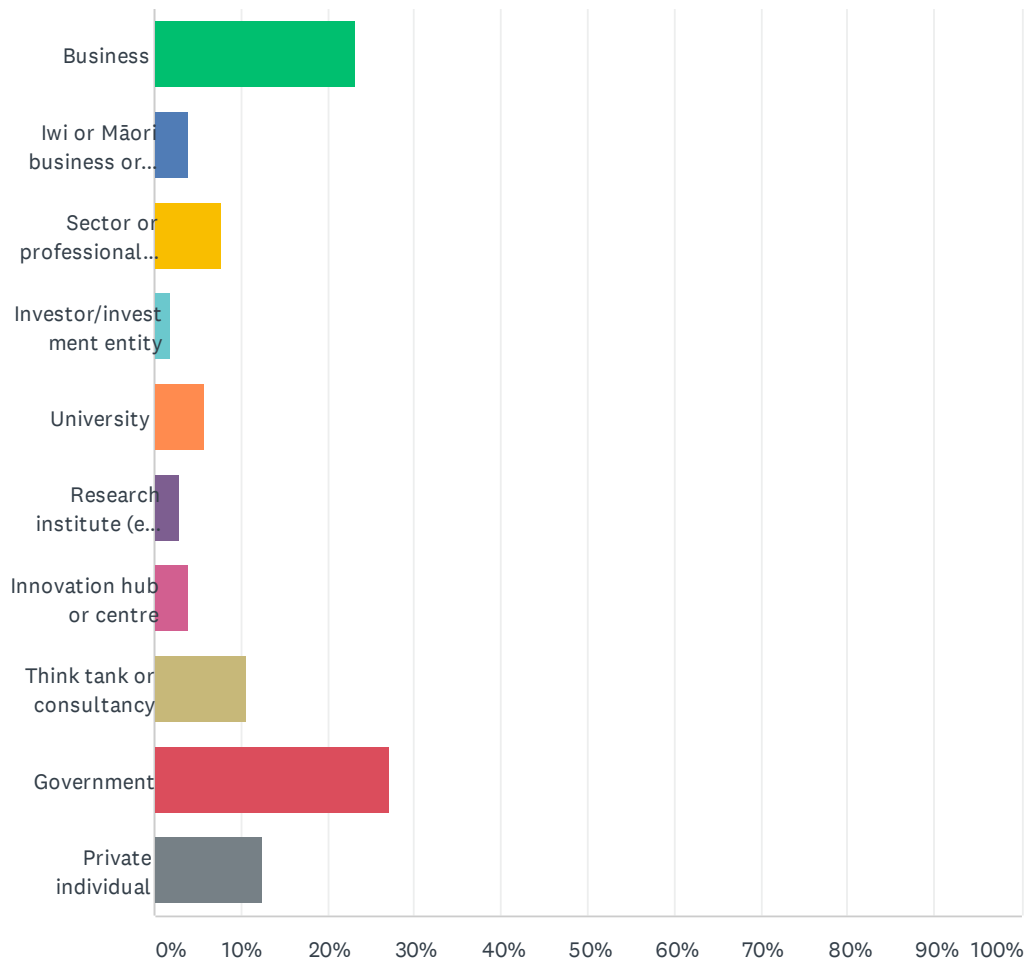


# Q1 What type of organisation do you primarily represent?

Answered: 103 Skipped: 2



ANSWER CHOICES	RESPONSES	
Business	23.30%	24
Iwi or Māori business or network	3.88%	4
Sector or professional interest body	7.77%	8
Investor/investment entity	1.94%	2
University	5.83%	6
Research institute (eg, CRI, CoRE, RRI)	2.91%	3
Innovation hub or centre	3.88%	4
Think tank or consultancy	10.68%	11
Government	27.18%	28
Private individual	12.62%	13
<b>TOTAL</b>		<b>103</b>

#	OTHER (PLEASE SPECIFY)	DATE
1	Local government	5/27/2021 2:07 PM

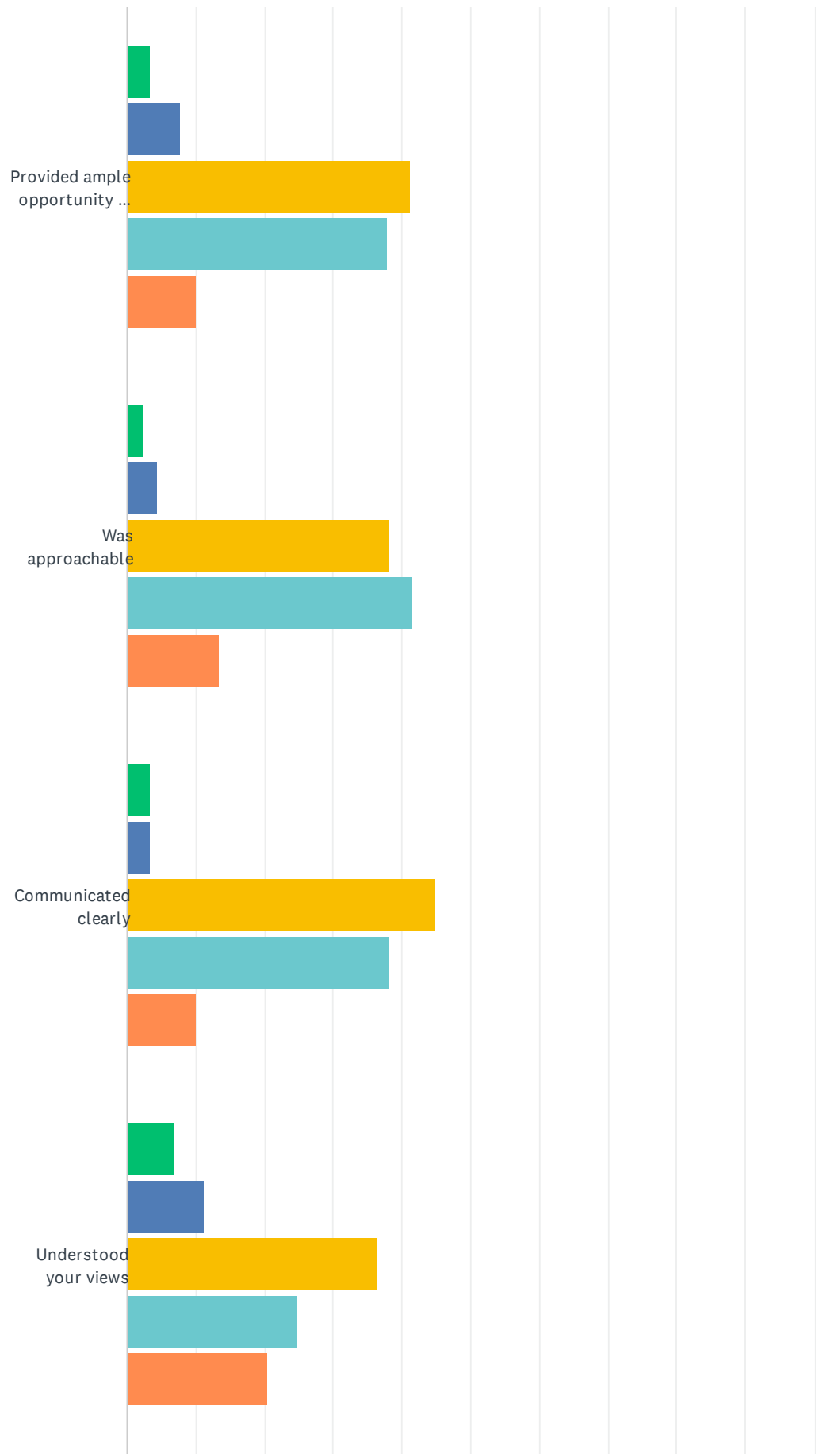
## Frontier firms inquiry

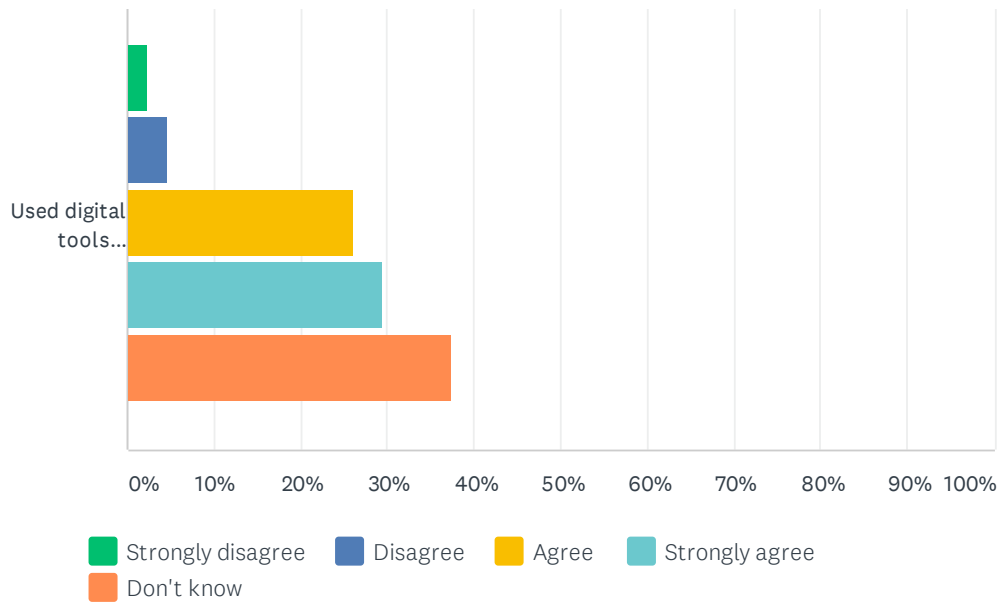
SurveyMonkey

2	Education	5/18/2021 3:48 PM
3	Author and writer	5/18/2021 1:26 PM
4	NZ PProduct Accelerator	5/18/2021 11:36 AM
5	Corporate Advisory	5/18/2021 11:27 AM
6	Economic Development Agency	5/18/2021 10:58 AM

### Q2 During the inquiry, the Commission:

Answered: 90 Skipped: 15





	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW	TOTAL
Provided ample opportunity to participate	3.33% 3	7.78% 7	41.11% 37	37.78% 34	10.00% 9	90
Was approachable	2.25% 2	4.49% 4	38.20% 34	41.57% 37	13.48% 12	89
Communicated clearly	3.37% 3	3.37% 3	44.94% 40	38.20% 34	10.11% 9	89
Understood your views	6.82% 6	11.36% 10	36.36% 32	25.00% 22	20.45% 18	88
Used digital tools (Zoom/Teams) effectively for engagement meetings	2.27% 2	4.55% 4	26.14% 23	29.55% 26	37.50% 33	88

## Q3 How could we have improved our engagement?

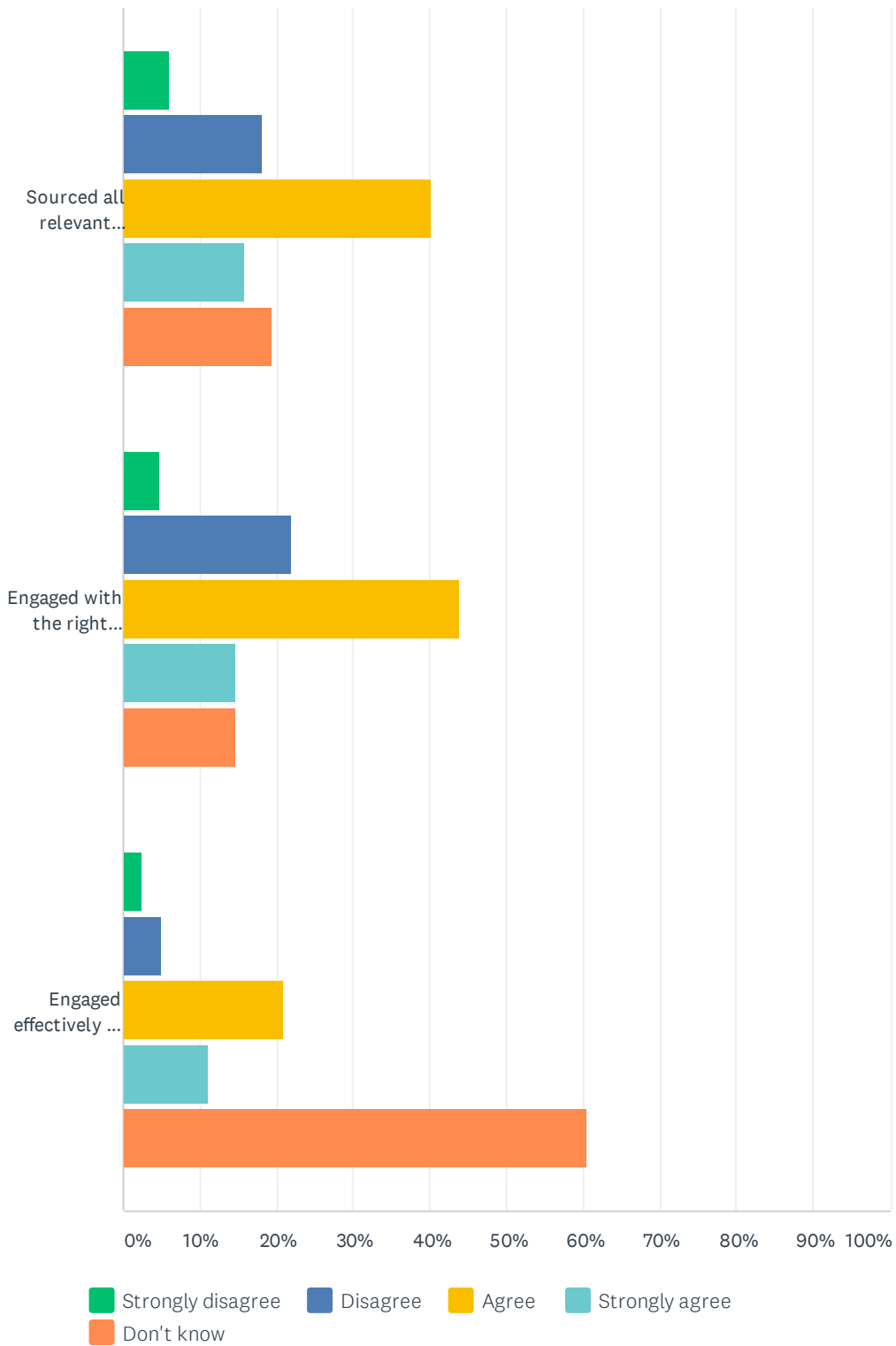
Answered: 37 Skipped: 68

#	RESPONSES	DATE
1	By talking with industry prior to draft recommendations not afterwards when views already consolidated	6/7/2021 2:35 PM
2	I was not aware that it was a two way communication. I assumed that the commission produced a paper and your could provide a submission and that was all there was to it.	6/3/2021 12:28 PM
3	Timeframes where challenging as always but the group I was in that it was discussed with were able to discuss then provide written - this discussion part given it was with Maori across econ govt agencies was particularly useful for us collectively to contribute to the collective push forward.	6/3/2021 11:42 AM
4	I was very happy with the level and style of engagement	6/3/2021 10:48 AM
5	1-1 follow up, at least a sample	6/3/2021 10:47 AM
6	My engagement was limited to my submission in support of the inquiry. My experience in doing this was akin to dropping a stone into a bottomless well and waiting for the sound of the splash. Your silence was resounding. Just a personal phone call to thank me for spending a week of my summer on my submission would have been nice. Even better would have been a call to say why my submission wasn't considered helpful, so that I might better communicate any future submission, while being open to an immediate discussion that explored the space between our contrasting world views.	5/28/2021 4:23 PM
7	Come and workshop through for 1-2hrs in person, and map our history. Create a picture not a word document	5/27/2021 10:06 PM
8	Take more time to assess the submissions on the Draft report, e.g. by contacting the submitting organisations for a discussion / explanation. Additionally organise Delphi rounds or world research cafe sessions.	5/27/2021 2:50 PM
9	More person to person engagement and personalised engagement (as opposed to mass emails)	5/27/2021 2:22 PM
10	I have no issue with the engagement!	5/25/2021 6:31 AM
11	Get much more proactive with reaching out to a broad range of innovation stakeholders, using a range of methods, to promote and encourage participation. A missed opportunity that only University of Auckland responded to the inquiry out of all the public research organisations.	5/24/2021 7:59 AM
12	I was not one of those who were consulted or who engaged in the research and preparation of the report so these questions are irrelevant to me.	5/20/2021 7:44 PM
13	This survey and the final report are the only communications I had about this inquiry	5/19/2021 9:54 PM
14	It was fine	5/18/2021 3:21 PM
15	I wasn't engaged in the inquiry.	5/18/2021 2:06 PM
16	By accepting that protecting the status- quo and not calling out the RMA and the monster that LG has been allowed to grow into.	5/18/2021 1:18 PM
17	Seems to have had widespread engagement, well done! Potentially could have reached out to the New Zealand Business Excellence Foundation and the Centre for Organisational Excellence Research.	5/18/2021 12:54 PM
18	Happy with the amount / opportunity to engage. However, no changes made to the final recommendations.	5/18/2021 12:43 PM
19	Great engagement. Look forward to helping implement the findings and recommendations in the innovation space.	5/18/2021 11:37 AM
20	I was not contacted for any inputs	5/18/2021 11:28 AM
21	In this case to improve engagement changes would need to come from our side, i.e., Us looking to engage more.	5/18/2021 10:59 AM

22	Since I couldn't answer the two immediately above questions I also can't answer this one	5/18/2021 10:57 AM
23	I have no idea why I was selected for this survey	5/18/2021 10:31 AM
24	Engagement was fine	5/18/2021 10:29 AM
25	Some of our peers noted that our submission DR 047 was helpful and yet, it was interesting that it got specific response from the Commission. Presumably, the Commission was busy and resources were stretched.	5/18/2021 10:28 AM
26	More engagement with representatives of organised labour.	5/18/2021 10:26 AM
27	Engagement could have been improved by sharing links to key reports as they came available by email or notifying the release via LinkedIn or other relevant methods such as the industry bodies (BusinessNZ, ExportNZ, The Icehouse etc...) to draw in a wider audience.	5/13/2021 10:46 AM
28	In terms of participation, participation was limited by the scope of the ToR, which felt incomplete. Improvements: Engaged more closely with early stage and start up enterprise in NZ, particularly high value, future facing sectors. What are the particular challenges and risks they face, and what would improve their likelihood of success. What can we learn from those ventures that have failed?	5/12/2021 4:47 PM
29	We stumbled across the opportunity to contribute, as opposed to being contacted directly. Given that our feedback on the draft report was directly reflected in the final report's recommendations there's perhaps an opportunity for the Commission to reflect on its processes for identifying potential stakeholders.	5/12/2021 2:09 PM
30	More interaction before the draft report was issued	5/12/2021 10:05 AM
31	We were only told about the relevance of the enquiry to our work (genetic modification) until the latter stages. Thought this might not be something that needs improving as it might've been missed by us or that might've been intended to be done that way.	5/12/2021 9:21 AM
32	It is not clear how the stakeholders were selected for active and passive (voluntary) engagement, including thought leaders in the public and the private sector.	5/11/2021 12:48 PM
33	Maybe more frequent updates on progress ? Felt a little like we contributed then there was radio silence for a while before we got any feedback. Understand that these things move slow, but sometimes a placeholder message "it's going well, won't be long now" is good.	5/11/2021 11:42 AM
34	.	5/11/2021 11:16 AM
35	You are overly formal and academic. The questions you ask and the whole focus of your work appears to be devoid of any consideration of the human element. At the end - it is all about people and the focus of the Productivity Commission does not appear to take any cognisance of that	5/11/2021 10:19 AM
36	I had only an hour with the team at a very late stage of the consultation process. If we had been able to meet earlier and for longer than 55 minutes I could have prevented some errors of understanding reaching the final report.	5/11/2021 10:15 AM
37	More direct interaction with lead submitters	5/11/2021 10:08 AM

### Q4 When undertaking the inquiry, the Commission:

Answered: 82 Skipped: 23

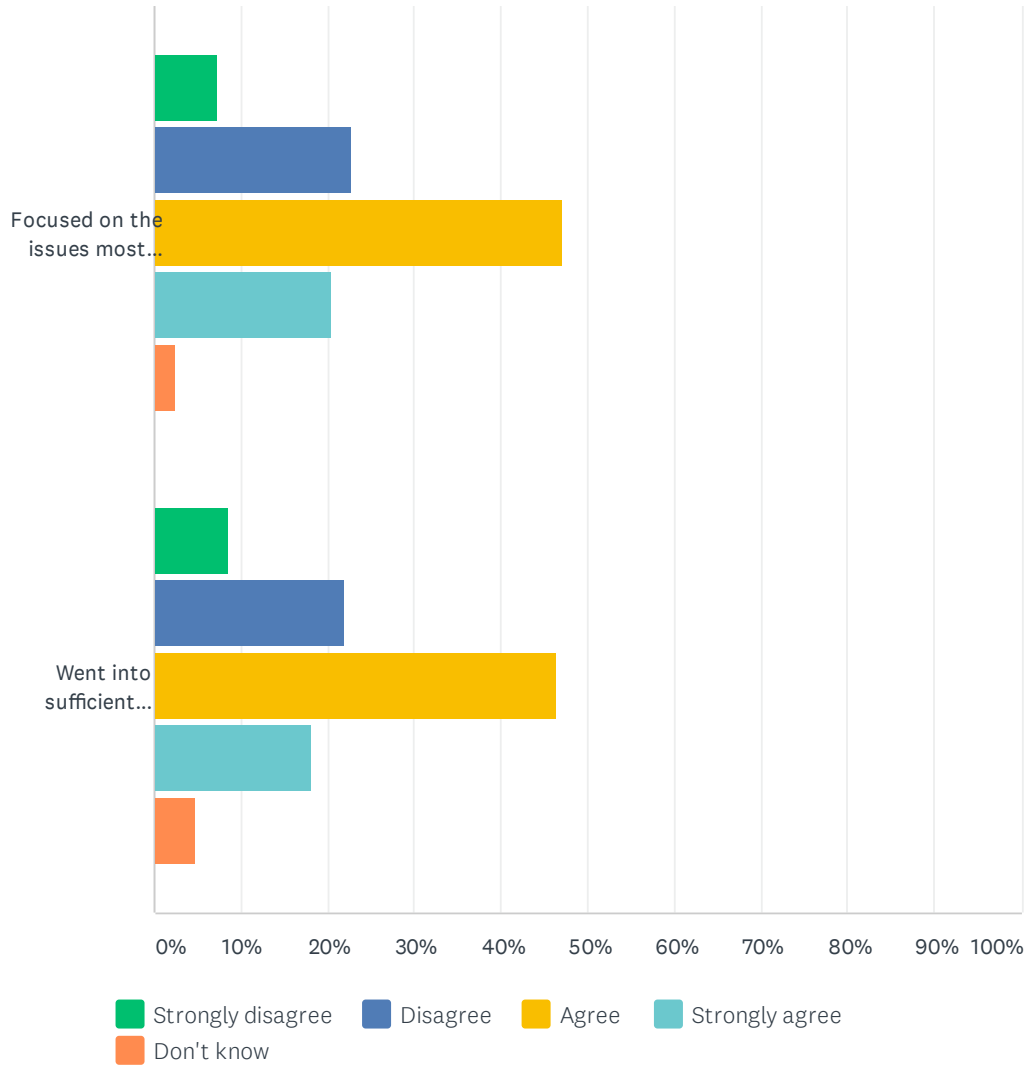


	<b>STRONGLY DISAGREE</b>	<b>DISAGREE</b>	<b>AGREE</b>	<b>STRONGLY AGREE</b>	<b>DON'T KNOW</b>	<b>TOTAL</b>
Sourced all relevant research and information	6.10% 5	18.29% 15	40.24% 33	15.85% 13	19.51% 16	82
Engaged with the right people	4.88% 4	21.95% 18	43.90% 36	14.63% 12	14.63% 12	82
Engaged effectively and appropriately with Māori firms, organisations and individuals	2.47% 2	4.94% 4	20.99% 17	11.11% 9	60.49% 49	81



### Q5 The inquiry report:

Answered: 83 Skipped: 22



	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW	TOTAL
Focused on the issues most significant to the development, performance and contribution of NZ's frontier firms	7.23% 6	22.89% 19	46.99% 39	20.48% 17	2.41% 2	83
Went into sufficient depth on the issues it covered	8.54% 7	21.95% 18	46.34% 38	18.29% 15	4.88% 4	82

## Q6 How could we have improved the focus of the inquiry or the inquiry report?

Answered: 40 Skipped: 65

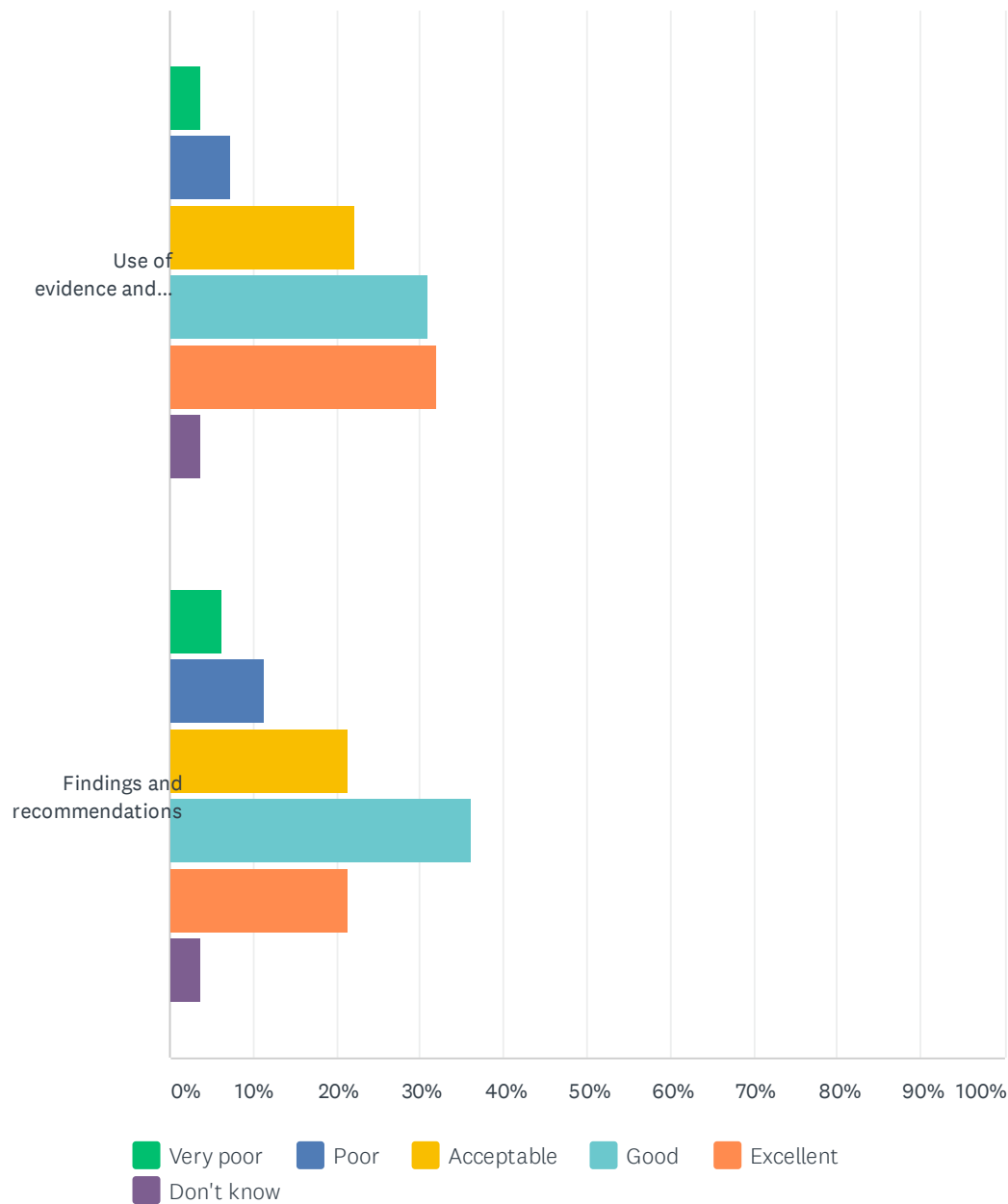
#	RESPONSES	DATE
1	By addressing some of the major impediments to productivity in NZ 1) Welfare and options to reform and address underlying social issues including housing, drugs, education, health and welfare dependency. 2) The report was written for the authors' political masters with an eye on more lucrative work .The report is a recipe for disaster for horticulture. Politicians have jumped on the report to restrict in the short and longer term RSE seasonal immigration to fulfil their political agenda. The report will go down in history as a politically motivated productivity failure. The final recommendation demonstrated my submission has largely been ignored and will result in long term damage and lack of investment and confidence. There was little international input to the study in relation to seasonal horticultural work and global efforts to automate and innovate. NZ is far from alone with the issues but somehow the productivity commission thinks by restricting labour we can self innovate . The authors fail to understand we need to build scale and capital and have time to find solutions to a global seasonal labour issue . 3) The most glaring impediment to NZ productivity is state and local government performance, waste, extraordinary inefficiency and needless compliance imposed on the private sector.	6/7/2021 3:30 PM
2	In my opinion the focus was too much on technology and not enough on culture within organisations, especially a culture that is focused on empowering its workforce to implement improvements.	6/3/2021 12:31 PM
3	It conducted it well as far as I am aware.	6/3/2021 11:43 AM
4	My interest is in tourism. Constraints imposed by ANSIC codes and Government/ Stats NZ under-investment in sector research make it difficult to extract productivity metrics for tourism or to profile tourism enterprise.	6/3/2021 10:51 AM
5	As with much of government's work, engagement seems to start, and mostly stop, with traditional sectors and businesses. Consideration of the impact of technology, emerging sectors and sectors without an historic connection to government, can be missing from both the consideration that goes into framing a piece of government work, as well as the engagement during the agency's process.	5/31/2021 5:42 PM
6	The achievement of effective productivity and the continuous pursuit of innovation that underpins this is wholly about people and what goes on in their heads; their cultural behaviours and depth of tacit knowledge. The simple comparison of national performance statistics in the absence of any understanding of what and who the various national groups are is wholly unhelpful. Typically, the use of Finnish statistics is meaningless without a comprehensive knowledge of their country as a daily project of national survival; or for the Japanese, an empathetic awareness of their culture of perfection.	5/28/2021 4:38 PM
7	Divided productivity into industry size, individual/small/medium/large/corporate, then by sectors, primary industry, secondary and tertiary	5/27/2021 10:09 PM
8	The report was long and spent too long outlining issues that have been reatively well traversed before.	5/27/2021 2:55 PM
9	The Report covers a lot of aspects. Which shows the amount or work the Commission has put into this report. However the Report does not dive deep enough into the root causes of our low productivity. This was also argued in several Submission reports. Hence the Productivity Commission reacts on symptoms rather than analysing and attacking the underlying problems. After all, the productivity problem in NZ are persistent, and hence need different approaches and not mere improvements. Some root causes could be: insufficient management quality; low level of competition; no focus on the capabilities of key professionals; small size of NZ frontier firms; independent attitude and hence no collaboration with key suppliers; no ecosystems that further growth; no triple helix: no university - industry - government cooperation. This all leads back to quality of management.	5/27/2021 2:50 PM
10	Engagement with a broader spectrum of Maori frontier firms	5/27/2021 2:23 PM
11	I know some of the Maori individuals used. The report I read was very shallow and weak.	5/25/2021 6:33 AM

	That contributed very little to the discussion and I was very disappointed they gave it such a poor go! The level of Maori academics in business varies widely, and perhaps some different individuals could have been selected. I hope that's a lesson moving forward.	
12	No institutional history. The Porter project in the early 1990s set out to address similar issues. That initiative lead to a number of initiatives such as the then TRADENZ's cluster initiatives and JAGs (Joint Action Groups) . That these failed to deliver the required quantum of change should have been a starting point. What did we learn? Obviously nothing and we now have Industry Transformation Plans being offered as the way forward. The AgriTech initiative is put forward as an example of the way forward. This approach is flawed and will go down the same path as the initiatives of the 1990's.	5/23/2021 10:26 AM
13	I am not qualified to say whether the review engaged with the right people or enough people or all the people it should have. My impression from the range of people and organisations mentioned and quoted is that it did but I do not have enough knowledge of the public and private parts of the innovation sector to make that judgment. But the report is exhaustive and detailed, which would suggest it did engage widely and with the appropriate people.	5/20/2021 7:45 PM
14	It's a good report	5/19/2021 9:54 PM
15	By forming a vision for New Zealand and for a future model	5/19/2021 4:47 PM
16	Understood the opportunity of improved management and governance practice	5/18/2021 3:50 PM
17	I would have liked more focus on impact of differences in industry policy in the different SAE	5/18/2021 3:23 PM
18	I repeat the above	5/18/2021 1:20 PM
19	It is an excellent report.. potentially could have sampled a proportion of high productivity organisations against average productivity organisations and conducted an assessment (questionnaire/follow up interviews) of where they were at in terms of all aspects of business excellence to identify the differences. Potentially this could be done as future research that COER could assist with. I think the report does a good job at understanding the ecosystem around companies that supports productivity/innovation but more could be done in understanding the internal issues that impact productivity/innovation as this will help to better understand what the ecosystem should be like to best support these organisations.	5/18/2021 1:01 PM
20	The report focused on exporters and didn't take into account the unique position of NZ as an island nation.	5/18/2021 12:46 PM
21	More input from manufacturing related businesses may be one area where further work can be done.	5/18/2021 11:38 AM
22	The section on immigration was very weak and needed much more thorough evidence based work done on it	5/18/2021 11:37 AM
23	I think if we are comparing NZ to SAEs of Europe then looking at the innovation ecosystem/cluster development programmes that they undertake would have been useful, rather than the focusing mostly on the outcomes of those countries, e.g., comparable SAEs export a lot, have large scale, have high r&d diffusion	5/18/2021 11:07 AM
24	Actually observed and followed the terms of reference	5/18/2021 10:58 AM
25	By drawing government attention to water infrastructure as a focus area in which technology innovation had been totally ignored at great cost to the economy	5/18/2021 10:34 AM
26	No idea	5/18/2021 10:32 AM
27	A more rigorous analysis of New Zealand's existing policy settings and institutional foundations would have been welcome.	5/18/2021 10:28 AM
28	This is just too big an answer for a little box. Basically, the intellectual and economic model is fundamentally wrong.	5/18/2021 10:28 AM
29	The Commission appeared to treat "frontier firms" as something govts could directly influence rather than as a symptom of an overall successful economy. You were somewhat constrained by the TOR, but there was no sign of pushback. Also, your cross-country comparisons were quite selective and curiously left out (eg) the small advanced economy in some way most like NZ (Israel - with dismal productivity performance) and the whole of central and eastern Europe, now about as productive as us.	5/18/2021 10:27 AM
30	I think it didn't do enough research into why we have such small businesses in New Zealand and why so few grow into large businesses	5/14/2021 4:56 PM

31	I think the focus on Frontier Firms was appropriate however there needed to be a stronger focus on the SME sector which is resource constrained to build them into scalable global Frontier Firms. David Skilling stated that an SME focus would be underpowered however if we are to focus on exporting SMEs and develop their capability and access to capital then they will be able to contribute to building a sustainable, productive economy.	5/13/2021 10:55 AM
32	More of a focus upon early stage or high growth businesses (particularly those exporting NZ IP) would have been useful, along with greater analysis of the effect of some of our legal frameworks (such as the Companies Act) and our regulators (such as the Electricity Authority) to contemplate their fit for the future.	5/12/2021 4:47 PM
33	More conversations and interactions before the draft report was issued.	5/12/2021 10:06 AM
34	Nothing wrong with the inquiry. The language in the report is a bit tepid - it needs to be more rabid (status quo is unacceptable).	5/11/2021 5:39 PM
35	.	5/11/2021 11:17 AM
36	Not enough focus/understanding of the importance of systems & processes that actually deliver productivity gains. Too much theory and not enough credible experience from the coalface on what actually delivers productivity gains. NZ's relevant policy framework has been abysmal - eg immigration!	5/11/2021 10:25 AM
37	By taking more interest in the human element of your work. You need to consult with a much wider group of people I have a report that the Productivity Commission undertook on the future of Tertiary Education in New Zealand. It was disturbing narrow in its considerations. At least 10% of the population have dyslexia and other neurodiverse conditions, but they were not even mentioned in the report. Ironically some of the highest achievers internationally are people who have dyslexia	5/11/2021 10:23 AM
38	The report is too long. The problem has already been well described for >30 years, and the solutions are pretty straightforward too. The NZ economy has some features not shared by other small advanced economies. But it's not conceptually challenging. However, it has been made much harder by two decades of inadequate policies, poorly targeted and never reviewed. Deeper thought, more incisive solutions, expressed in fewer words may have resulted in a report that will be widely read and - most important of all - actually implemented, monitored, and evaluated in a timely fashion.	5/11/2021 10:23 AM
39	Providing case studies prior for reflection and discussion, education	5/11/2021 10:22 AM
40	Totally failed to appreciate the tight geography around innovation & frontier firms Failed to recognise that NZ has a Wellington-centric approach Failed to draw on international evidence around regions	5/11/2021 10:11 AM

### Q7 Considering the frontier firms final report, how would you rate the:

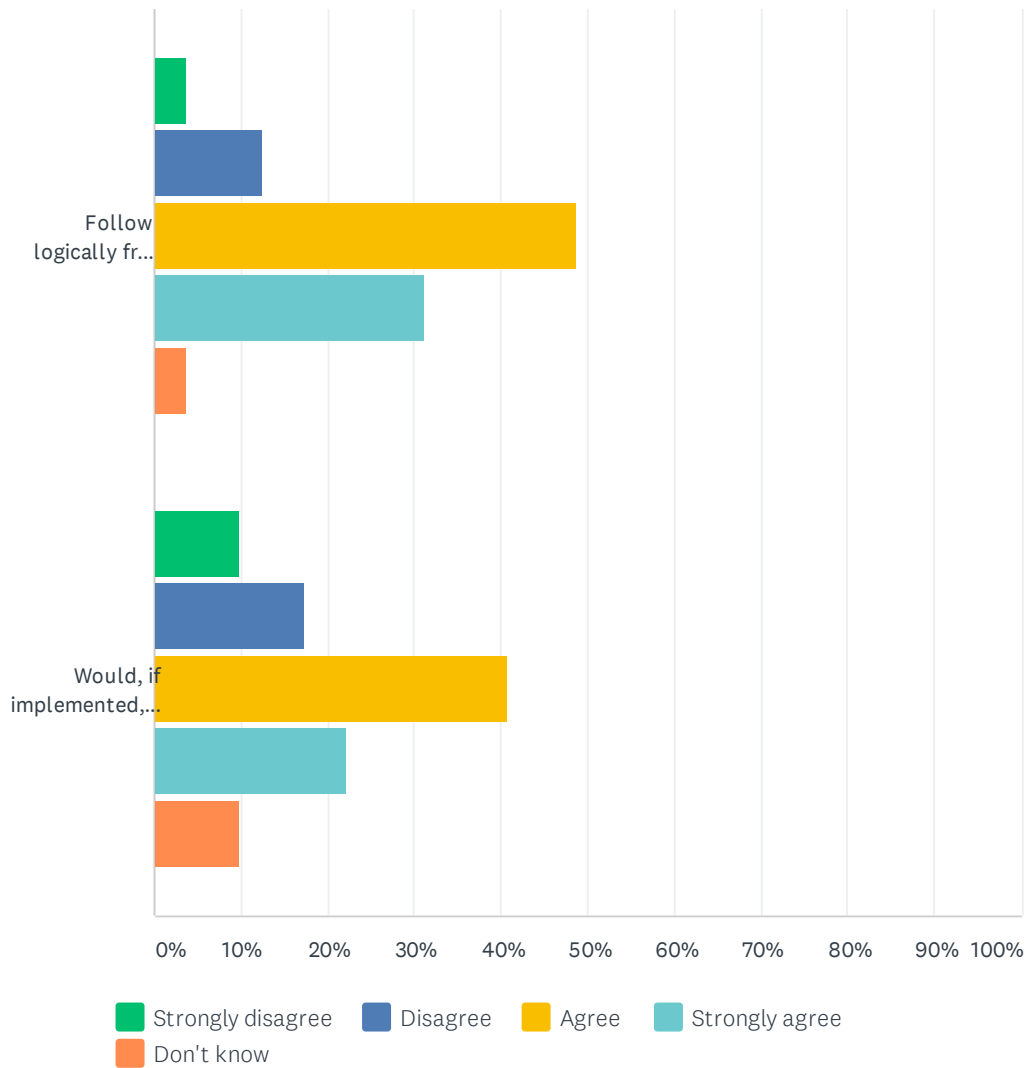
Answered: 81 Skipped: 24



	VERY POOR	POOR	ACCEPTABLE	GOOD	EXCELLENT	DON'T KNOW	TOTAL
Use of evidence and analysis of information	3.70% 3	7.41% 6	22.22% 18	30.86% 25	32.10% 26	3.70% 3	81
Findings and recommendations	6.25% 5	11.25% 9	21.25% 17	36.25% 29	21.25% 17	3.75% 3	80

### Q8 The Commission's recommendations:

Answered: 81 Skipped: 24



	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW	TOTAL
Follow logically from the analysis and findings	3.75% 3	12.50% 10	48.75% 39	31.25% 25	3.75% 3	80
Would, if implemented, materially improve the development, performance and contribution of NZ's frontier firms	9.88% 8	17.28% 14	40.74% 33	22.22% 18	9.88% 8	81

## Q9 How could we have improved the inquiry's analysis or recommendations?

Answered: 32 Skipped: 73

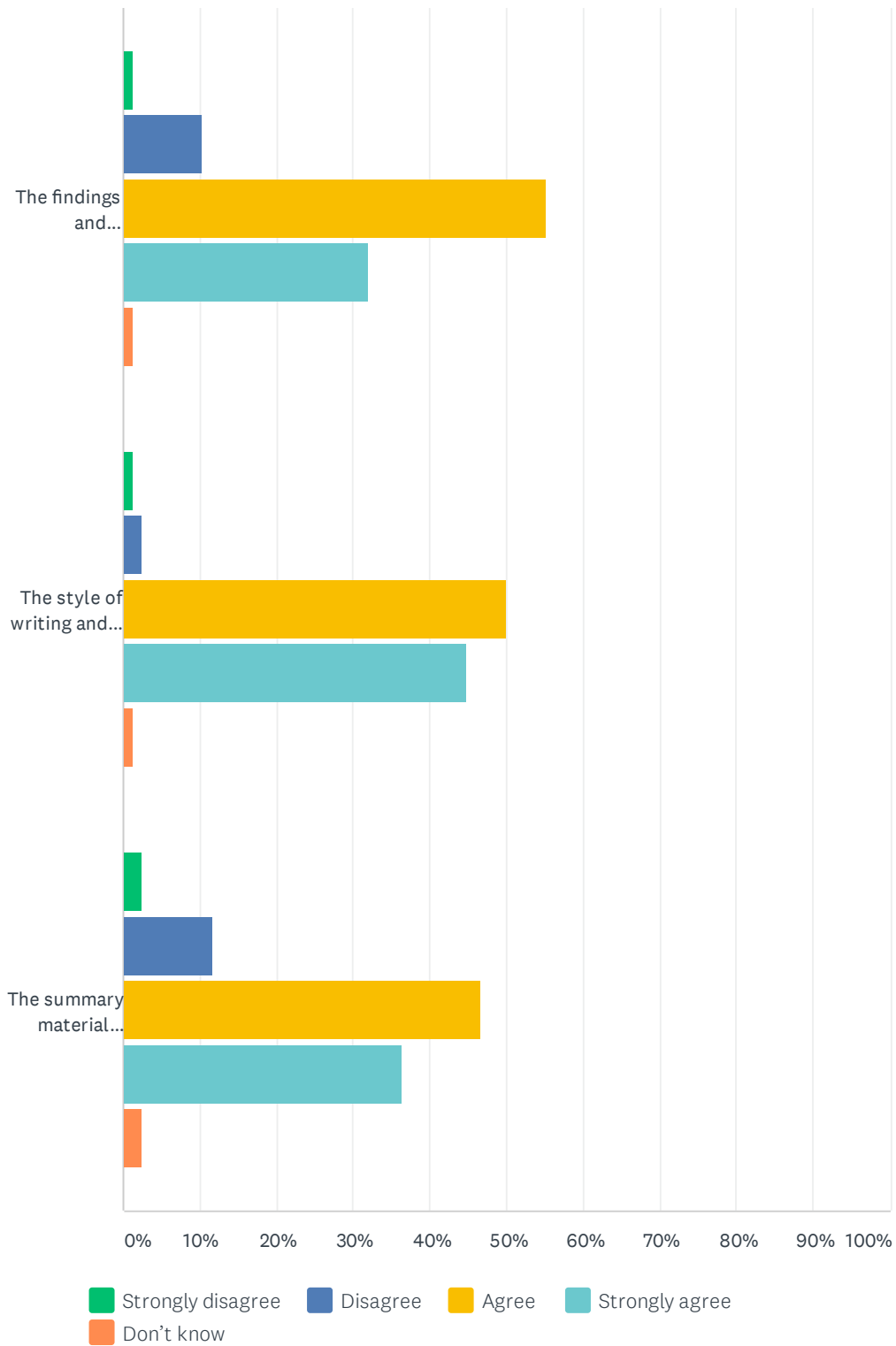
#	RESPONSES	DATE
1	see my answers to point 6.	6/7/2021 3:30 PM
2	I am not sufficient across the methods of the enquiry to give a relevant comment here.	6/3/2021 12:33 PM
3	If recommendations touch Maori - always asking the question within them - If this was agreed to by Maori collectively then we could do A B C etc. Even when Maori groups may believe something is a good idea - they can and won't talk for all and building in the option for there to be a pre-requisite that if Maori want this - then this could be considered a useful exercise - eg holding a Taumata.	6/3/2021 11:46 AM
4	Advocating for better analysis	6/3/2021 10:52 AM
5	Accept that our entrenched failure of national performance results from an absence of the necessary awareness of what we might do better. The persons most likely to provide insight to this lack will be at the margins, rather than amongst those clamouring to provide more of the same.	5/28/2021 4:49 PM
6	Look at more failed businesses, and interview businesses that have closed or exited sector. Review failures	5/27/2021 10:11 PM
7	It will help somehow, but will not be enough to improve NZ productivity to satisfactory levels. Additionally we do not fully understand the drivers for growth in the NZ frontier firms. Although there is a relation between innovativeness and growth, we do not know enough to support NZ frontier firms. Especially their relations with innovative partners and with capacity partners need more research in the NZ context.	5/27/2021 2:50 PM
8	Some of the recommendations aren't hugely insightful. In many ways confirm things people already know. More insight could come in how implementation should occur given the data they found - go out on a limb a bit more.	5/27/2021 2:25 PM
9	It is the implementation that is key here!!	5/25/2021 6:33 AM
10	The report does not do justice to the messages embodied in David Teece's work. Innovation systems dominate when the focus should have been on understanding the dynamics of firm level growth (Capability build and governance as viewed through the strategic management lens. This is business school stuff not economics departments and a macroeconomics/production function perspective of productivity. If McKinsey had undertaken this exercise I think there would have been an entirely different slant to the recommendations. In my view the Commission should get McKinsey to peer review the exercise and report.	5/23/2021 10:38 AM
11	The report correctly makes (sad) comparisons with the other small advanced economies. It says NZ is roughly comparable in government funds/investment but far behind in private sector investment. That suggests that the government needs to greatly increase its funding/resources (as per p144) to lift overall performance. The reference to Mazzucato (p121) and a "mission economy" (p129) (cf her most recent book in which she over-eggs her case but nonetheless makes a convincing case) is highly apposite to this factor and the report does usefully repeatedly touch on the need for public-private collaboration: it should be obvious (but to too many is not obvious) that when governments and firms work together there can be leaps (viz, the nuclear bomb, the Apollo moon mission, COVID-19 vaccines) or just plain better outcomes, even if some are relatively modest. Could the report have pushed this a bit harder?	5/20/2021 7:51 PM
12	Less emphasis on being inward looking	5/19/2021 4:48 PM
13	Could have been clearer / more proscriptive with your recommendations i.e. specifying which sectors Government should be targeting in	5/18/2021 4:39 PM
14	I thought the process was good. We responded to the draft and our recommendations were heard and included.	5/18/2021 3:23 PM
15	Be more concise, and link it back.	5/18/2021 2:08 PM

16	It is very difficult to make a judgement, as don't have the time to read the report thoroughly. Overall on initial reading it is an excellent report to raise awareness of these issues.. From a personal viewpoint i would recommend to raise productivity that more work needs to be done raising the internal capabilities of NZ firms - I suspect few are operating at world-class levels in terms of their management systems, processes etc. Most firms are not using productivity/excellence models to guide how they operate and perform and so their approaches are more likely to be adhoc and not based on best practices. On innovation it is not just about the ecosystem we should be helping organisations to develop an organisation-wide innovation culture... I don't think any assistance on this and how to do it is provided in NZ.	5/18/2021 1:15 PM
17	Change the breadth of the enquiry. Recommendations seemed to focus on moving all primary producers into operating as Nestle type operations. However, lack of appreciation of investment made into R&D to enable being the leader, NZ being remote from its markets and value of NZ primary produce in purest form. Assessment based on GDP. Would have been better given the international issues that this be extended from solely focusing on economic performance, as social and environmental impact are going to be higher priority and drive customer buying decisions into the future.	5/18/2021 12:51 PM
18	As noted above section in immigration very weak	5/18/2021 11:39 AM
19	By actually doing what you were asked to do and focus on what the frontier firms did to achieve their higher performance.	5/18/2021 11:00 AM
20	The recommendations would help a few firms - principally those which probably don't need a lot of help anyway. The focus needs to move towards germinating and sustaining the growth of export-oriented technology firms - and looking a lot wider than IT	5/18/2021 10:37 AM
21	By placing greater weight on submissions in making recommendations	5/18/2021 10:36 AM
22	No idea	5/18/2021 10:32 AM
23	More specific analysis of future state (enabling) regulation and regulators. More specific recommendations on incentives for automation of manufacturing and processing, including within our primary sector. Greater consideration of the sustainability of some industries from a labour and productivity perspective - perhaps we will never be competitive in some markets if we pay people properly and look after them, so let's exit all assistance for those market actors.	5/12/2021 4:47 PM
24	'Reviewing' a lot of things doesn't really help anything. Recommendations should be specific and made with a decent understanding of the policy context.	5/12/2021 12:19 PM
25	In my view the findings and recs could have been a lot stronger and more specific and framed more in the context if a burning platform. But to be fair, I have to read them and the report again and more carefully.	5/12/2021 8:22 AM
26	Again, the language needs to have been more emotive and compelling. Status quo will be a disaster!	5/11/2021 5:40 PM
27	I feel like the report should have been more pointed, it felt like it wasn't quite sharp enough to create a sense of urgency.	5/11/2021 11:44 AM
28	Asart from need to bw bolder in investment choices, mainly tinkering with current system. Lacked ambition. A grab-bag of recommendations rather than a coherent theme	5/11/2021 11:19 AM
29	Listen to what I have been saying and doing for years - at the coalface with a lot of success. Thus NZ's continuing failure. Read my submission, understand it and implement! [REDACTED]	5/11/2021 10:32 AM
30	Analysis on how we grow SME's, maintain and grow domestic IP owning companies, capital market support changes incentives for investment in NZ.	5/11/2021 10:26 AM
31	No further comment	5/11/2021 10:24 AM
32	See my answers above.	5/11/2021 10:24 AM



### Q10 In the final inquiry report:

Answered: 78 Skipped: 27



	<b>STRONGLY DISAGREE</b>	<b>DISAGREE</b>	<b>AGREE</b>	<b>STRONGLY AGREE</b>	<b>DON'T KNOW</b>	<b>TOTAL</b>
The findings and recommendations were clear	1.28% 1	10.26% 8	55.13% 43	32.05% 25	1.28% 1	78
The style of writing and language used was clear	1.28% 1	2.56% 2	50.00% 39	44.87% 35	1.28% 1	78
The summary material provided was useful	2.60% 2	11.69% 9	46.75% 36	36.36% 28	2.60% 2	77

## Q11 How could we improve the inquiry report or summary materials in the future?

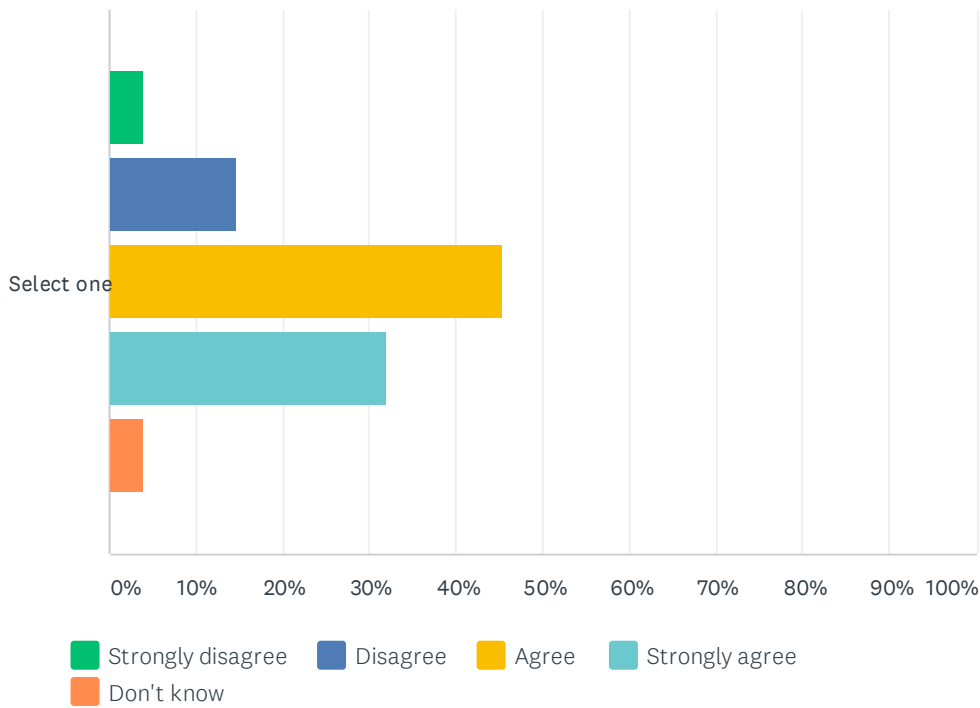
Answered: 23 Skipped: 82

#	RESPONSES	DATE
1	Start again using people with real world experience.	6/7/2021 3:31 PM
2	Summaries across a few areas might be useful - govt works in silos, even if we try and join up so summaries across silos and commonalities across those silos could be useful - love Cut to the Chase Maori	6/3/2021 11:49 AM
3	Greater depth in sector analysis	6/3/2021 10:53 AM
4	No comment	5/28/2021 4:50 PM
5	Link to levers in fiscal policy development, which can be used in an 'all of government' approach, and create a level commercial field.	5/27/2021 10:12 PM
6	Too many recommendations in the report. what are the key points that we have to tackle first on a micro, meso and macro level? The Cut the Chase document mentions a mixture of conclusions and recommendations. They are not always based on the recommendations from the Report. For example, it is not clear why primary industries with commodity products would be areas with "rich potential of innovation". Is that based on a patent / technology / innovation analysis compared to overseas competition? Can we develop VRIO competences based on what we have here? The case study in the main report is not convincing.	5/27/2021 2:50 PM
7	Very solid.	5/25/2021 6:33 AM
8	See comments in section 9 above	5/23/2021 10:38 AM
9	I have found past commission reports interesting and informative, if sometimes lacking in step-change thinking/recommendations. This report is very informative and useful in its recommendations but could (as in previous note) have gone a bit further in its public/private joint "mission" thinking. The risk is that the review the report recommends may retreat to what is safe, not advance into what could be transformative.	5/20/2021 7:52 PM
10	I have no issues with the report. The challenge is what happens next. Recommend follow-up audit in 12 months to see how much has been responded to.	5/18/2021 3:24 PM
11	See previous comment. You rely on influence, and decision-makers do not necessarily have the time to look at a massive report.	5/18/2021 2:09 PM
12	To improve we need to undertake structured benchmarking projects including key stakeholders to understand how and why other countries/productivity frontier organisations are performing better and together agree on and implement strategies/actions to raise productivity. Benchmarking not only includes learning but most importantly includes application and involving stakeholders at each stage of the journey. As a side note there is little understanding and/or practical application of benchmarking in NZ to learn from best practices.	5/18/2021 1:19 PM
13	It was a little bit long I felt. Maybe the Exec Summary could have included a few parts of Chapter 11	5/18/2021 11:39 AM
14	It was very verbose and repetitive. It should have been cut b two thirds.	5/18/2021 11:01 AM
15	By noting the economic damage caused by ignoring world leading technology innovation by NZ firms	5/18/2021 10:38 AM
16	Have never read it. So cannot help you.	5/18/2021 10:32 AM
17	The recommendations lack specificity and substance. Little analysis of underlying drivers (such as labour relations, regulation, Companies Act etc).	5/12/2021 4:47 PM
18	Stronger message in the summary material would have been useful.	5/12/2021 8:23 AM
19	Again, the language needed to be more emotive and compelling.	5/11/2021 5:40 PM
20	Be bolder	5/11/2021 11:20 AM

21	See above	5/11/2021 10:37 AM
22	<p>Shorter, more incisive, more detail on implementation with suggestions for appropriate indicators by which to measure progress, benchmarking against best practice, etc. To illustrate the last point: In the 1990s, Tradenz used to measure a very simple thing: the proportion of ETMs ('elaborately transformed manufactures')/ total exports by value. As soon as Fran Wilde succeeded Rick Christie as CEO, the metric was dropped - perhaps because she didn't understand it (or what her job was), although she said she wanted to change everything her predecessor had done. If we had continued to track and report to Ministers on that metric alone, we wouldn't have slipped back so far in the two decades since. That is the value of simplicity. Almost anyone can grasp it, whether they have economic training or not. If Fran Wilde had been seized of its significance, she might have seen how she could use it to advance her career. Alas, she put ambition ahead of country. Then the decision-makers decided that we needed to change the organizational structures, rather than improve the strategy and its implementation. The results you can see for yourselves.</p>	5/11/2021 10:37 AM
23	Productivity is a major issue affecting the future of New Zealand. I did not feel that this report advanced our understanding of productivity at all	5/11/2021 10:26 AM

## Q12 Overall, I was satisfied with the Commission’s process for running this inquiry:

Answered: 75 Skipped: 30



	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW	TOTAL
Select one	4.00% 3	14.67% 11	45.33% 34	32.00% 24	4.00% 3	75

## Q13 The Commission published an issues paper (inviting submissions), a draft report (inviting submissions), a final report and associated research reports. Did this approach work for you?

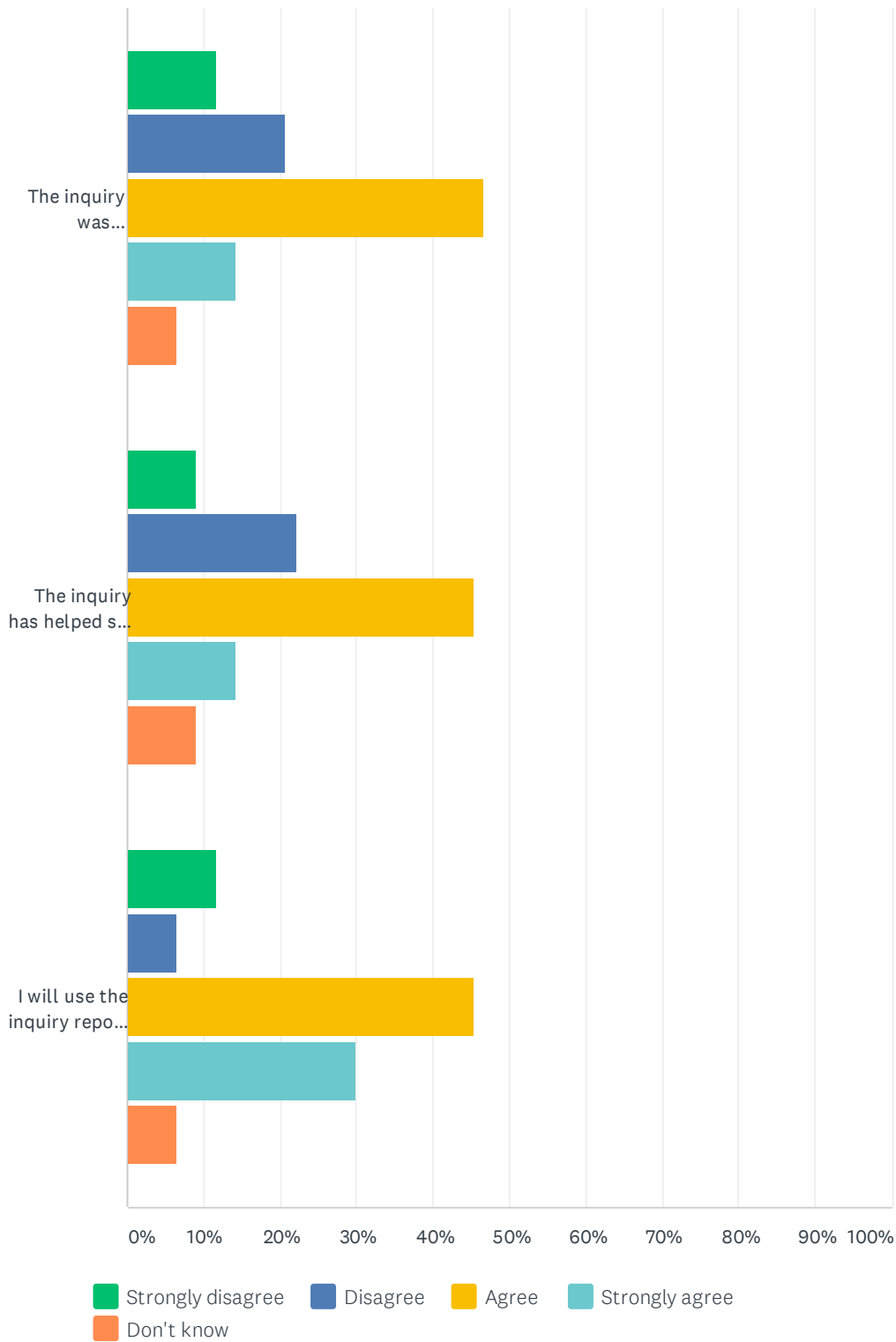
Answered: 51 Skipped: 54

#	RESPONSES	DATE
1	No	6/7/2021 3:31 PM
2	Yes	6/3/2021 10:14 PM
3	Yes. It was very helpful to have access to work in progress as we worked on our own contribution.	6/3/2021 12:42 PM
4	Yes, but I am mystified with the first question with regards to "open to communication" and "zoom sessions"	6/3/2021 12:34 PM
5	Yes	6/3/2021 11:49 AM
6	In general, yes	6/3/2021 10:53 AM
7	yes	6/3/2021 10:49 AM
8	Yes	5/31/2021 5:43 PM
9	The framework is fine. What you lack is anything of significance to communicate.	5/28/2021 4:51 PM
10	Never received, was bit distracted by COVID related activities	5/27/2021 10:13 PM
11	Yes.	5/25/2021 6:34 AM
12	yes	5/23/2021 5:41 PM
13	Yes	5/23/2021 10:40 AM
14	Broadly, that process seems appropriate. But I doubt that I am informed enough to offer an informed choice of the four above opinions, which is why I have said Don't know.	5/20/2021 7:52 PM
15	Yes	5/20/2021 4:07 PM
16	I have only seen comms about the final report and this survey. Perhaps other comms ended up being overlooked or junked. A shame that I missed participating more fully.	5/19/2021 9:55 PM
17	I was not contacted as part of the inquiry though I have familiarised myself with the material. The reports focus on what has worked for NZ firms but does not position for the future.	5/19/2021 4:53 PM
18	yes, the iterative approach worked well.	5/18/2021 4:51 PM
19	Yes	5/18/2021 3:51 PM
20	Yes, this process functioned well	5/18/2021 3:49 PM
21	Yes	5/18/2021 3:25 PM
22	Sure.	5/18/2021 2:10 PM
23	A huge amount of work went into this, you can't please everyone, overall well done!!	5/18/2021 1:20 PM
24	Yes though I only engaged directly with the Issues Paper and the final report/associated research reports, not the draft report. Whether those three stages are needed is a bit of an open question for me.	5/18/2021 12:55 PM
25	The process was acceptable.	5/18/2021 12:53 PM
26	yes	5/18/2021 12:29 PM
27	Yes	5/18/2021 12:06 PM
28	We were involved late	5/18/2021 11:40 AM
29	Fine	5/18/2021 10:39 AM

30	Yes	5/18/2021 10:37 AM
31	yes	5/18/2021 10:36 AM
32	N/a	5/18/2021 10:33 AM
33	Yes it did.	5/18/2021 10:31 AM
34	Overall, I think the report is a welcome intervention into a critical and urgent issue for the New Zealand economy.	5/18/2021 10:30 AM
35	Yes. Suggest being more transparent about opportunities to contribute research to the work - seems to be a closed shop of people who are approached or who pitch to PC to provide research.	5/18/2021 10:25 AM
36	Yes, I think it works well	5/14/2021 4:58 PM
37	Yes it did and I felt that my contributions were valued.	5/13/2021 10:56 AM
38	The process was OK - the level of depth of analysis into drivers, levers and route cause was insufficient.	5/12/2021 4:47 PM
39	Apart from not having been aware of the original issues paper, yes, the approach worked well	5/12/2021 2:12 PM
40	Yes but the commission should have spoken to industry deeper earlier to avoid some of the statements in the draft report	5/12/2021 10:07 AM
41	Yep, I just don't think we were notified about the issues paper or draft report.	5/12/2021 9:29 AM
42	Yes	5/11/2021 5:40 PM
43	I was not an active participant in this process.	5/11/2021 12:50 PM
44	yes	5/11/2021 11:44 AM
45	Yes	5/11/2021 11:20 AM
46	Yes	5/11/2021 11:01 AM
47	The format was fine, the content was not - it missed the key issues.	5/11/2021 10:38 AM
48	As a process, it is unexceptionable. Is that what you mean?	5/11/2021 10:38 AM
49	Yes provided platform for participation and demonstrated depth of research and thinking	5/11/2021 10:27 AM
50	No. The work of the Productivity Commission is vitally important, but you are far too dry and academic in your approach	5/11/2021 10:27 AM
51	No interaction, no discussion following a detailed submission on the draft report. No real appreciation, internalisation of the content of that detailed submission. Why bother?	5/11/2021 10:14 AM

# Q14 How much do you agree or disagree with the following statements?

Answered: 77 Skipped: 28

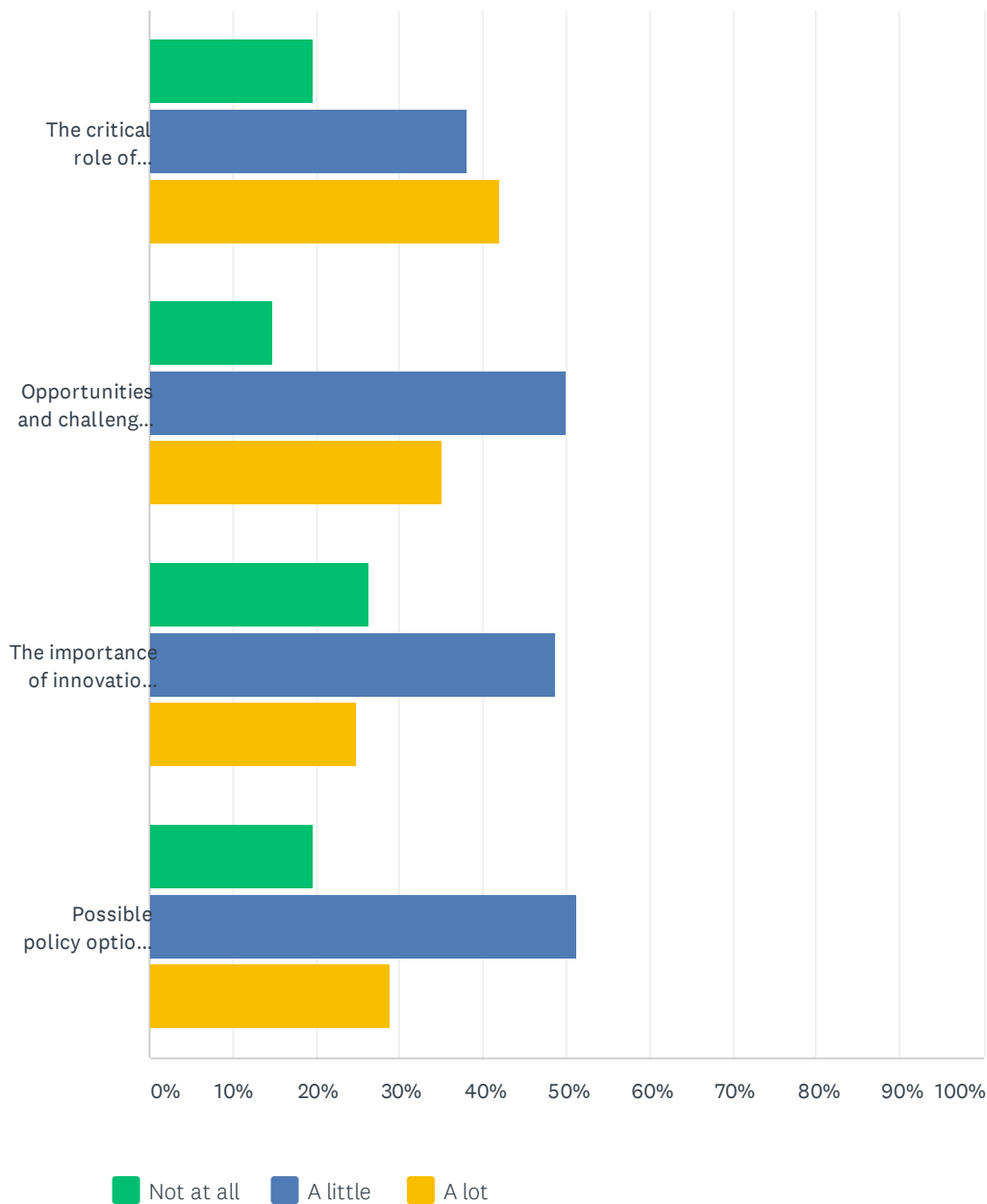




	<b>STRONGLY DISAGREE</b>	<b>DISAGREE</b>	<b>AGREE</b>	<b>STRONGLY AGREE</b>	<b>DON'T KNOW</b>	<b>TOTAL</b>
The inquiry was sufficiently bold in reaching its findings and recommendations	11.69% 9	20.78% 16	46.75% 36	14.29% 11	6.49% 5	77
The inquiry has helped set or lift the standard in NZ for high quality analysis and advice on improving the development, performance and contribution of frontier firms	9.09% 7	22.08% 17	45.45% 35	14.29% 11	9.09% 7	77
I will use the inquiry report as a resource and reference in the future	11.69% 9	6.49% 5	45.45% 35	29.87% 23	6.49% 5	77

### Q15 The inquiry increased my understanding of:

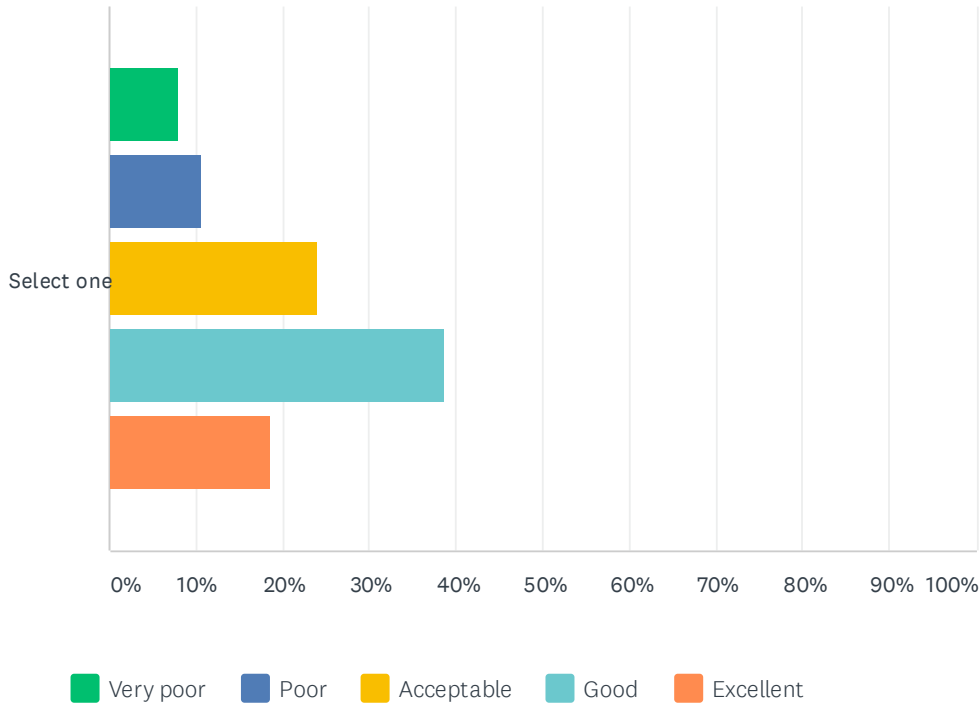
Answered: 76 Skipped: 29



	NOT AT ALL	A LITTLE	A LOT	TOTAL
The critical role of frontier firms in national productivity and wellbeing	19.74% 15	38.16% 29	42.11% 32	76
Opportunities and challenges for Māori frontier firms	14.86% 11	50.00% 37	35.14% 26	74
The importance of innovation ecosystems	26.32% 20	48.68% 37	25.00% 19	76
Possible policy options and approaches for improving NZ's productivity	19.74% 15	51.32% 39	28.95% 22	76

### Q16 Please rate the overall quality of this inquiry, taking into account the focus of the reports, quality of analysis, engagement, delivery of message and process:

Answered: 75 Skipped: 30



	VERY POOR	POOR	ACCEPTABLE	GOOD	EXCELLENT	TOTAL
Select one	8.00% 6	10.67% 8	24.00% 18	38.67% 29	18.67% 14	75

## Q17 Overall, what do you think we did well?

Answered: 44 Skipped: 61

#	RESPONSES	DATE
1	little	6/7/2021 3:33 PM
2	I was very impressed by the breadth of the sources used and their integration into a coherent whole. The quality of engagement with the team I'm part of was also outstanding.	6/3/2021 12:45 PM
3	I really appreciated the effort that went into the Maori work. Inquisitive, reaching, asking and listening, then presenting back.	6/3/2021 11:58 AM
4	Engagement	6/3/2021 10:55 AM
5	When an opportunity for engagement became available (fairly late in the inquiry process), the Commission Team were interested and willing to explore new information.	5/31/2021 5:48 PM
6	Sorry, nothing. As I reflect on industry leaders that I have known over the years in other countries, I flinch when I think how they would have reacted to such a document on such a critical issue.	5/28/2021 4:59 PM
7	Got the report out and distributed	5/27/2021 10:14 PM
8	The Productivity Commission has shown the courage and perseverance to analyse the NZ productivity problem. This is a wicked problem, and involving all stakeholders with their vested interests is not always easy. The Report is a good first step and has laid the foundation for future actions and discussions on how to improve. It would be good to erect a committee for further actions. My guess is that the contribution of some of the authors of the Submissions can be valuable. However they need to be independent from current industry & policy interests.	5/27/2021 2:51 PM
9	Good use of economic data available. Clear communication in the report.	5/27/2021 2:28 PM
10	Presentation of results. Public engagement.	5/27/2021 2:04 PM
11	I think the Maori business aspect was very positive.	5/25/2021 6:36 AM
12	Comprehensive analysis progressive focus on opportunities with te ao Māori and definitions of productivity	5/24/2021 8:16 AM
13	I had high expectations for the exercise and was underwhelmed by what was produced.	5/23/2021 10:52 AM
14	Detailed factual analysis; a wide-range of interviews; a scan of foreign experience and action, and castigation of the government for its overly bureaucratic dealing with research and innovation. I would have like the opportunity to class it as somewhere between good and excellent because it was a lot better than good but not quite excellent. I was pleased to see you raise (1) Maori enterprises as exemplars (I worked with one a few years back and found it impressive in its strategic approach and its execution but had not thought of it as a "frontier firm", so that section was (a) revelatory to me and therefore (b) of particular interest in the draft report) and (2) the need to get up to speed on gene editing. To those I would have added synthetic and plant protein, which poses a huge potential/challenge. You might also have done more on pastoral farming emissions.	5/20/2021 7:56 PM
15	Good analysis of current status	5/19/2021 4:56 PM
16	I think you identified the issues relevant to the Maori economy well.	5/18/2021 4:53 PM
17	It was great to see some diversity in thinking in regards to including Māori frontier firms	5/18/2021 3:51 PM
18	It exceeded my expectations.	5/18/2021 3:26 PM
19	Many things... moving forward there needs to be an overall national productivity/excellence strategy that engages as many businesses as possible on a productivity/excellence journey with leadership from our frontier firms. We can learn from many countries on how to do this and there are some simple strategies that if all key institutions were aligned could make a big difference very quickly. NZBEF/COER happy to help.	5/18/2021 1:25 PM
20	Gave plenty of time and opportunity for people to engage with the inquiry, proactively sought a wide range of views, and gave good consideration to Maori firms.	5/18/2021 12:57 PM

## Frontier firms inquiry

SurveyMonkey

21	Engagement. However, didn't agree with the findings.	5/18/2021 12:54 PM
22	Including Maori perspective	5/18/2021 12:13 PM
23	Good engagement - open and listening Tried to accommodate a very broad set of stakeholders, though primarily government.	5/18/2021 12:07 PM
24	Engagement and clarification. Systems design	5/18/2021 11:41 AM
25	I thought overall it was a very good report.	5/18/2021 11:10 AM
26	Very receptive to submissions.	5/18/2021 10:42 AM
27	Articulated the issues faced by Maori frontier firms	5/18/2021 10:39 AM
28	The Commission has made a substantive change to the Final Report over and above its Draft Report. This shows a genuine commitment to quality and excellence. The Commission was prepared to hire experts to address skills and capability gaps in the production of the advice. This indicates an organisational culture that is open. We need more organisations like this in Aotearoa New Zealand.	5/18/2021 10:35 AM
29	As I do not believe I was a part of this I have no idea.	5/18/2021 10:34 AM
30	You took account of feedback provided and acknowledged it where appropriate	5/14/2021 5:01 PM
31	I think the process was transparent and it was easy to engage and the material relevant.	5/13/2021 10:58 AM
32	Although weak, it represents a fair start. The process (other than the definition of the ToR, which lacked ambition in my view) was transparent and well managed.	5/12/2021 4:49 PM
33	Listened well to feedback after the draft report	5/12/2021 10:08 AM
34	I think that overall the focus on frontier firms was important, especially laying out why frontier firms are particularly important to the economy and productivity growth.	5/12/2021 9:51 AM
35	It was a mammoth task and the scope of the research and analysis was thorough. There are a lot of finding and hooks upon which to hang further work and advice. Overall, well done.	5/12/2021 8:47 AM
36	The process and the general framework made a lot of sense.	5/11/2021 5:42 PM
37	Recognized the need for understanding the productivity deficit in New Zealand is through the investigation of the performance of firms and industries across the country (What?) in relation a benchmark that is appropriate.	5/11/2021 12:58 PM
38	Summarising the various views and aspirations of a huge group of passionate and sometimes parochial participants into something sensible , as well as keeping everyone engaged	5/11/2021 11:46 AM
39	Anodyne, except for need to get over making bolder investment choices	5/11/2021 11:22 AM
40	Overall I think the inquiry went well. The challenge, as always for the Prod Com, is getting the policy recommendations implemented in a meaningful way.	5/11/2021 11:04 AM
41	Process seemed OK. But see my comments above.	5/11/2021 10:45 AM
42	Good process. Rubbish results!	5/11/2021 10:39 AM
43	Quality document but could have provided greater insight on how other small countries have achieved greater productivity outcomes than NZ	5/11/2021 10:34 AM
44	Very little	5/11/2021 10:31 AM

## Q18 Are there any other comments or suggestions you would like to make about this inquiry?

Answered: 35 Skipped: 70

#	RESPONSES	DATE
1	I think the report should be binned. Many people I talk to including well known economists and business people think this was a poor report long on qualitative assertions and short on quantitative data driven analysis. I suspect the authors reputations will not have been enhanced by the report. Thank you for giving me the opportunity to vent my disapproval in a very poor piece of work. John Bostock	6/7/2021 3:33 PM
2	None that won't get me into trouble with my dept that continue to talk to much and use great words and then not front when it comes to the actions to and with Maori.	6/3/2021 11:58 AM
3	Not at the moment.	6/3/2021 10:55 AM
4	Scanning NZ, and internationally, for new or evolving sectors that should be factored into the Commission's work should be done at the commencement of work, not wedged in at the end if a stakeholder group is fortunate enough to have the resources to commit to submitting.	5/31/2021 5:48 PM
5	The joint abilities to - frame the right questions - listen to the answers are fundamental to gaining transformational insight.	5/28/2021 4:59 PM
6	Need to follow-up with a 24month progress report, whats changed	5/27/2021 10:14 PM
7	Broader engagement with Maori frontier firms. More bold recommendations (but are still linked to data). Iwi/Maori endorsement of recommendations would be good too, potentially give government more impetus to listen.	5/27/2021 2:28 PM
8	It is making the research --> policy change that is the key!	5/25/2021 6:36 AM
9	Engage much more proactively, and via a range of mechanisms, with innovation stakeholders to drive engagement and participation.	5/24/2021 8:16 AM
10	What the exercise set out to address was in my view fundamental strategic and change management analysis. My starting position would be why have MBIE, NZTE , Callaghan et al not done the strategic spade work? There is a whole institutional story that has not been addressed. There is a preoccupation with project and programme management and potentially doing the wrong things with great precision. I don't think we have the leadership to create a compelling long-term vision and the requisite investment in the long game.	5/23/2021 10:52 AM
11	I ticked Don't know to the first item on question 14 on "sufficiently bold in findings and recommendations" because I wanted to tick a box between agree and disagree. In places it is bold and in places it could have been bolder. I also had to duck the third item because I am no longer active. Had I still been writing columns, I would have drawn on it (a) to reinforce the case for more active government involvement in and funding of innovation/research, including public/private collaboration and (b) to push the Maori enterprises finding. As you will see, I have trouble with tick-box surveys. I am not sure what the commission will gain from my comments but presumably the MBAs who thought up the tick-box will think they have contributed importantly to the commission.	5/20/2021 7:56 PM
12	It is time we focused on developing a clear and articulated vision for New Zealand 2050. We need a national strategy for NZ which sets out a vision and this would drive future initiatives. Happy to assist.	5/19/2021 4:56 PM
13	A similar study on Maori SME's is over due.	5/18/2021 4:53 PM
14	like to see far more mini inquiries..quicker look at drivers and processes .i find most of the timelines too slow to be relevant or effective in real time .Can you be more like the Ombudsmon...like to 6 or 7 Mini Inquiries..on the go continuously	5/18/2021 3:59 PM
15	No	5/18/2021 3:26 PM
16	Think more about what needs to change, who do you need to influence to get that change, and how to communicate to get that change.	5/18/2021 2:12 PM
17	None	5/18/2021 12:13 PM

18	Perhaps summarise the top recommendations up front.	5/18/2021 12:07 PM
19	Should report findings based on the evidence provided by submissions about technology sectors of national significance	5/18/2021 10:42 AM
20	Jo Smith was a pleasure to work with	5/18/2021 10:39 AM
21	Clearly, the Commission is stretched in regards to resources. Look to increase your level of investment for these enquiries so that the level of engagement can be more in depth.	5/18/2021 10:35 AM
22	The immigration work commissioned from NZIER was particularly poor, and strangely disconnected from the ToR, given that few firms employing RSE workers are likely ever to meet your "frontier firms" definition.	5/18/2021 10:29 AM
23	Thank you for the opportunity to participate and to add value to these important discussions.	5/13/2021 10:58 AM
24	Much more ambition is needed.	5/12/2021 4:49 PM
25	From memory, I think that the report said that productivity growth was needed to raise living standards. Which isn't the whole picture. In the long-run, productivity growth is a necessary condition to raise living standards, but isn't by itself sufficient, frontier firms still need to share their productivity gains for living standards to rise. But that's probably outside of your enquiry (perhaps it could've been a little footnote). The second thing was that I thought the lessons that could be learned by Maori firms could've been supported with a bit more evidence. I didn't notice the criteria that was used to assess how innovative Maori firms were. There was also no information about the sample size of the Maori firms (if it was a small sample are the conclusions solid?). And there was also no critical thought, at least that I felt, given to whether aspects of innovation that Maori firms demonstrate are even applicable to large frontier firms. It just seemed like "We assessed these Maori firms, by our assessment they're more innovative, these are the values that drive Maori firms, frontier firms should take on these values."	5/12/2021 9:51 AM
26	Further public events and socialising of this work would be great, if there is opportunity and capacity.	5/12/2021 8:47 AM
27	Beyond the language, reports are documents and humans don't like to read much. The content of the inquiry needed to be in different usable form factors, including human video, animated video, etc	5/11/2021 5:42 PM
28	There is further work needed to fully investigate the Why, How, Where and by When the barriers to overcoming the productivity deficit could be achieved for New Zealand to bridge the productivity gap.	5/11/2021 12:58 PM
29	See earlier comments	5/11/2021 11:22 AM
30	I found the graphics used in the overview childish and not particularly helpful explanatory tools. I think they detract from the overall professionalism of the report and inquiry.	5/11/2021 11:04 AM
31	Thanks for asking. I have been frank in my responses but I hope you will prefer my detailed analysis (within the confines of the questionnaire) to the usual passive-aggressive Kiwi approach, in which I tell you it was lovely to your face and bag you behind your back to my friends. There is nothing here that I and my colleagues haven't already said to each other when the final report was released. We were disappointed, I am sorry to say. And whatever you may think of my insights, <u>they</u> have commercial and intellectual gravitas.	5/11/2021 10:45 AM
32	See above.	5/11/2021 10:39 AM
33	Commission needs partners in economy Chambers, Economic Entities to take the document out into business community to discuss. I would be interested to know how many business people read and think about these issues!!	5/11/2021 10:34 AM
34	This inquiry was like the other work that the Productivity Commission is involved. Overly academic and remote from any audience. You seem unable to distil information down to useful summaries	5/11/2021 10:31 AM
35	Regret that I put considerable time into submitting.	5/11/2021 10:17 AM