne Smith, Melbourne Chamber of Commerce
- Mr Rohan Stocker, Marand
- Ms Anna Reid, Asahi Beverages

# Table of Contents

**2** Premier's Foreword

---

**3** Minister's Foreword

---

**4** A New Vision for Victorian Manufacturing

---

**6** Manufacturing is Central to Victoria's economy

---

**8** Building Victoria's Future Industries

---

**10** Manufacturing in Metropolitan Melbourne

---

**11** Manufacturing in Regional Victoria

---

**12** Priority 1: Prepare for the Jobs of the Future

---

**16** Priority 2: Innovate to Capture High-Value Manufacturing Opportunities

---

**20** Priority 3: Build Scale, Capability and Supply Chain Excellence

---

**24** Priority 4: Foster a Globally Competitive Business Environment

---

**30** Advancing Victorian Manufacturing Together

---

**31** Helping Victorian Businesses Connect Globally

---

# Premier's Foreword



**I've heard people say Victorian manufacturing is disappearing. It's simply not true.**

Victorian manufacturing is a \$26 billion industry employing more than 283,000 men and women – making it one of the state's largest suppliers of full-time jobs.

Of course, Victorian manufacturing is going through a transition – moving away from being a sector dominated by automotive manufacturing towards a more diverse mix of industries ranging from food to aviation, biotech to construction.

The point is this: Victorian manufacturing is not disappearing, but it is changing.

And we must ensure those changes benefit the Victorian economy and Victorian workers.

We cannot do it alone. We need the continued input of business, industry and research – and critically, we need support from the Commonwealth.

Because our Government will never stop fighting for Victorian manufacturing and Victorian jobs.

To win that fight and find a path forward for Victorian manufacturing, we must capitalise on our current success, as well as addressing existing challenges.

And we must make sure the hard-working men and women who laid the foundations of our proud manufacturing history are not left behind.

Advanced manufacturing is key to this transition.

It will be a catalyst for the development of the knowledge economy – stimulating research and development and the commercialisation of new ideas and technologies – and it has the potential to create the kinds of high-skilled, sustainable, full-time jobs we need to secure our future prosperity.

Manufacturing is not a niche industry. It is a diverse and dynamic sector that creates real jobs for a broad range of men and women across our state.

It is the industry that connects the doers and dreamers and thinkers of our economy. It is our future, and we need to make it work.

**Hon. Daniel Andrews MP**  
Premier of Victoria



# Minister's Foreword



## **Victoria is one of the world's most diverse, dynamic communities.**

That diversity and dynamism is one of the secret ingredients of our growth and prosperity – especially in our manufacturing industry.

One of the great privileges of my job is that I get to meet people and companies who literally make our economy work. People like Anne Koopmann – a methods engineer with Bombardier Transportation in Dandenong who moved to Australia five years ago and is now Victoria's reigning Young Manufacturer of the Year. And organisations like Deakin University in Geelong, who recently signed a \$58 million deal to licence its cutting edge technology to LeMond Composites for everything from bicycle to automotive manufacturing.

Victoria has the talent and culture to become a hub for advanced manufacturing.

Philip Leslie – the technical lead at GlaxoSmithKline in Boronia – made an interesting comment when he was inducted into the Victorian Manufacturing Hall of Fame this year. "The culture of Australia is a pioneering culture," Philip said, "and that applies to me and what we can do here."

Philip is right. The challenge ahead of us is to back up that pioneering spirit with a drive for excellence – attracting and training the best talent, continually striving for innovation and improvement, and identifying and removing barriers to productivity.

Advancing Victorian manufacturing matters for three reasons. It is a catalyst for technology, innovation and research across a broad range of industries – factors that are fundamental to the development of a knowledge economy.

It creates the kind of sustainable jobs that we need to remain one of the world's most liveable places. And it connects us to the opportunities that will be created during the Asian Century – as industrialisation and urbanisation across Asia create an unprecedented market for quality goods and services.

That's why this Statement, *Advancing Victorian Manufacturing*, is so important.

This Statement is a blueprint for the ongoing development of advanced manufacturing in metropolitan and regional Victoria. It maps the current size and shape of the industry, outlines the vision for the industry, then details the actions that need to be taken to realise that vision.

I would like to thank the businesses, industry associations, unions and research organisations who contributed their time, expertise and ideas during the preparation of this Statement. I would also like to particularly acknowledge the ongoing work of the Victorian Government's Advanced Manufacturing Advisory Council in shaping our vision for advanced manufacturing.

I look forward to working with Victoria's diverse and dynamic manufacturing industry to realise the vision set out in this Statement.

This Statement is all about making a better future for the men and women of Victoria.

**Hon. Wade Noonan MP**  
Minister for Industry and Employment

# A New Vision for Victorian Manufacturing

## OUR VISION

---

### DESIGNING, CREATING AND MANUFACTURING IN VICTORIA FOR THE WORLD.

Victoria will be home to internationally competitive manufacturers creating value from design, engineering, data and services to grow economic opportunity and jobs for Victorians.

This Statement sets out actions in four domains to realise this vision.

1

#### Prepare for the jobs of the future

---

##### The Government will:

- Target specific skills needs through the work of the Victorian Skills Commissioner and support the development of needs-driven training packages designed for the next generation of manufacturing jobs.
- Promote and link opportunities for science, technology, engineering and mathematics (STEM) graduates and other high-skill professionals within manufacturing in partnership with education providers and industry organisations.
- Support industry associations to deliver manufacturing leaders forums and other mechanisms to enhance management and leadership capabilities.

2

#### Innovate to capture high-value manufacturing opportunities

---

##### The Government will:

- Strengthen links between industry and research, design and engineering capabilities and facilitate uptake of transformative technologies to create new high-value products, processes and market opportunities.
- Facilitate improved access to risk capital for scale-up and start-up advanced manufacturing businesses.
- Further strengthen procurement processes to better support innovative design, engineering and manufacturing.
- Secure Victoria's global position as a leader in engineered materials such as fibre composites.

*"Australians, quite rightly, aspire to a prosperous, caring, inclusive and cohesive society. A balanced and healthy economy is critical to realising this aspiration, and we cannot have sustainable economic success without a vibrant and successful manufacturing industry."*

Ross Pilling, Chair of the Advanced Manufacturing Advisory Council



### 3

#### **Build scale, capability and supply chain excellence**

**The Government will:**

- Help small and medium enterprises (SMEs) enhance their business capabilities to capture more market and supply chain opportunities.
- Drive the digital transformation of manufacturing through training, demonstrations and knowledge exchange to share global best practices and optimised processes across Victoria's manufacturing industry.
- Work with industry to create place-based economic development plans, facilitating the future development of high-performing and cooperative clusters.

### 4

#### **Foster a globally competitive business environment**

**The Government will:**

- Boost Victorian manufacturers' capabilities to export and secure global supply chain opportunities.
- Prioritise attraction of advanced manufacturing investment in Victoria as part of the state's investment attraction strategy.
- Work with industry to manage exposure to volatility in energy markets.
- Work with the Commonwealth Government to enhance the benefit of its expenditure for Victorian manufacturers, and advocate for competitive national tax and regulatory settings.



# Manufacturing is central to Victoria's economy

**Manufacturing is a cornerstone of the Victorian economy, providing a diverse range of jobs, high-quality exports and substantial economic growth.**

Manufacturing is Victoria's third largest employer, employing over 283,000 Victorians. In 2016, manufacturing employment growth was the fastest of any industry category in Victoria, with around 40,000 new jobs created.

The Victorian Government recognises manufacturing's strategic importance, and is committed to supporting the industry's growth.

Around the world, the nature of manufacturing is changing. It has become increasingly interdependent with services, design and digital technologies. Today, manufacturing is characterised by complex connections across global value chains, with final products often an amalgam of expertise, parts and services from around the world.

Victoria is well-positioned to take advantage of these global manufacturing trends. The state has a highly skilled workforce, connected supply chains, exceptional design and engineering expertise,

and world-leading education, research and development (R&D) capabilities. As a consequence, our manufacturing industry can deliver real and significant immediate and long-term economic gains.

Manufacturing is a catalyst for growth, innovation and prosperity, creating significant demand from key sectors – such as mining, agriculture and wholesale trade – and jobs in a wide range of supporting industries, including accounting, logistics, personnel management, legal and IT services and marketing.

A growing proportion of the value generated by manufacturing stems from pre- and post-production activities such as R&D, design, engineering, supply chain management, logistics and after-sale services. In fact, it's estimated a third of the total value of manufactured products in developed countries can be accounted for by services inputs – making manufacturing an important driver of the service sector.

Now more than ever, a strong, internationally competitive manufacturing industry is needed to ensure a balanced economy, sustainable growth and a prosperous Victoria.

## MANUFACTURING IN VICTORIA





## VICTORIA'S STRENGTHS

- Highly skilled workforce trained in global best practices
- Strong digital technology capabilities and the largest number of highly qualified ICT graduates in Australia
- Expertise in design and engineering relevant to leading edge manufactured products and processes, with the largest number of qualified engineering graduates in Australia
- Highly developed professional services sector
- Global hub for science infrastructure and technology, and world leading R&D in high growth sectors
- High-quality supporting infrastructure and clusters of excellence
- Well-developed freight and logistics systems, including Australia's largest container port and a 24-hour international airport
- Renewable energy targets provide manufacturers certainty and opportunity
- Accessible to Asia Pacific with similar time zones
- Melbourne has been awarded the world's most liveable city seven years in a row
- Competitive business costs
- Enabling regulatory regime

### MANUFACTURING INDUSTRY CONTRIBUTED



\*GROSS VALUE ADDED IN 2015/16

### MANUFACTURING IS

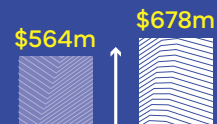


INDUSTRY FOR R&D SPENDING IN VICTORIA

VICTORIA LEADS THE NATION

\*2013-14 LATEST DATA AVAILABLE

### PRIVATE NEW CAPITAL SPENDING



INCREASED BY 20%

BETWEEN MARCH 2016 AND MARCH 2017 IN VICTORIAN MANUFACTURING

\*FOUR-QUARTER AVERAGE

# Building Victoria's Future Industries

The Victorian Government's Future Industries initiative is focused on securing Victoria's economic prosperity. It is supporting the transition of Victoria's economy now and establishing the building blocks for future growth. The Future Industries with core manufacturing capabilities are:



## CONSTRUCTION TECHNOLOGIES

- Victoria's construction industry grew by more than \$2 billion from 2015 to 2016, contributing \$23.9 billion to the state's economy.
- Significant Victorian Government infrastructure spend and private development is leading to high employment growth with 25,000 more jobs from 2015 to 2016.



## DEFENCE TECHNOLOGIES

- The defence sector contributes up to \$8 billion annually to the state's economy.
- The sector includes more than 400 businesses and employs around 20,000 people (including Australian Defence Organisation employees), manufacturing leading-edge products for local and global supply chains.



## FOOD AND FIBRE

- Victoria's biggest export sector, including 38 per cent growth in exports of prepared foods from 2014-15 to 2015-16.
- Steady jobs growth in food product manufacturing.



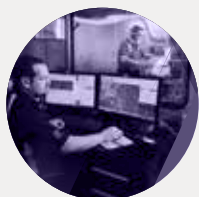
## MEDICAL TECHNOLOGIES AND PHARMACEUTICALS

- 69 per cent growth in exports of pharmaceutical products from 2015 to 2016.
- Steady employment growth in pharmaceuticals manufacturing.



## NEW ENERGY TECHNOLOGIES

- Victoria is creating opportunities for manufacturers and other businesses to improve energy efficiency and productivity.
- Victoria's Renewable Energy Targets will support up to \$2.5 billion of direct investment in Victoria, and create up to 11,000 jobs.



## TRANSPORT TECHNOLOGIES

- Competitive design and engineering capabilities supporting the manufacture of trains, trams, buses, caravans, trucks, marine and aerospace technology, and intelligent transport systems.
- The *Victorian Rolling Stock Strategy: Trains, Trams, Jobs 2015-2025* details the Victorian Government's 10 year investment of more than \$3.6 billion in a pipeline of local train and tram building and maintenance, supporting thousands of local jobs.

Sector strategies can be viewed at: [business.vic.gov.au/futureindustries](http://business.vic.gov.au/futureindustries)

## NEW ENERGY TECHNOLOGIES: DRIVING MANUFACTURING GROWTH

The Victorian Government is creating business opportunities and jobs throughout the new energy technologies sector and supply chain. These opportunities span renewable energy, energy efficiency, and innovative products and services that increase consumers' control over the energy they use, and help to ensure an affordable, reliable and renewable energy supply. Importantly for business, the broader adoption of new energy technologies can assist with energy costs. This has been supported by the most significant government investment in renewable energy in Victoria's history with the \$146 million Renewable Energy Action Plan.

The Victorian Renewable Energy Targets of 25 per cent by 2020 and 40 per cent by 2025 and the associated auction scheme will drive new projects in Victoria, increasing capital investment and creating jobs.

This pipeline of projects will help businesses establish and build their manufacturing presence in Victoria, as seen with Keppel Prince Engineering's recent expansion of its Portland wind tower manufacturing business.

The Victorian Government's \$20 million New Energy Jobs Fund is supporting advanced manufacturing, including:

- SEA Electric is establishing an electric vehicle manufacturing facility in Victoria to produce an innovative range of electric-powered commercial vehicles.

- Moreland City Council is establishing Australia's first commercial-scale hydrogen refuelling station, which will help transition the council's diesel-fuelled waste trucks to hydrogen. As part of the project, the council is working with H2U and a global vehicle manufacturer to develop and test new prototype vehicles.
- Energy software developer Geli Australia is working locally to develop their home energy monitoring and control systems for Victorians.

New ways of accessing and working with data are also creating business opportunities and jobs in Victoria. Businesses such as Greensync (a Victorian energy data and microgrids company), Geli (a Silicon Valley leader in software controls), and Tilt Renewables (a renewable energy company that has shifted its headquarters to Victoria) are already capitalising on the advantages of choosing to locate their operations in Victoria's innovative environment.

Through our New Energy Technologies Sector Strategy, we are working to ensure Victoria is recognised globally as a thriving business hub for the development and manufacturing of new energy technology products and services.

[www.energy.vic.gov.au/new-energy-technologies](http://www.energy.vic.gov.au/new-energy-technologies)



# Manufacturing in Metropolitan Melbourne

**Greater Melbourne is the powerhouse of Australian manufacturing. Local and global companies choose to locate and headquarter in Melbourne to manufacture a large range of finished products and intermediary goods for global supply chains.**

## WEST

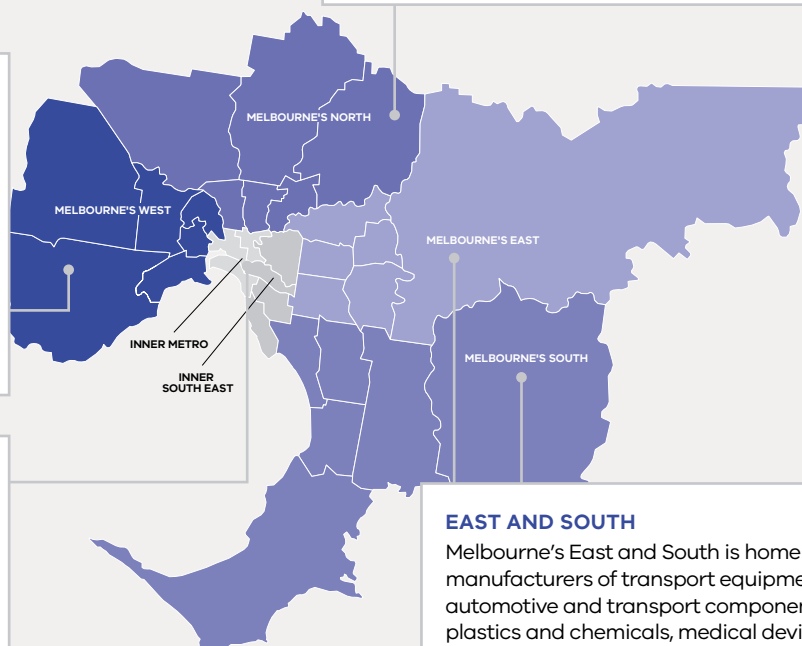
Companies specialising in the manufacture of prefabricated construction materials, building fittings and furniture, processed foods, beverages, packaging materials, chemicals, paper products, specialty vehicles, paints and coatings, textiles, steel fabricated products and heavy engineering.

## INNER METRO AND INNER SOUTH EAST

Central Melbourne is home to global headquarters, design and engineering companies, research and development and advanced manufacturers across all sectors.

## NORTH

Companies specialising in the manufacture of steel products, aluminium, packaging, industrial tools, specialised machines, construction materials, food and beverages, paint, chemicals and plastics, caravans, automotive components and pharmaceuticals.



## EAST AND SOUTH

Melbourne's East and South is home to large manufacturers of transport equipment, automotive and transport components, plastics and chemicals, medical devices, pharmaceuticals and food and fibre.

## MELBOURNE – CONNECTING EXCELLENCE

Melbourne has the economic strengths that make manufacturing a success, including a growing population, great lifestyle, skilled workforce, renowned education system and world-class infrastructure. Combined with the lowest office leasing and industrial land prices on the eastern seaboard, Australia's largest container port and a 24-hour international airport, these factors make Melbourne a great place to do business.

*Plan Melbourne 2017-2050* sets out the Victorian Government's vision for Melbourne's growth and complements industry, infrastructure, education and skills strategies important to economic growth. *Plan Melbourne 2017-2050* is focused on integrating long-term land use, infrastructure and transport planning to meet future environmental, population, housing and employment needs. This includes identification of significant national industrial precincts and employment and innovation clusters that will be a focus for jobs and investment growth.

Supporting *Plan Melbourne 2017-2050*, the recently established Suburban Development portfolio will coordinate Metropolitan Partnerships, bringing together local government, industry and community to advise on initiatives that will attract investment, create jobs and improve liveability. Suburban Development will also produce five year Jobs, Services and Infrastructure Plans that will provide a regional level analysis of Victorian Government investments and initiatives designed to strengthen liveability and support jobs growth.

Poised to take advantage of current momentum and growth opportunities, manufacturers are supported by the Victorian Government through a dedicated network of offices and specialist staff across greater Melbourne with business matching, site selection and targeted grants and programs.

[www.planmelbourne.vic.gov.au](http://www.planmelbourne.vic.gov.au)

[www.business.vic.gov.au](http://www.business.vic.gov.au)

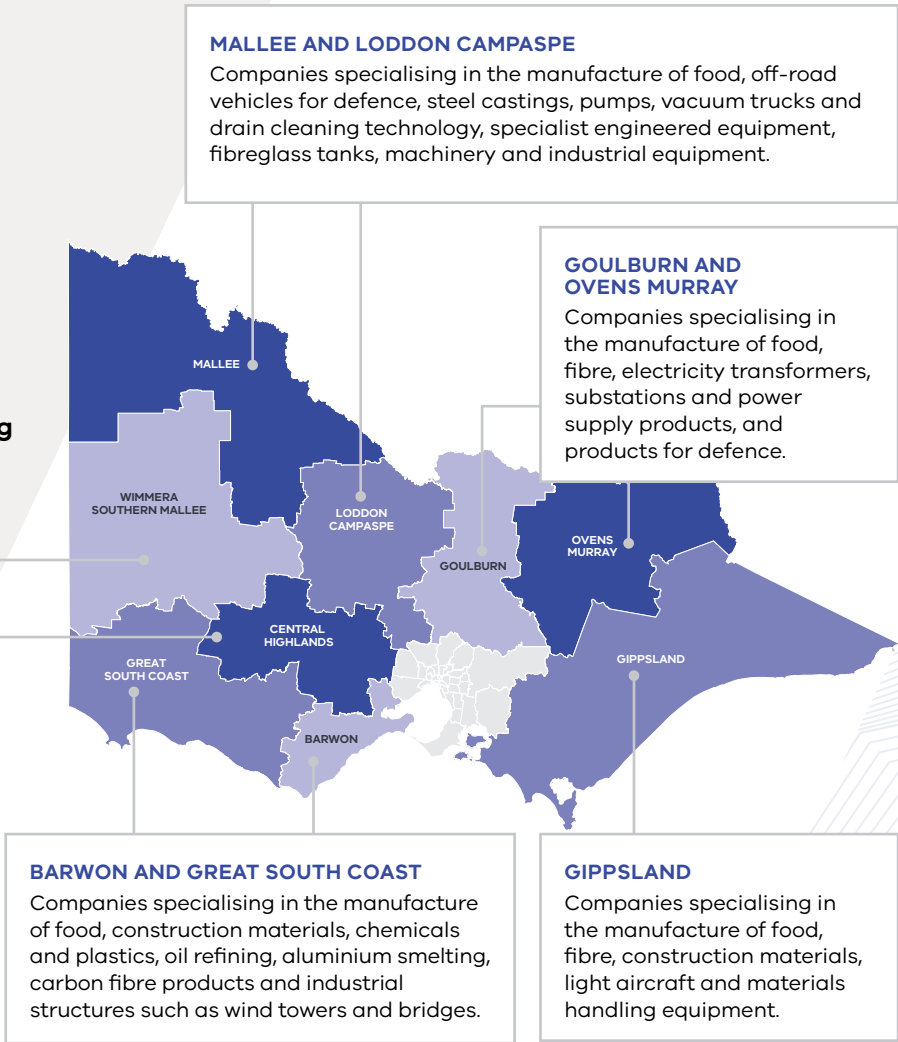
[www.tradeandinvestment.vic.gov.au](http://www.tradeandinvestment.vic.gov.au)



# Manufacturing in Regional Victoria

**Regional Victoria has a proud manufacturing history and is home to more than 20 per cent of Victoria's manufacturing businesses. The manufacturing industry makes a huge contribution in regional Victoria, contributing \$8 billion or 12 per cent of regional economic activity.**

**GRAMPIANS AND CENTRAL HIGHLANDS**  
Companies specialising in the manufacture of food, rail, road and agriculture transport equipment, mining equipment, textiles, paint, and a cluster of component manufacturers who work mainly with the transport and defence sectors.



## THE MANUFACTURING STATE

Manufacturing in regional Victoria offers an abundance of opportunities to invest and do business, offering low costs, affordable industrial land, access to high-quality raw materials and resources, and strategic road and rail links to Melbourne, Sydney, Brisbane and Adelaide, supported by a strong freight transport and logistics capability. All centred around Victoria's vibrant regional cities, offering close-knit communities and collaborative business networks.

The \$500 million Regional Jobs and Infrastructure Fund is the Government's flagship program for boosting jobs and investment in regional Victoria. It invests in growing jobs, building infrastructure and strengthening communities in regional Victoria.

In 2016, the Victorian Government established nine Regional Partnerships, giving communities the opportunity to provide a direct voice into government decision-making, including initiatives to support industry development.

Already, the Victorian Government is investing \$45 million to boost digital connectivity for regional communities, including better broadband in industrial and business precincts.

Other steps to support companies and boost regional jobs growth include reducing the payroll tax rate by 25 per cent for all businesses operating mostly in regional Victoria, making it the lowest tax rate in the country.

Regional manufacturers are supported by the Victorian Government through a dedicated network of offices and specialist staff across regional Victoria providing business matching, site selection and targeted grants and programs.

[www.rdv.vic.gov.au](http://www.rdv.vic.gov.au)  
[www.business.vic.gov.au](http://www.business.vic.gov.au)  
[www.tradeandinvestment.vic.gov.au](http://www.tradeandinvestment.vic.gov.au)

# Prepare for the Jobs of the Future

**Amongst Victoria's most important assets is our highly skilled workforce, and world-class education system. The further growth of manufacturing will draw on this strength as the skills mix required to support advanced processes continues to evolve. Supporting workers to upskill with industry advancements, and promoting manufacturing as a future career option are part of the actions being taken by the Victorian Government to position the industry for the next phase of manufacturing innovation.**

---

*"Our skills base can become a real point of competitive advantage for Victoria. Staff who have advanced problem solving skills are going to be in clear demand across manufacturing businesses. We have an outstanding platform to build on as the Education State – enhancing the great skills we already have in the workforce, along with programs for those just joining."*

Anna Reid, Advanced Manufacturing Advisory Council member, and Regional Manufacturing Operations Manager – Asahi Beverages

## WHAT THE VICTORIAN GOVERNMENT IS CURRENTLY DOING

---

### Real Training for Real Jobs

The Government is taking action to address skills shortages in key specialist occupations, and ensuring the next generation of manufacturing workers receive the training they need for the next generation of manufacturing jobs.

The Government is:

- Reforming Victoria's training system via Skills First, backed up with funding of an extra \$114 million in 2017 for the TAFE sector, acknowledging its distinct role as a public provider. This funding boost is on top of the TAFE Rescue Fund (\$320 million over four years) and the \$50 million TAFE Back to Work Fund.
- Implementing the \$34 million Regional Skills Fund, to support strategic projects and retain a skilled workforce in regional areas; and the Regional and Specialist Training Fund (an initial allocation of \$30 million in 2017), to respond to industry demand for local training and skills requirements.
- Establishing the Major Projects Skills Guarantee, which ensures that at least 10 per cent of all work on major projects in Victoria is done by trainees, apprentices and cadets. Since commencing on 1 January 2016, the Guarantee has generated more than 1,500 employment opportunities for Victorians.



The Government is also reforming the training system to better align training and qualification pathways with the needs of Victoria's manufacturing industry. The Victorian Skills Commissioner has created a new system for industry to engage on skills issues, making our state more responsive to the evolving needs of advanced manufacturers.

This reform is supported by the Workforce Training Innovation Fund, which provides an initial allocation of \$40 million in 2017 to promote innovative training and skills in emerging and priority industries.

### Supporting Existing Workers

A top priority is ensuring that high-quality upskilling and retraining opportunities are available to existing manufacturing workers.

The Government is:

- Providing support for workers in transitioning industries through the Automotive Supply Chain Training Initiative and the Latrobe Valley Worker Transition Service.
- Delivering the \$63 million Jobs Victoria program that helps link long-term job seekers with employment.

### STEM and Professional Skills

The broader adoption of technology-intensive processes and service-integrated business models will drive demand for STEM capabilities, along with other skills in areas such as customer engagement, marketing and finance.

The Government is:

- Implementing the Education State agenda, which supports whole-of-life education from early childhood into adulthood and is backed by \$5 billion in additional funding – the single biggest injection of education funding in Victoria's history.

- Investing \$128 million in the Tech Schools Initiative to construct and establish 10 Tech Schools focused on giving the next generation of Victorians the next generation of skills.
- Rolling out the Primary Maths and Science Specialists program to make sure primary school teachers have the skills they need in STEM; and funding the John Monash Science School, Victoria's first specialist secondary school focusing on STEM.
- Implementing Victoria's International Education Sector Strategy, which includes attracting more students to regional centres.
- Supporting technology skills through initiatives such as Launchpad, SummerTech Live, and digital literacy and engagement pilot programs.

### Management and Leadership

The Advanced Manufacturing Growth Centre's *Sector Competitiveness Plan 2017* found that boosting manufacturing leadership would make Australia more internationally competitive by ensuring industry has the strategic planning in place to build our advanced manufacturing capabilities.

Enhancing management quality requires proactive investment in leaders throughout the workforce and further investments in training and skills.

The Government is:

- Supporting smaller business owners to develop their management skills.

## FUTURE FOCUS

The Government will:

- Target specific skills needs through the work of the Victorian Skills Commissioner and support the development of needs-driven training packages designed for the next generation of manufacturing jobs.
- Promote and link opportunities for science, technology, engineering and mathematics (STEM) graduates and other high-skill professionals within manufacturing in partnership with education providers and industry organisations.
- Support industry associations to deliver manufacturing leaders forums and other mechanisms to enhance management and leadership capabilities.

## INDICATIVE EXAMPLES

Victoria's pharmaceuticals manufacturing workforce will soon have access to a new training package delivering skills necessary to meet strict regulatory requirements, known as "Good Manufacturing Practice", that for the first time will be transferable across manufacturing sites.

The Geelong Manufacturing Council supports local members to grow management capabilities with the Leadership for Manufacturing Excellence Program.





## COMPARATIVE ADVANTAGE IN DESIGN AND ENGINEERING ATTRACTS MANUFACTURING TO VICTORIA

Victoria is recognised globally for its design and engineering capabilities. The state is home to a sizeable base of high-quality design and engineering firms supporting and collaborating with businesses of all sizes.

Victoria has leading businesses and research bodies that support the development of new products and enable transformation in manufacturing processes. For example, companies such as Bosch and Premcar draw on expertise developed through Victoria's automotive sector to deliver product engineering and other integrated design and development solutions to clients around the world. Companies such as Invetech, Grey Innovation, Hydrix, Tricycle Developments and Planet Innovation are recognised globally for their excellence in translating ideas into cutting edge products, including breakthrough technologies across Victoria's manufacturing industry.

Many global companies – such as BAE Systems, Lockheed Martin Australia, Siemens and Brookfield – choose to base R&D, design and engineering operations in Victoria to take advantage of local capabilities. In 2016, Ford Motor Company opened its Asia Pacific Product Development Centre in Melbourne, which employs more than 1,750 highly skilled automotive designers, engineers and technicians.

Victoria's tertiary education sector is one of the cornerstones of the state's manufacturing industry. Victoria has 10 universities ranked among the best in the world and produces

around 30 per cent of Australia's graduates in IT, engineering, science and related technologies. Another cornerstone is the state's research infrastructure such as the Australian Synchrotron, Carbon Nexus, the Melbourne Centre for Nanofabrication, Monash Centre for Additive Manufacturing, RMIT's Advanced Manufacturing Precinct, and Swinburne University's Factory of the Future, amongst many others.

This combination of talent and capability is part of the DNA of Victorian manufacturing. Focus is given to upskilling workers, enabling more job opportunities and strengthening collaboration between industries and education providers. This ensures skills and workforce needs are aligned and able to respond to future directions. Where there is significant transformation, organisations such as the Australian Research Council Training Centre for Advanced Manufacturing of Prefabricated Housing help ensure new manufacturing opportunities are realised.

Companies are attracted to Victoria because of its design, engineering and manufacturing capabilities and the ways in which these capabilities are encompassed. For example, a manufacturer of premium golf buggies, Concourse Golf, is relocating both its headquarters from New South Wales and its manufacturing from China to Melbourne. Concourse Golf has partnered with leading Victorian firms, Procept, Design + Industry and SRX Global, to turn its innovative prototypes into volume production for export.

# Innovate to Capture High-Value Manufacturing Opportunities

**Victoria's leading manufacturers make unique, innovative high-quality products. They compete on the strength of their design and engineering, and by beating competitors in areas such as reliability, quality, and pre- and post-production service support. By expanding our base of high-value manufacturers, we will increase our capacity to compete globally through high-value products, materials and services.**

## DESIGN AND ENGINEERING

A stronger culture of design-led manufacturing and enhancing engineering expertise across the manufacturing industry will support future growth. This includes an acceleration in the transfer of world-leading capabilities developed within the automotive sector across the full breadth of our manufacturing industry.

Attracting and retaining people with design and engineering skills is critical for growing sectors of Victoria's economy in general, and manufacturing in particular.

## RESEARCH AND DEVELOPMENT

R&D underpins the creation of new technologies and processes that are at the heart of advanced manufacturing. While R&D is a significant strength for Victoria, more can be done to turn good ideas into good products.

Increased collaboration between businesses and the research community, as well as easier access for SMEs to Victoria's world-class research and science infrastructure, will drive innovation, improved processes and new product development.

## RESEARCH EXCELLENCE

Victoria has invested heavily in science infrastructure and technology, and is a leading global hub for industrial research, both public and commercial. Areas of research expertise include engineering, technology and science.

Melbourne has one of the highest rates of research collaborations in the world. In 2015, Melbourne had 209 local research partnerships, compared to Sydney's 64.

CSIRO has over one-third of its national workforce located in Victoria.



## ACCESS TO CAPITAL

A lack of access to risk capital is creating a barrier for some innovative companies seeking to scale up, and inhibiting commercialisation of new products and services. Successful commercialisation can also be supported through improved access to market research information and services.

## ADVANCED MATERIALS

Advanced materials can deliver better product performance in manufactured goods such as extra durability, 'smart' features, or lighter weight, creating a sustainable competitive advantage over low-cost competitors. The utilisation of advanced materials is a major opportunity for Victoria's high-value manufacturing sector.

Victoria has research strengths in a wide range of advanced materials, and Victorian businesses have achieved commercialisation breakthroughs in sectors such as aerospace, construction and transport technologies.

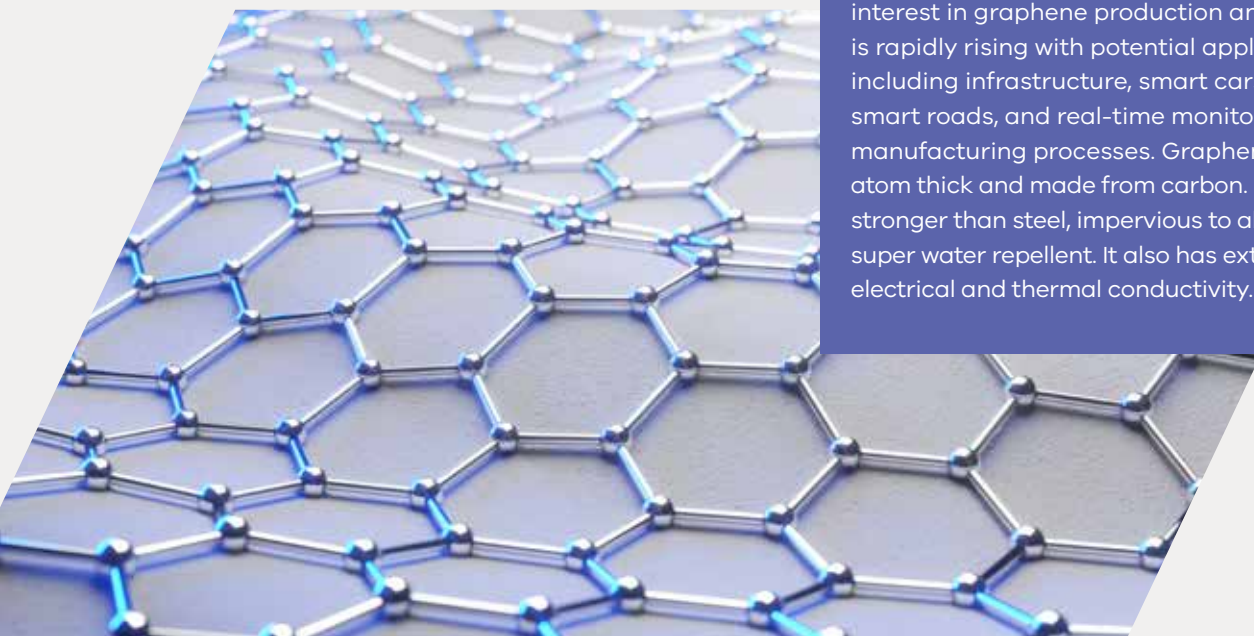
The Victorian Government has supported enabling science infrastructure such as the Australian Future Fibres Research and Innovation Centre, the Australian Synchrotron and the Melbourne Centre for Nanofabrication.

## GEELONG REGION CAPITALISING ON GLOBAL DEMAND FOR ADVANCED MATERIALS

With global demand for high-performance materials growing, Geelong is a recognised location for advanced materials commercialisation. Geelong is home to Deakin University's carbon fibre research centre, Carbon Nexus, innovative local carbon fibre parts manufacturers such as Carbon Revolution and Quickstep.

Geelong is also now home to Australia's first commercial graphene plant – built by Geelong engineering company, Australian Engineering Solutions (Austeng), for Imagine Intelligent Materials (Imagine IM). Imagine IM has established manufacturing operations in Geelong with its primary customer being Melbourne-based Geofabrics Australasia, the largest geotextiles manufacturer in Australia. The product, bidim C Range with Imgne X3, is being used for leak detection in coal seam gas evaporation ponds, helping ensure toxic materials do not pollute ground water and aquifers.

The pilot scale graphene plant will produce more than 10 tonnes-a-year of this notoriously difficult to manufacture material. Commercial interest in graphene production and use is rapidly rising with potential applications including infrastructure, smart cars, smart roads, and real-time monitoring of manufacturing processes. Graphene is one atom thick and made from carbon. It is 100 times stronger than steel, impervious to all gases and super water repellent. It also has extremely high electrical and thermal conductivity.





## WHAT THE VICTORIAN GOVERNMENT IS CURRENTLY DOING

---

To help Victorian businesses capture new high-value manufacturing opportunities, the Victorian Government is:

- Driving innovation in priority sectors through the Future Industries Fund, the Premier's Jobs and Investment Fund and the Regional Jobs and Infrastructure Fund.
- Delivering programs that foster collaboration, such as the Sector Growth Program and Food Source Victoria, which includes support to encourage SMEs to cooperate in strategic areas.
- Supporting collaborative industry-research initiatives in priority sectors, including the Food Innovation Centre, the establishment of BioCurate and the Medicines Manufacturing Innovation Centre.
- Providing an environment for entrepreneurs to grow early-stage innovative businesses through LaunchVic, the state's \$60 million startup initiative, and by supporting sector-specific accelerators and commercialisation programs. These include the agri-tech accelerator program SproutX, the Medical Research Commercialisation Fund and the STEMM Bootcamp platform.

- Supporting projects that drive innovation in new energy technologies and create long-term sustainable jobs through the New Energy Jobs Fund and providing more than \$5 million in seed funding over four years to establish the Centre for New Energy Technologies (C4NET), which will build skills, capabilities and support innovation in the new energy technologies sector.

---

*"A deep understanding of the marketplace and compelling product design can be the difference between a great idea and successful commercialisation."*

**Dr. Angeline Achariya, Advanced Manufacturing Advisory Council member, and Chief Executive Officer, Food Innovation Centre, Monash University**





## FUTURE FOCUS

The Government will:

- Strengthen links between industry and research, design and engineering capabilities and facilitate uptake of transformative technologies to create new high-value products, processes and market opportunities.
- Facilitate improved access to risk capital for scale-up and start-up advanced manufacturing businesses.
- Further strengthen procurement processes to better support innovative design, engineering and manufacturing.
- Secure Victoria's global position as a leader in engineered materials such as fibre composites.

## INDICATIVE EXAMPLES

Manufacturer of textiles for the hygiene market, Tullamarine based Textor Technologies, collaborated with CSIRO's textile laboratories in Geelong to create novel fabric structures which it now manufactures and exports into global supply chains.

A Code for the Design of Modular Structures is being developed by leading industry experts with Monash University for release in 2017, providing a world-first guide in the design and engineering of built structures and a platform for the creation of ground-breaking approaches to construction into the future.

## MEDICINES MANUFACTURING GROWTH BUILT ON SKILLS AND INNOVATION

During a 2017 visit to the GlaxoSmithKline (GSK) manufacturing facilities in Boronia, Roger Connor, GSK's President of Global Manufacturing and Supply, rated the Melbourne operation as a globally competitive, highly technological-focused site.

Mr Connor oversees 70 plants and 30,000 employees. Mr Connor said that in Victoria, GSK has a workforce of highly capable engineering professionals, and that "the great thing about Australia is we can get that skill set and can hold that skill set. If we didn't have that access to skilled professionals it would be a real problem. If I was looking at expansion of that area in the future I would have to say that our current Boronia facility is well placed for expansion."

GSK's Boronia plant produces respiratory products and uses advanced high speed blow-fill-seal machinery and processes to package sterile pharmaceutical liquids.

GSK's long-term partnership with Monash University underpinned establishment of the Medicines Manufacturing Innovation Centre in 2016 at the Monash Institute of Pharmaceutical Sciences. GSK has invested more than \$100 million in the Boronia facility over the past four years, transforming the site into a centre of excellence in advanced blow-fill-seal additive manufacturing. Victorian Manufacturing Hall of Fame Honour Roll Recipient in 2017 and Site Technical Lead, Philip Leslie, and the local team took the blow-fill-seal technology, and in a world first, applied it to a vaccine that can now be produced more quickly and at a lower cost, increasing the vaccine's accessibility across the globe.

## PRIORITY 3

# Build Scale, Capability and Supply Chain Excellence

**One of the advantages of Victoria's long history as our nation's manufacturing heartland is its legacy of diverse networks and infrastructure. For example, a legacy from the decades of large-scale car production is the critical mass of high-quality suppliers and skilled workforce across design and manufacturing. We need to make sure those workers find new opportunities in the next generation of manufacturing jobs.**

## INTERNATIONAL COMPETITIVENESS, INTEGRATED SUPPLY CHAINS, CLUSTERS AND PRECINCTS

The state's existing manufacturing ecosystems provide a strong foundation. To remain globally competitive though, business and process improvements are required to boost productivity and innovation.

Competitiveness can also be supported by developing strong networks and consortia, creating the potential for shared problem solving, intelligence sharing and mutually beneficial partnerships, particularly along supply chains.

Manufacturing clusters and precincts will help create positive 'spillovers' for the manufacturing industry, including greater sharing of technical knowledge and market opportunities, easier access to specialised labour and increased productivity. Victoria has a range of successful and growing manufacturing-related clusters, with future growth being managed through the seven National Employment and Innovation Clusters identified in *Plan Melbourne 2017-2050*.

By enhancing capability, increasing cooperation and building scale, local companies will be better placed to share in the large, high-value contracts involved in government procurement and major international projects.

## PRODUCTION PROCESSES AND TECHNIQUES

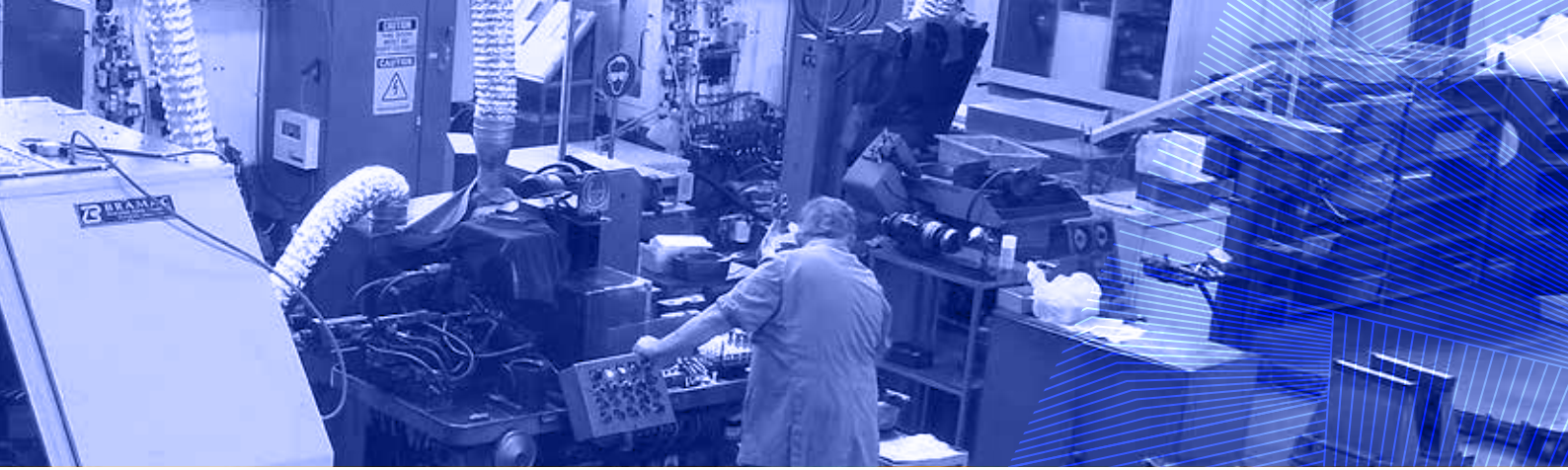
Manufacturing techniques continually evolve as technology increases efficiency and opens up new possibilities. Victoria's most successful manufacturers are coupling innovative product development with enhanced production systems and equipment, for example:

- reducing costs by using new energy technologies
- opening up new markets through technologies such as additive manufacturing (3D printing), using complex design processes and materials
- using sophisticated robotics to improve productivity and boost competitiveness
- adding value through advanced engineering, and joining and forming methods.

Advances in production technologies vary widely across sectors and product types. The consistent link is the need for ongoing investment in leading edge equipment and training to achieve greater innovation.

## DIGITAL OPPORTUNITIES

Many innovations in product design, materials and production techniques are made possible by advances in enabling digital technology. These advances – including developments commonly referred to as Industry 4.0 and the Industrial Internet of Things – are driving transformation within the industry and across the economy. They include expanding the application of artificial intelligence, sophisticated sensors, augmented reality systems, cloud computing, data capture and analytics, and the embedding of all these elements in global production networks.



For individual companies, next-generation technologies provide almost unlimited opportunities to differentiate their product or service. At an industry-wide level, the adoption of digital technologies can enhance the ability of local suppliers to integrate into high-value global supply chains.

Embracing these opportunities is essential, as industry partners, consumers and supply chains increasingly demand higher levels of digital capability.

Victoria is the hub of Australia's digital technology industry, with a mix of SMEs, a strong representation of large and international companies, and a global reputation for excellence in advanced digital technology research.

To take advantage of this opportunity, Victoria needs to keep strengthening the connection between the state's digital technology and manufacturing industries.

## LEADING THE WAY IN BUILDING TECHNOLOGY

Construction processes are transforming globally as a result of new digital technologies and advanced manufacturing techniques. Victorian businesses are leading the way, with new investments in innovative manufacturing techniques such as cross-laminated timbers and prefabricated construction.

Prefabrication techniques can deliver construction quality control, cost efficiency and sustainability. Victoria has the largest number of prefabricated construction manufacturers in Australia – including leading companies like Hickory. Hickory uses its worldwide-patented technology to create high-rise residential, hotel and commercial construction projects, and has successfully secured international joint venture partnerships.

## DIGITAL TECHNOLOGIES FOR ANOTHER CENTURY OF MANUFACTURING

Sutton Tools, one of the oldest family-owned manufacturers in Australia, specialises in the production and engineering of high-quality cutting and power tool accessories for domestic and export markets.

Since its founding in 1917, Sutton Tools has consistently invested in skills and new manufacturing techniques, with knowledge driven value-add providing a key point of differentiation from their competitors. In its latest example, Sutton Tools is now applying digital technologies including Internet of Things solutions and business to business self-service interfaces (APIs) for their customers.

Using team collaboration software, Sutton Tools staff are able to manage projects with remote stakeholders. Live data from equipment can be transferred to inform better productivity decisions and real-time changes to line operations. Integrated data sets enable consistent process management for engineering, logistics, marketing and sales. And by providing data through web services, Sutton Tools' digital revolution is beginning to extend into the systems of businesses within its supply chain, offering new opportunities for cutting waste and delays.

## WHAT THE VICTORIAN GOVERNMENT IS CURRENTLY DOING

---

To build scale and capability, and support the further development of advanced manufacturing clusters, the Victorian Government is:

- Developing supply chain improvements for key sectors including defence and rolling stock to support SMEs to connect with prime contractors and supply chain partners.
- Delivering the Local Industry Fund for Transition (LIFT), which provides grants of up to \$2 million for companies making significant capital investments in the local areas most impacted by the closure of car manufacturers, supporting new jobs and adoption of new technologies.
- Delivering the Future Industries Manufacturing Program (FIMP), offering funding of up to \$500,000 to companies to implement new manufacturing technologies and processes.
- Helping manufacturing SMEs through the Boosting Productivity materials efficiency program to find solutions to their waste problems and achieve more efficient use of materials.
- Establishing Victoria as a world-leading location for cyber security capability, which will support the integration and development of digital technologies across all industries.
- Facilitating the continued development of national employment and innovation clusters such as those at Monash, Dandenong and Fishermans Bend.
- Supporting the development of new precincts in major urban renewal areas like Arden Macaulay, and in communities facing economic change like the Latrobe Valley.

## FUTURE FOCUS

**The Government will:**

- **Help small and medium enterprises (SMEs) enhance their business capabilities to capture more market and supply chain opportunities.**
- **Drive the digital transformation of manufacturing through training, demonstrations and knowledge exchange to share global best practices and optimised processes across Victoria's manufacturing industry.**
- **Work with industry to create place-based economic development plans, facilitating the future development of high performing and cooperative clusters.**

## INDICATIVE EXAMPLES

Richmond-based Mark Douglas Design, who design and manufacture premium lighting and glassware, used Victorian Government support to develop an export strategy, resulting in new exports to Hong Kong, Macau and mainland China.

The Regional Industry Collaboration Program in Geelong is boosting access to R&D and expertise for local businesses.



## LOCAL JOBS FIRST – GOVERNMENT PROCUREMENT DRIVING LOCAL MANUFACTURING

The Victorian Government is using our multi-billion dollar investment pipeline to support local manufacturing and grow local jobs.

Through *Local Jobs First* – Victorian Industry Participation Policy (VIPP), we are giving local SMEs a full and fair opportunity to compete for Victorian Government contracts, while still ensuring value for money. These projects can often be a catalyst for new business opportunities for local industry from the use of new technologies, or the design and manufacture of new products that can be traded globally.

All Victorian Government departments and agencies must apply VIPP to procurement activities that meet the threshold of \$1 million in regional Victoria, or \$3 million for metropolitan or state wide activities. Higher value projects are assigned strategic status, which calls for minimum local content requirements and other conditions set by Government.

From December 2014 to July 2017, the Government declared 57 Strategic Projects, valued at more than \$47 billion, which will support thousands of jobs and benefit local manufacturing.

A forward plan of VIPP Strategic Projects is regularly released, providing industry information on major upcoming Government procurement activities.

[www.economicdevelopment.vic.gov.au/  
victorian-industry-participation-policy](http://www.economicdevelopment.vic.gov.au/victorian-industry-participation-policy)

## LOCAL CONTENT DRIVING EXPORTS FOR AIR RADIATORS

The Victorian Government's local content requirement for projects such as the VLocity trains have helped companies like Air Radiators, based in Lara, grow local jobs and enhance its capability. Air Radiators manufactures heat transfer and air movement solutions, including high-value engine cooling technology for heavy machinery like trucks, rails, mining equipment and power stations.

Their experience providing innovative components for the VLocity trains helped the company win new business and build export markets, including a contract to design and manufacture the cooling system for the world's most luxurious train, the Japan Rail East (JR-East) Shiki-shima.



## PRIORITY 4

# Foster a Globally Competitive Business Environment

**Victoria attracts investors because it has a strong economy, highly educated workforce, globally-recognised regulatory system, and leading freight and logistics infrastructure. However, there are a number of challenges we still need to address.**

The Victorian Government recognises that rising energy costs represent a critical risk for local manufacturers and is supporting businesses to manage price volatility, including increasing energy use efficiency and increasing adoption of renewable energy technologies.

Victoria has advocated for policy stability in the energy sector, as well as the adoption of new growth measures at the federal level.

## GROWING GLOBAL CONNECTIONS

For local manufacturers, a global outlook can provide access to new sources of income, knowledge and technology. Evidence shows that businesses connected to the global economy, either through exports, foreign direct investment or as suppliers, are more productive, and their workers earn higher wages.

Expanding into new and emerging markets is good for our state and nation because it supports industry growth, and makes the broader economy stronger and more resilient.

Many Victorian businesses are setting the example by pursuing high-growth and high-value product segments, identifying new international markets, and increasing their participation in global production networks. Some start-ups are adopting a global approach from day one, targeting opportunities in international markets as part of their core business strategy.

## LOCAL EXCELLENCE IN GLOBAL DEFENCE SUPPLY CHAINS

Lovitt Technologies Australia, based in Melbourne, is recognised for its reliability in supplying high-quality components such as engine mounts and brackets into the F-35 Lightning II Joint Strike Fighter (JSF) program global supply chain.

The company, which employs 80 staff, has now won almost \$160 million in contracts and long-term agreements with Lockheed Martin as a part of the F-35 Program.

Lovitt also supports global supply chains on platforms such as Boeing's F15, F18, V22, Chinook, and P8. Its success is founded on its links to the global market and a commitment to excellence.



## WHAT THE VICTORIAN GOVERNMENT IS CURRENTLY DOING

---

To further strengthen the business and investment environment and assure ongoing competitiveness, the Victorian Government is:

- Committing additional funding to the Investment Attraction and Assistance Program (IAAP), which attracts private sector investment. IAAP will also support strategically significant manufacturers to manage their exposure to volatility in energy markets.
- Building the infrastructure Victoria needs for a growing, modern economy, with Government investment in infrastructure to average \$9.6 billion a year to 2020-21, including upgrades to port, road, rail and freight networks.
- Using Regional Partnerships and the Regional Jobs and Infrastructure Fund to help meet the infrastructure and workforce needs of regional communities. Regional Partnerships are giving communities a greater say in addressing the challenges and opportunities in their region.
- Cutting red tape that includes slashing payroll tax by 25 per cent through initiatives such as the Small Business Regulation Review.
- Implementing *Plan Melbourne 2017-2050*, including ensuring there is sufficient industrial land for manufacturing, service industries, warehousing and distribution, and other employment generating activities. In addition, long-term land use plans and business investment strategies are being developed for national employment and innovation clusters.
- Providing on the ground support for businesses seeking to invest through our extensive network of local and international offices (for further details, see page 31). Assistance can vary from help with market entry, expert advice on locating a property, support to navigate local planning issues and introductions and referrals.
- Delivering an extensive inbound and outbound trade mission program and building Victorian business capability to export by providing tailored support, mentoring and training to high-growth SMEs through our Export Skills Program.
- Using a strong Brand Victoria and Brand Melbourne to promote our local industries, and highlighting our attributes through the *Victoria: State of Momentum* campaign and sector-specific campaigns (such as *Mission Possible* for defence technologies).
- Attracting jobs and investment by encouraging new energy technology businesses to establish operations in Victoria, with new energy software companies and large scale energy developers already setting up headquarters and offices here.



## FUTURE FOCUS

The Government will:

- Boost Victorian manufacturers' capabilities to export and secure global supply chain opportunities.
- Prioritise attraction of advanced manufacturing investment in Victoria as part of the state's investment attraction strategy.
- Work with industry to manage exposure to volatility in energy markets.
- Work with the Commonwealth Government to enhance the benefit of its expenditure for Victorian manufacturers, and advocate for competitive national tax and regulatory settings.

## INDICATIVE EXAMPLES

Practical help to improve energy efficiency is currently available to SMEs through Sustainability Victoria's energy assessment grants.

Rubello Wines of the Mornington Peninsula utilised Trade Victoria's export assistance to launch new products and connect to new trading partners in Asia.

Targeted support was provided to manufacturer of gas and hot water systems, Rinnai, which established a new manufacturing facility and R&D Centre in south east Melbourne creating 160 new jobs.

The Victorian Government has strongly advocated to the Commonwealth for the continuation of the R&D Tax Incentive, which supports Victorian manufacturers to innovate.

## GLOBALY CONNECTED – VICTORIA'S REGIONAL MANUFACTURERS LEADING THE WAY

Since going global in 1990, the family-owned Australian Turntable Company (ATC) have used its base in Bendigo to service customers around the world.

The mechanical engineering company, founded by Paul and Annette Chapman, specialises in designing, manufacturing and installing high quality mechanical rotational movement systems. Starting out in the early days with driveway car turntables, ATC's investments in R&D have led to continual expansion into new markets, including mining, construction, shipping, retail logistics, aviation and the arts.

Projects have included the world's largest revolving restaurant in Tehran and two revolving auditoriums as part of the Adelaide Convention Centre Expansion.

Mr Chapman, Executive Chairman of ATC, attributes the company's success to making a decision to specialise with a global mindset. "We see ourselves as being an Australian company that's prepared to embrace the global village", Mr Chapman says.

This outlook has resulted in export contracts for ATC around the world, including New Zealand, France, UK, Azerbaijan, Iran, Iraq, Qatar, Dubai, Oman, Abu Dhabi, Tanzania, Singapore, Indonesia, Cambodia and the United States.



**2017 Young Manufacturer of the Year**

Anne Koopmann,  
Bombardier Transportation



**The Government recognises the achievements of Victorian businesses through:**

- The annual **Victorian Manufacturing Hall of Fame Awards**, which recognise the achievements of leading small, medium and large manufacturers and celebrate those qualities that make them such a success. [www.business.vic.gov.au/halloffame](http://www.business.vic.gov.au/halloffame)
- The annual **Victorian Manufacturing Showcase**, which celebrates exceptional manufacturers in Victoria, and encourages networking and collaboration.
- The **Governor of Victoria Export Awards**, which recognise Victoria's most successful and innovative exporters and encourages other businesses to emulate their achievements. [www.trade.vic.gov.au/awards](http://www.trade.vic.gov.au/awards)

---

*"There are opportunities out there for Victorian manufacturers to take on the world. It might require investing the time initially to chase down small contracts and engage face to face, but you can build on those small successes once you have the right networks in place."*

Rohan Stocker, Advanced Manufacturing Advisory Council member, and Chief Executive Officer, Marand

## AUSTRALIA'S LARGEST URBAN RENEWAL PROJECT TO FOCUS ON DESIGN, ENGINEERING AND ADVANCED MANUFACTURING

Building on existing design and engineering capability, Fishermans Bend is fast becoming Melbourne's pre-eminent design, engineering and technology precinct.

The Government's strategic purchase of land located in the heart of the precinct provides a unique opportunity to create partnerships and grow new opportunities for the manufacturing industry.

Fishermans Bend is already home to global companies and leading research organisations such as the Boeing Group, the Defence Science and Technology Group and General Motors Holden's Design Centre and Engineering Group.

[www.fishermansbend.vic.gov.au](http://www.fishermansbend.vic.gov.au)









# Advancing Victorian Manufacturing Together

**Victoria has the businesses, workers and researchers necessary to make the state an internationally recognised hub for advanced manufacturing. Achieving this vision will require drive, collaboration, and embracing new mindsets and new opportunities.**

An innovative and sophisticated manufacturing industry will enhance productivity, drive future job creation and contribute to building our economy.

The Victorian Government will partner with industry and stakeholders to help create good, secure jobs for Victorians.

This Statement was prepared following extensive consultation with businesses, industry associations, unions and research organisations.

Thank you to the members of the Victorian Government Advanced Manufacturing Advisory Council for their time, expertise, valuable insights and passion for making a difference.





## HELPING VICTORIAN BUSINESSES CONNECT GLOBALLY

The Victorian Government provides dedicated support to manufacturers to attract investment and export to established and high-growth markets.

Specialist trade and investment teams based in Melbourne, across regional Victoria and across the world in 20 locations are available to support businesses to connect with global markets, facilitate investment and capitalise on export opportunities.

The global offices located in key international markets – including Asia, the Americas, Europe and the Middle East – assist Victorian businesses through connections with international customers and partners, and can offer market advice and analysis.

Invest Victoria works to bring the best from the world to Victoria to set up operations, and facilitates introductions to extensive networks to support their growth. Invest Victoria also provides free confidential services to leading home-grown companies to assist them to expand and connect with global markets.

Targeted assistance to grow exports is provided by Trade Victoria including inbound and outbound trade missions and export ready programs including support for Victorian businesses to develop e-commerce sales.

[www.tradeandinvestment.vic.gov.au](http://www.tradeandinvestment.vic.gov.au)



## INTERNATIONAL OFFICE LOCATIONS







Published by the Department of Economic  
Development, Jobs, Transport and Resources  
1 Spring Street Melbourne, Victoria 3000  
Telephone (03) 9208 3799

September 2017

© Copyright State Government of Victoria 2017  
This publication is copyright. No part may be  
reproduced by any process except in accordance  
with provisions of the *Copyright Act 1968*.

Authorised by the Victorian Government, Melbourne.

This publication may be of assistance to you but the  
State of Victoria and its employees do not guarantee  
that the publication is without flaw of any kind or is  
wholly appropriate for your particular purposes and  
therefore disclaims all liability for any error, loss or  
other consequence which may arise from you relying  
on any information in this publication. While every effort  
has been made to ensure the currency, accuracy or  
completeness of the content, we endeavour to keep the  
content relevant and up to date and reserve the right to  
make changes as required. The Victorian Government,  
authors and presenters do not accept any liability to any  
person for the information (or the use of the information)  
which is provided or referred to in the report.

Designed by DEDJTR Design Studio

### **Accessibility**

If you would like to receive this  
publication in an accessible format,  
such as large print or audio, please email  
[advanced.manufacturing@ecodev.vic.gov.au](mailto:advanced.manufacturing@ecodev.vic.gov.au).  
This publication is also published  
in PDF and Word formats on  
[economicdevelopment.vic.gov.au/  
advancing-manufacturing](http://economicdevelopment.vic.gov.au/advancing-manufacturing)

