

Why Choose
BizBuddyHub?



launchvic

Funding Submission

BizBuddyHub

Friday 6th May 2016



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This submission has been devised in association with LaunchVic guidelines submission requirement.
All contents are to be treated as Commercial in Confidence.



Introduction

BizBuddyHub is a hosted community coworking space with a membership of local business people. While based on social enterprise it is a self-sustaining model.

Live Local Work Local Love Local. This is what drives us and, what we aim to demonstrate within our submission. Passionate people, creating effective change within our communities, coming together in a collaborative space. Aligning with the goals set by Wyndham City and LaunchVic, we aim to build an inclusive community where we contribute to the future. Based upon the ecosystem we illustrate here, we believe coworking communities are the way to work of the future.

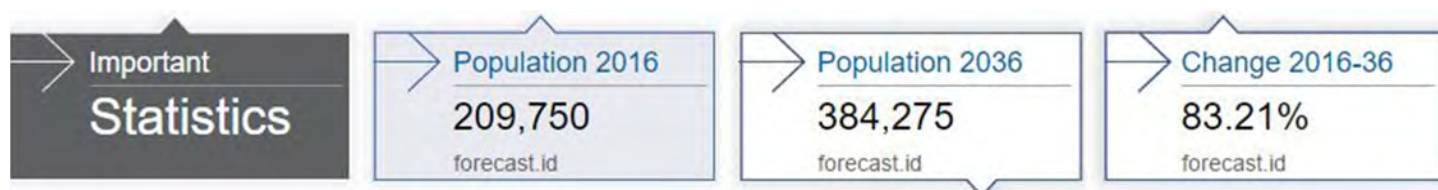
Our model values being entrepreneurial, open, collaborative and autonomous. We aim to break down the silos building a strong grassroots community from the ground up. Creating a network, a pool of talent, of like minded members who connect and collaborate around ideas and solutions.

This project is aligned with **Wyndham's 2040** vision as it emphasises a variety of ways for people to develop and access local employment and enterprise. The 2015-2019 **Wyndham East District Plan** identifies Employment, Young People and Education, and Training as significant community priorities with the aim to support new business to grow and develop as part of the four year employment goal towards the 2040 vision.

Live Local, Work Local, Love Local

Addressing Outer Metro Needs

In recent years Point Cook, a suburb of Wyndham City, has been recognised nationally as being the one of the fastest growing areas in the western corridor of Melbourne and currently has close to 50,000 residents. Increasing urbanisation in the City of Wyndham, (near 210,000 residents) with affordable housing, will result in an estimated population of nearly 385,000 by 2036.



Approximately 70% of the resident workforce commute to places of employment outside the municipality. The other 30% work locally with a large number freelancing or establishing some form of micro business. Point Cook also has the unique challenge of being locked on the eastern side of the Princes Freeway; it has limited exit options other than crossing the freeway.

Point Cook itself has a young family demographic and interestingly one of the highest educated demographics in Melbourne. Many experience long commute times, sometimes 2 hours each way, due to the heavy reliance on congested road infrastructure. Whilst an increasing population brings many benefits to the local community, local infrastructure, jobs and transport is challenged for investment to keep pace.

The story is similar in many outer metro locations, serving as dormitory suburbs serving a central CBD.

From Need to Solutions:

Plan Melbourne has conducted important studies and proposals around “The Twenty Minute Neighbourhood” which is in essence what this proposal is all about creating; A community focussed environment for business, work and services.



Bernard Salt added 2 new photos.
18 March

Speaking at the City of Wyndham business awards kick off today. Build a better Wyndham (Werrbee, Melbourne) through inclusion, social cohesion, soft-skill development and investment in knowledge workers. Decentralise jobs to regional centres to create vibrant localised communities.



How to build a better Wyndham in the future

- Invest in skills, work experience, job training programs ... build a better workforce**
- Build a program of social cohesion through volunteering ... build a stronger community**
- Identify local entrepreneurs via a Festival of Enterprise ... celebrate local success**
- Secure government support for infrastructure, jobs and investment**
- Galvanise community support through inspirational leadership**

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Other speakers and initiatives also recognise the need for this type of environment in outer metro and regions.

Bernard Salt, for example, recently presented at the Wyndham Business Awards Launch on the future of outer metro and the need to decentralise and create a stronger local model.

In mid-2015 Sara Mitchell, Founder of BizBuddyHub, started to develop an innovative idea to provide a community driven and focussed solution. In a fast growing suburb where infrastructure is not keeping pace with growth, her idea used learnings around co-working hubs to create a “work in your own postcode” option for corporate commuters.

The vision not only helps ease congestion on the roads, but creates anchor tenants to sustain a collaborative hub where small business can come together to share ideas, resources, and create local employment opportunities.

Beyond Remote Working

Sara was aware existing support for small/micro business existed in the form of networking groups. The difficulty with this model was scale and scope. Existing networks compete for a slice of a small local market rather than collaborating effectively to access and create macro possibilities.

The concept launched in September 2015 as BizBuddyHub.

BizBuddyHub consulted key stakeholders including City of Wyndham CEO Kelly Grigsby, Federal MP Joanne Ryan, State MP Jill Hennessey and business, education and community organisations.

It soon became apparent a local hub for commuters and small business presented a much wider opportunity for community elements to converge, leverage new and existing resources across government and private enterprise to create a community ecosystem of opportunity, creativity and support to:

- Enhance micro and small businesses; Providing opportunities to collaborate and compete
- Ensure start-ups have access to resources and mentors to help them succeed
- Provide corporates with a local solution to remote-working with appropriate facilities



Pop Up Co-Workspaces as proof of concept

BizBuddyHub soft-launched publicly in October 2015 via social media with the support of a number of local businesses. In the absence of formal premises, BizBuddyHub arranged a proof of concept in a number of 'pop-up' co-workspace events at local businesses. Small and large business and franchises participated in the pop ups such as Grill'd, and Gypsy Road in the Point Cook Town Centre, Waterstone Café in Sanctuary Lakes, Masters at Williams Landing and a craft beer shop, Hopheads ,in Soho Village and with Western BACE (Business Acceleration Centre of Excellence) in Melton.

In 2016, collaboration with **Western BACE** continued and became a regular monthly event. New collaborations commenced with the recently-opened Saltwater Community Centre and Deakin University and The Gordon's **Werribee Learning Centre**.

Feedback from participants confirmed proof of concept that BizBuddyHub could provide a solution to local business in its initial stages. This was evidenced by the early uptake in memberships and the cross-referral business opportunities amongst the membership. The feedback reaffirmed the broader application of BizBuddyHub and has set the stage for the next phase in designing specialist 'Hubs' to provide a focal point for initiatives including:

Business (corporate and local professionals)

- Creative
- Trades
- Kids
- Food and Arts
- Kitchen

A grassroots Metropolitan community

The membership of BizBuddyHub is truly representative of the local Wyndham community; it is active, diverse, intelligent, commercial, inclusive and strongly supports the local community by:

- Participating in local events,
- Referring business to other local business and
- Providing input and support to community-wide initiatives

Next Steps: Creating a working model and platform

Bringing these ‘Hubs’ together is critical to the success of BizBuddyHub and the future of work.

Whilst we are in discussions with two independent sites in Hoppers Crossing to house the BizBuddyHub ecosystem, other locational opportunities are currently being explored. Two such ideas we are developing are:

- Vacant space in the Victoria University Campus at Hoppers Lane, Werribee
- Design and develop a modular facility using specially fitted shipping containers on privately owned land within the East Werribee Employment District

Both of sites meet the criteria of location, accessibility, access to Wi-Fi, parking and nearby public transport – overcoming a major challenge to the establishment of a working model, if successful.

The BizBuddyHub organisation has grown rapidly. Much of the community activity initially channelled through Sara Mitchell is increasingly co-ordinated under the broader BizBuddyHub banner, extending the knowledge and learnings to other Outer-Metropolitan communities such as Melton and Kingston, and seeking collaborations with institutions such as Deakin University and VU.

It is from these collaborative discussions that the future vision for BizBuddyHub becomes clear: the existence of BizBuddyHub delivers positive outcomes for community, local business and government stakeholders by increased innovation and collaboration through a supportive and inclusive ecosystem that can be scaled across multiple locations.

Building the ecosystem: aims and objectives

The BizBuddyHub ecosystem that is intended to be developed is centred around three principles:

- 1.** The design and implementation of the processes and technology required to facilitate the continued growth and expansion of a diverse membership based organisation;
- 2.** Establishing a suitable anchor location to foster collaboration with and amongst community stakeholders via the specialist ‘hubs’; and
- 3.** Collaborating with other outer Metropolitan communities and local government agencies to expand the BizBuddyHub concept into new locations while providing the tools and know-how to enable rapid scale and implementation.

BizBuddyHub has reached a point in its strategic evolution where definitive plans can now be made to achieving the three principles outlined above. The steps required to implement each principle and the envisaged outcomes are summarised below:

Processes and technology

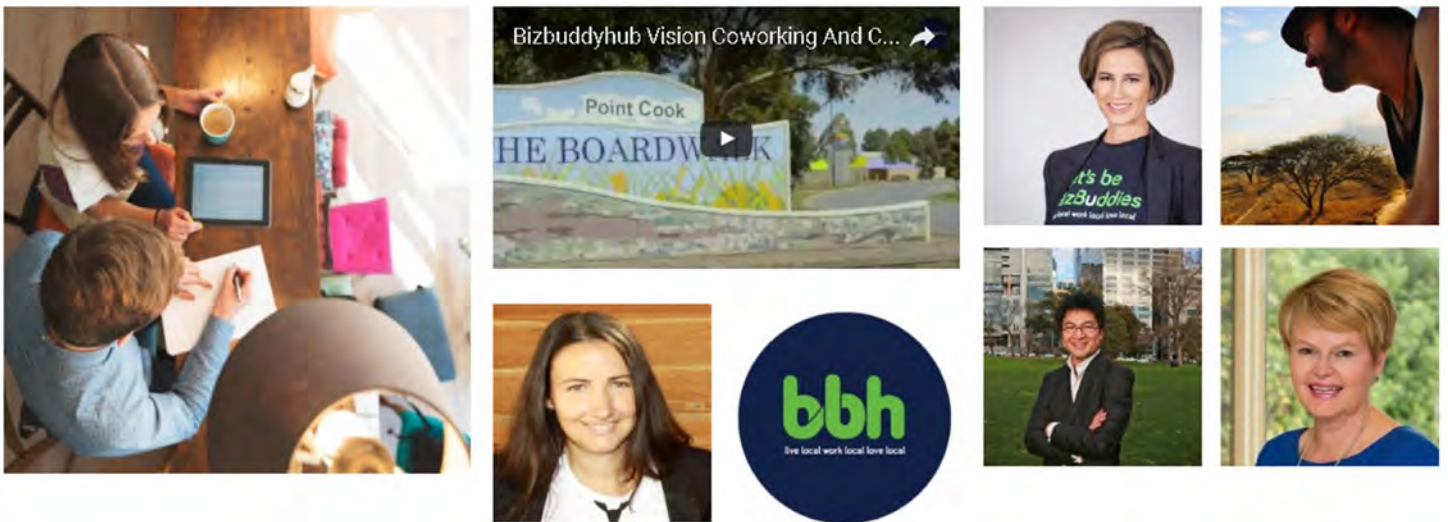
At the centre of the BizBuddyHub is a community; it is not merely a building or just another co-working initiative but rather a developing eco-system to provide a central place (both physical and digital) for the aggregation of local businesses to support local residents and local communities.

To facilitate the collaboration between local business, the **BizBuddyHub website** was developed (www.BizBuddyHub.com.au) to provide an interactive portal that would enable members to engage with the BizBuddyHub eco-system as a whole or individually with other members. A tiered membership system was implemented to provide choice as to the features available through BizBuddyHub including access to: the member directory, co-working space, events and the 'BBH Blog'. This system will help manage the communication with the local community, as well as between members, and provide a valuable tool to help manage the more mundane tasks that come with a member-based organisation such as room bookings, event reminders and payment processing.



Live Local Work Local Love Local

A local coworking community for growing small business



It is envisaged that a portion of the LaunchVIC funding would be allocated to a detailed build of the underlying IT and website processes to enable a more interactive member portal with additional management functionality to tailor content, track services and allow for scalability as the membership base grows. The intellectual property developed through the membership process and website tools and technology will form a key part of the expansion of BizBuddyHub to other locations, ideally as a SaaS rollout so that other communities can easily leverage the development that will have taken place.

Anchor location

As noted, an early focus of BizBuddyHub was identifying a suitable site within the Wyndham area to establish the ecosystem at a permanent location. Early discussions with Victoria University and a private landowner were instructive, and have helped refine the type of space required to meet the needs of various hubs, as well as providing a welcoming and collaborative space for the wider community.

Included in Appendix A are two early design concepts that demonstrate visually how the right location would incorporate the various hubs. It is envisaged funding would be allocated to either securing a head lease or renting modified containers in the first instance to deliver a location that the community can then develop and grow as new collaborations emerge.

The development of the 'Hubs' is underway, and attached in Appendix B-G is an outline of the aims and objectives of each Hub. BizBuddyHub will provide the underlying infrastructure support in terms of location and community connectivity, however each Hub will be designed to be a 'stand-alone' operation with its own KPIs and measurements of success.

Outer Metropolitan collaboration

Collaboration with other outer Metropolitan councils and existing co-working spaces has already begun, with particular interest in the way in which BizBuddyHub has been able to mobilise the local community in supporting the concept and the use of social media to promote and enhance the events that regularly occur.

The vision for collaboration is not just with local government or existing entities; rather it is engagement with a number of like-minded organisations, not-for-profits, community groups and individuals within the community and to foster a culture of supporting start-up and micro-businesses in the area.

Case Example: WynCUBATOR:

BizBuddyHub member Walter Villagonzalo is involved in a community initiative in Werribee known as WynCUBATOR. This initiative enables and supports migrants and disadvantaged communities to establish small businesses and social enterprises to solve local issues. The collaboration that BizBuddyHub and WynCUBATOR will develop is the transfer of skills and experiences between BizBuddyHub and WynCUBATOR. The outcome is to seed opportunities to assist both organisations achieve their goals and objectives.

Replication:

The intention is to replicate this type of collaboration across other outer Metropolitan communities to support local initiatives, whether that is helping achieve a particular goal (such as rebuilding a local pirate ship park that was destroyed by arson) or to promote events that reach into the community via local market events, festivals and sporting events.

Steps underway:

- Alignment: Discussion with Wyndham Council CEO Kelly Grigsby to align BizBuddyHub, **Wyndham City Plan** and **Wyndham 2040** Visions across their pillars of community, economic development, youth and arts programs.
- Replication: Ongoing discussions with Danielle Storey, CEO at the Eastern Innovation Business Centre and Monash Enterprise Centre to assess application of the BizBuddyHub model to the outer East
- Bendigo Bank membership/community benefits alignment discussion
- Community engagement and alignment with youth programs such as The Huddle North Melbourne Football Club/Werribee Football Club
- Developing partnership plans with Telco, Tech and Industry leaders
- Align with other stakeholders in building a connected ecosystem with LaunchVIC and other startup parties
- Establish a collaboration process across Outer-Metro /Regional Local Government Authorities to accelerate and activate learnings and tools for the vision of future of work/future of community
- Deepen existing connections, processes and engagement for sustainable innovation and operation with VET/VCAL/STEM/University/Trade schools and Youth/Intercultural/community projects
- Develop collaboration to augment competition between all types of organisations or networks with the view of leaving no one behind sharing knowledge freely
- Focus on developing a sustainable and collaborative ethos with strong social purpose and culture.
- Attain Bcorp credentials
- Measure the results in terms of social and economic KPI's

The funding process

The current business model of BizBuddyHub is a membership model that covers the cost of current membership activities. A snapshot of the current membership model and underlying Year 1 financial model is enclosed in Appendix H.

Our Request to LaunchVIC

The purpose of a funding submission to LaunchVIC is twofold:

1. LARGE IDEA: Secure an anchor location to provide a permanent space to accelerate the interactions between BizBuddyHub and local community stakeholders, including the development of processes and technology to help drive collaboration - this addresses the Large Idea in the context of the LaunchVIC guidelines.

2. SMALL IDEAS: Formally launch the development of the individual Hubs - each of the Hubs is a separate Small Idea in the context of the LaunchVIC guidelines and each Hub requires funding to establish and tailor its particular speciality to the local community that will use it.

BizBuddyHub has prepared financial projections to demonstrate the viability of establishing an anchor location and identifying the primary and secondary revenue drivers to sustain it. The primary revenue driver to reach breakeven point is the membership system that underpins the use of the space, including options for:

- Full time tenants and businesses that wish to establish a presence within one of the Hubs;
- Hot desk and permanent part time tenants who may be based in another location but wish to have a local space to work from - a typical example is the 'corporate commuter' for whom a local coworking space designed with their needs in mind and fully equipped with remote working technology facilities would be invaluable;
- Daily hot desks to allow micro-businesses and small businesses to access the Hub and collaborate as they choose, without necessarily having to make a large financial commitment to do so; and

Secondary revenue drivers are necessary to propel BizBuddyHub beyond the breakeven hurdle and highlight the way in which the eco-system can be developed within the local community:

- Sponsorship opportunities and commercial relationships within each Hub;
- Corporate memberships designed to establish dedicated corporate commuter pods for employees that would otherwise commute to the CBD and beyond;
- Event space, meeting rooms and function areas that are available for hire to the local community;
- Commercialised kitchen facilities providing services to surrounding businesses (for example, a specialised coffee shop designed to provide barista training); and
- Partnerships with Universities and other Registered Training Organisations to provide facilities to conduct courses and other training events.

The existing membership will continue to grow and provide opportunities to continue to develop the ecosystem and build recognition within the local community.

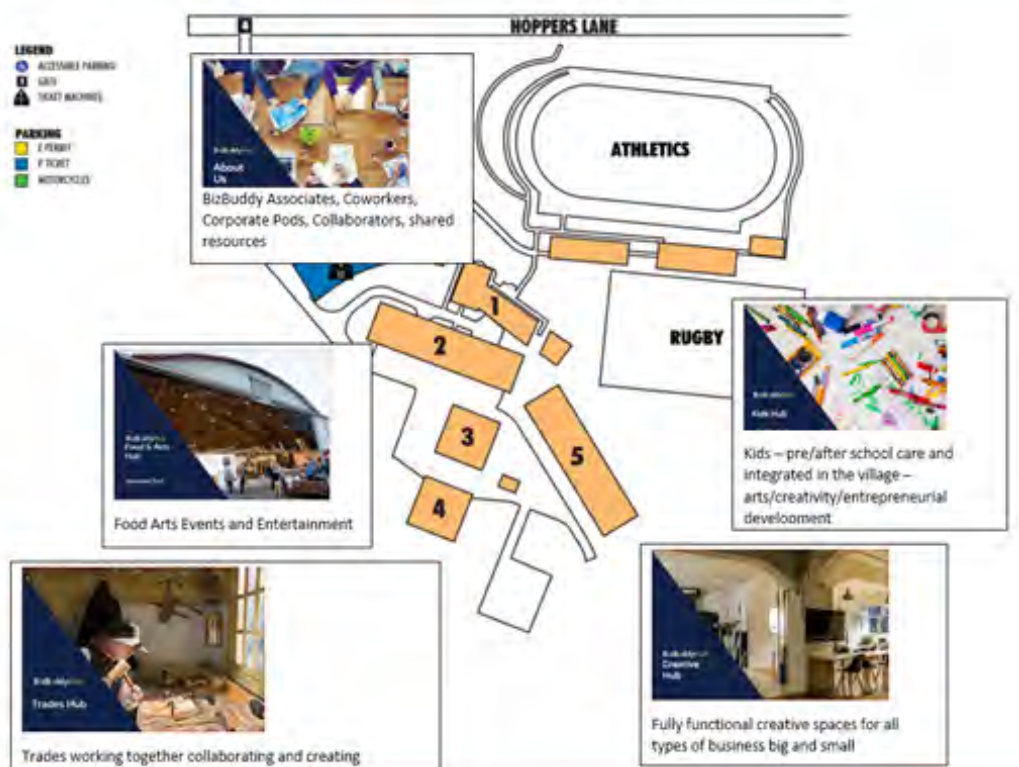
The funding provided from LaunchVIC will significantly accelerate development of BizBuddyHub and facilitate the establishment of each Hub to reach out and support local business and start-up enterprises gain access to support and resources to help those enterprises grow.

Appendices

- A. VU/Hoppers Lane model
- B. Kitchen Connect Hub
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APPENDIX A

VU/Hoppers Lane Model



THE VISION OF THE ECOSYSTEM – Clash of Big and Small – Creating The Heart Lungs and Oxygen to sustain an economy and community at a local level

Building 1 - BizBuddyHub – Coworking environment incorporating:

- BizBuddyHub Associates – Local Business specialists (anchor tenant 1)
- Corporate pods –for work in your own postcode corporate employees (anchor tenant 2)
- Partners – University/Council/VET/VCAL/Work for the Dole/NFP
- Incubation/acceleration/mentorship/services

Annex to Building 1 – Kids Hub

- Pre-school care
- Afterschool pick up and care
- Skills and creativity – Arts, Entrepreneurship, Multi-cultural interaction etc.

Building 2 – Food & Arts – environment incorporating: Food/Arts/Events – creating a destination

- BizBuddyHub Associates – Local hospitality and Events specialists (anchor tenant 1)
- Anchor Tenants in Arts (anchor tenant 2)
- Partners – University/Council/VET/VCAL/Work for the Dole/NFP

Building 3/4 – Trades Hub – environment incorporating: Trades/Artisans/Makers– creating a destination

- BizBuddyHub Associates – Local Artisans and Makers (anchor tenant 1)
- Anchor Tenants in Trade (anchor tenant 2)
- Partners – University/Council/VET/VCAL/Work for the Dole/NFP

Building 5 – Creative Hub – environment incorporating: Creatives/Film and Video/Photography

- BizBuddyHub Associates – Local Creatives (anchor tenant 1)
- Anchor Tenants in Creative Industries (anchor tenant 2)
- Partners – University/Council/VET/VCAL/Work for the Dole/NFP

APPENDIX A VU/Hoppers Lane Model

Visuals of equivalent in Shipping containers:



APPENDIX B

Kitchen Connect Hub - Our Kitchen Incubator



BizBuddyHub

Kitchen Incubator

Introducing Jayne Todd

Jayne comes from a traditional business background, holding positions such as CEO, Head of Human Resources, Regional Director and is an experienced Board Director.

Since 2014, Jayne has successfully launched two Gourmet Food Brands, winning six Fine Food Awards, Wyndham Business of the Year (New and Emerging) and receiving recognition from RASV as one of Victoria's premium Gourmet Food producers.

"I believe my own commercial and small Artisan producer experience along with the connections of BizBuddyHub will provide a strong foundation for our Incubator Kitchen."

In her own words - The Vision

A kitchen incubator, often referred to as culinary incubator or community kitchen, operating as a business incubator dedicated to start-up and Artisan food production.

We would offer the service of a fully equipped commercial kitchen to incubatees without them having to make the capital investment of a commercial kitchen and or where food safety regulation is prohibitive in the early stage of their business. Our facilities would be hired on timeslot basis.

APPENDIX B

Kitchen Connect Hub - Our Kitchen Incubator

Aims and objectives

We would operate a similar model to that of a Business Incubator and will assist our clients with business planning, access to finance, education, marketing and mentoring. Helping to connect them to their local community and resources.

By mitigating start-up costs and by providing education and resources it is anticipated that we would be able to have a positive impact on the likely success of future food businesses, ensuring better economic and social outcomes in an industry that is renowned for start-up failure, often as a direct result in failing to understand the business requirements and poor financial management.

Our target clients would likely come from Start-up food businesses, home based businesses overcoming food regulation requirements and established businesses developing or testing new products.

Funding requirements

We already have a registered food premise in Hopper's Crossing that has sufficient space that would enable us to create a dedicated incubator kitchen. Our funding requirement is to enable us to carry out internal building work, kitchen fit out and assist in marketing and resourcing of the facility.

BizBuddyHub

Food Arts Events Hub



Introducing Ben Coyle

Ben is The Café Guy, author of 'Spilling the Beans' save time money and stress when starting your café and owner of Dancing Dog Café.

His motto is 'Cafés are where magic happens', as he believes they are places where we connect and share our life experiences. As such he currently teaches new café owners how to open their doors but more importantly help keep them open.

After creating his baby, 'the Dog' as it is affectionately called, some 15 years ago in Footscray, where he says he learnt the ins and outs of the hospitality industry, he began to help other businesses. He believes there is enough for everybody and people need to work together to create a viable and vibrant community.

He also teaches long term unemployed and new migrants real hospitality skills and wishes to share these skills with youth as he believes some of the most powerful words you can say is 'how can I help you?'

As president of the Footscray Traders Association he also works closely with the Footscray Asian Business Association and the Maribyrnong City Council, to make a better city in these times of growth and development in the area.

"I am excited by BizBuddyHub as small business owners can employ big business strategies that are often not available, via a network of like-minded people."

APPENDIX C

Food & Arts Hub (Continued)

In his own words - The Vision

I believe that a food and art hub can add value and bring people who may not normally be considered as part of a co-working community. These are artists of all disciplines from painting, sculpting to performance such as theatre and music. Many of these people can benefit from sharing space with traditional business such as accountants, legal professionals, design and marketing specialists.

I am proposing to create a venue that services people using the co-working spaces by way of food and beverage offerings but also a place to congregate, socialise and conduct business meetings in a relaxed setting. A venue that promotes networking both formally through offering event management but also by the nature of being a cafe/bar space.

The venue will eventually house a number of cafés where hospitality and business training and mentoring can take place. As it grows it will house an exhibition space, live theatre and music stage, potentially hosting large events and shows. The space can also house a retail showroom gallery featuring the products, art and produce of the local area.

Aims and objectives

The aim is to create a community based food and arts hub where people can collaborate and not only use the co-working space but to be able to hold meetings over food and beverage, networking functions or simply enjoy the facilities.

The training offered will be initially aimed at youth, new Australians and long term unemployed. Business mentoring and hands on experience will be available to people considering opening a hospitality business that has a higher rate of failure than any other industry, yet is so important to the constitution of our society in that there are safe places where people can meet, connect and share.

The venue will also have studios spaces available for low rent to allow artists to create work on site. This could become a tourist destination as a marketplace for art, or to see artists at work and could even offer workshops creating another revenue stream for artists themselves.

The outcomes of such a venue can be measured by:

- The number of jobs or business opportunities created within the hub
- The number of trainees that gain skills and potential employment (90% success rate from my experience on programs I have conducted previously)
- The number of events held on the premises
- Monetary viability of the hospitality businesses operating at the Hub.

Funding requirements

To implement the initial creation of the Food and Arts Hub, the majority of the initial funding would be used to modify the venue to ensure it can be used for hospitality purposes. This would include a fully plumbed and powered container or the modification of existing premises to ensure that kitchen and bar facilities could be incorporated to commence with the offering of immediate training courses.

As the community engages with the Food and Arts Hub, revenues are anticipated to be derived from membership funds, rent from use of studio spaces and grants from the provision of training courses.

This revenue, together with potential future funding, will facilitate subsequent expansion, including the creation of local jobs and deeper community engagement. This expansion will require 40ft containers or modified space that could house a walk through art exhibition, one that potentially opened where performance equipment could be stored and a number that could be converted into art studios.



BizBuddyHub
Creative
Hub

Introducing Lachlan Hall and Dushala Chandrasekara

Lachlan and Dushala are the founders of SBP Creative Media, a video production company operating in the West of Melbourne creating corporate, events and creative videos using a range of videography, photography & animation services to deliver content that drives the business strategy increasing exposure, engagement & communication.

“Combining many years in video production, sales and marketing with a team comprising of producers, editors and marketers, we collaborate on every project to ensure that each video not only engages but communicates a message clearly. This experience has shown us how businesses can communicate using digital content and how effective this is when done properly.”

In their own words - The Vision

‘The vision is to create a space that attracts a range of ‘creatives’ to open cross profession and industry collaboration using facilities that meet their needs and facilitates production and networking.’

Aims and objectives

The initial aim of the Creative Hub is to build the brand of the Hub to reach out to the creative community in Wyndham. Creatives include:

Professions: writing, design, content production, marketing, television, Info Technologies, radio, motion pictures, strategy, product development, engineering.

Industries: advertising, architecture, design, fashion, video production, film, music, performing arts, events, publishing, R&D, software, TV, Radio, and video games.

APPENDIX D

Creative Hub (Continued)

By building a network of like-minded people and businesses within the community, we intend to hold regular events and workshops that are both inspirational and informative and will foster a sense of collaboration and co-working between different professions and industries. The intention is that this collaboration leads to a greater number of projects and innovative ideas that can then be readied for further commercial development or for immediate delivery into the community by way of goods or services.

Tony Hooper, founder of Thorium Films and Wyndham Business Award Finalist in 2015 wants to build a stronger film industry locally, which in turn would eliminate the need to outsource from overseas, but equally important, a stronger local film industry has the capacity to actually encourage business from overseas. Tony's vision is in-line with the proposed Creative Hub. From the film industry perspective, a creative hub has the potential to provide facilities such as an equipment library that was co-owned, access to professional sound booths and writers room.

From the perspective of accelerating opportunities, capabilities and competitiveness for the local film industry as a whole, a creative hub incubator program would be used to help seek funding, a task that is often difficult without a creative team that has industry recognised credits. Such a programme would raise the standards of our local film producers to a competitive international standard, thus opening up global opportunities.

Previously our lower Australian Dollar may have made it easier for local film producers to compete internationally, but moving forward, it's the creative hub that's going raise the quality of the industry in a consistent and cohesive way that raises the benchmark.

Marcel Mahfoud is a passionate advocate for community development, assisting many groups by connecting people. Currently the President of the school council for The Grange P-12 College, President of the Truganina Community Group and President of Weerama Festival - the only community festival in Wyndham where all community and business groups come together to showcase what they do. Marcel also works on music development in Wyndham and manages an artist and is an event manager. He has a vision to develop a live music scene in the City of Wyndham and surrounds. For over the past two years Marcel has organised events himself but mostly put his attention to organising music at local events and markets:

“Live entertainment is one of the most undervalued industries in Melbourne. While there seems to be a resurgence in bars and live entertainment venues in the Melbourne CBD there is very little opportunities for performers living in outer suburbs to get work in their local area. In Wyndham there are extremely limited opportunities even as our municipality grows. The small amount of live entertainment venues are predominantly pokie venues who do not host regular live entertainment. People wishing to go out and see a live band will mostly travel out of the municipality. I strongly support the BizBuddyHub concept. I believe that local performers and event managers could benefit from having a local hub in which to work together. The opportunities that can be created could develop a sustainable live music scene in the city of Wyndham. Local musicians will benefit from a shared physical space offering reasonable rates to record their music and for post-production mixing. Collaborations will be created with university students training in a career in music production or up and coming artists having the opportunity to record their music.”

Funding requirements

The initial funding required for the Creative Hub will largely be used to build the network within the local community by funding a number of events and workshops focused on local collaboration.

An early example of this collaboration is via the local Wyndham film industry, which requires a cross section of supporting businesses including production facilities, set construction, post-production and film development. The intention is to leverage existing relationships within the local community to commence more projects and generate local employment and engagement to form the basis of a sustainable local industry.

As the anchor location develops a portion of the funding will be used to establish post-production facilities such as an editing suite and computer resources to attract creative type individuals and industries to the Creative Hub.



BizBuddyHub

Kids Hub

Introducing Christian Legorreta – Krissalle and collaborators Anindita Banerjee – Meet Dita, Juvan Lee -BizWorld Australia and Beatriz Guevara - Mumtrepreneurs Melbourne

Christian is a business transformation consultant who helps businesses to rethink their business and operating models to provide breakthrough value to own the disruptions that are happening to and around them.

Christian has more than ten years' experience in helping businesses with their strategy, capability-building, operating model design, service delivery, technology, change management and business intelligence.

The Vision

To create a space to provide childcare services to entrepreneurs with young children that need a few hours for business meetings or simply increase their productivity using BizBuddyHub coworking facilities. The overall vision would be to provide a total on-site service to the ecosystem community for the kids that is inspiring, innovative and inclusive for example pre-school, after school pickup and activities and a school holiday program incorporating all the elements of learn, grow and play. This would allow parents more time to focus on their work, while being nearby and still part of the Village that is raising their child. We see this evolving into a natural segway of Youth programs, mentoring, study and pathways within the ecosystem.

APPENDIX E

Kids Hub (Continued)

Aims and objectives

Our main objective will be to provide an environment where childcare solutions are identified and solved for working families. Kids Hub therefore will concentrate in delivering:

Flexible service model

An on-demand child care service that doesn't require committing to specific days, but allows flexibility to cater for various needs. Essentially we intend to develop a child care service model that provide services to parent who might need to run an errand, attend a luncheon or participate in an off-site meeting.

Proximity

Facilities that will allow parents to be close to their kids thereby reducing the loss of time travelling between childcare, work and after school activities.

Convenience

Work towards designing and implementing parent-preneurs solutions; from identifying gaps in the community to exploration and incubation of start-ups with sustainable and scalable solutions.

An example is the concept of ÜberMum services involving a community initiative to assist with picking up kids and dropping them to after school activities.

Educational childcare

A child care service that provides educational activities whereby qualified caregivers supervise and engage children in developmentally appropriate play areas.

Kids Hub primary outcomes will be:

- An increase in the number of women with children under the age of five that are active in the workforce.
- Changing the perception that working outside the home is a 'break' from the demands of child-rearing.
- Providing greater opportunities for interactions with other adults in the community as a mechanism to improve social and intellectual stimulation.

Note: A study commissioned by the Office for Women and compiled by the Australian Bureau of Statistics highlights that just 58 per cent of women with children under the age of five are active in the workforce compared to 94 per cent of men with the same family situation.

Funding requirements

The funding provided by LaunchVIC will be utilised in creating the physical space that will becomes the Kids Hub. This will involve securing a space between 120m² to 150m² that has storage and toilet facilities, acquiring furniture, education toys and computer equipment and employing 3 dedicated staff (one with a Diploma in Child Services and another two with a Certificate in Child Services).



BizBuddyHub

Trades Hub

Introducing Michelle Oakman and Stephen Perera

Michelle is an owner in a local family business, Ones and Twos Plumbing, based in Point Cook and servicing the Western Suburbs. As a member business of Master Plumbers and taking pride in the service and commitment to their customers, Michelle knows first-hand the impact of collaboration has in a business working within the local community.

Stephen Perera brings 16 years of Project Management experience in the construction industry (locally and international). Currently the Senior Project Manager for one of the biggest electrical infrastructure upgrades in Victoria, managing all aspects of the planning, development, design, construction and execution of the project on the client side. Established Shearwater Executive Consulting (Project Management, Sourcing, Procurement, Business Development, Strategy Consulting) in early 2015. A wealth of knowledge, industry experience, know-how and sheer diligence in project execution ensuring a reliable outcome on any project.

APPENDIX F

Trades Hub (Continued)

In their own words – The Vision

The Trades hub will have three main elements:

1. Makers who need space and are doing some sort of artisan type trade
2. Trades Coordination and Project Management – Tendering, Management and Platform
3. Community engagement Youth/VET/VCAL and migrant and older demographics

The Western Suburbs has a high percentage of Trades, particularly between new & older homes there is always a need for a Plumber, Electrician or Carpenter. Many trades are working on their own and find it difficult to manage & schedule works and keep to those schedules hence letting down customers in the process. There is a lot of development and construction happening and it is important that we have the right resources in place to tender and win contracts to keep our locals on local jobs.

Aims and objectives

The concept of the trades platform is to help trades with scheduling & being more organised with their work. A central area where a customer can come to for advice or to even simply find the trade they are looking for. The aim is to ensure people /database system / programme is in place to assist this process. The right programme will need to be developed and implemented.

An important outcome of the Trades Hub would be in being able to offer a place for youth, migrants and older demographic within the community a place to make, learn, collaborate and mentor with experienced tradespeople and mentors. A place where people could come to build virtually anything using the faculty and equipment provided.

Another important element is to bring our craftsmen together and ensure those skills are transferred and celebrated, e.g. furniture makers of reclaimed wood, Upholsterers of tomorrow's antiques, the guitar makers and other artisan skills that become a very important drawcard for the hub

Funding requirements

The initial funding from LaunchVIC will be used to acquire tools, personal protective equipment, dust extraction units and raw materials such as timber, fasteners, glue etc.

BizBuddyHub

Business
Hub



Introducing Pierre Nunns

Pierre is the founder of the start-up immercom - Immersion Commerce.

With 36 years in IT Program, Transformation and Transition Services for major corporations, Pierre is passionate about helping business and workforces manage transition through disruption, developing leaders and creating high performance teams. Pierre has delivered project and leadership training across Asia, ASEAN and Oceania including mainland China .

In his own words - The Vision

To

- Transform outer-metro and regional centres from dormitories to vibrant hubs where business and workers both reap the benefits.
- Build a world-leading model of the “future of work”.
- Create local business spaces promoting collaboration, productivity and competition

APPENDIX G: Business Hub (Continued)

Aims and objectives

1. Provide a “laboratory” for LauncVic initiatives in the “future of business and work”:
 - a. “Digital corporate” work practices, collaboration spaces, training and platforms
 - b. Development of collaboration platforms and practices
 - c. Diversity and Youth engagement
 - d. Training and skills for the age of disruption
2. Promote the Outer Metro “entrepreneur engine” by developing inter and intra workspace collaboration processes
3. Create models, and platforms to replicate business hubs across the state
4. Create environments that help business attract and retain talent. These include:
 - a. Solutions to “work at home” such as productivity, business security, OH&S and social isolation
 - b. Access to carer and childcare services
 - c. Reduced commuter time
5. Support existing and planned Government and Council economic development initiatives.
6. Seeding the social fabric needed for initiatives such as the Werribee East Precinct
7. Collaborate in programs to help work and business transition to the new structures created by disruptive technology
8. Engage and promote micro business to the enormous talent pool of youth and diverse cultures in growth corridors
9. Support Education institutions by providing learning hubs embedded in business and community

Funding requirements

We aim to partner with organisations to create or adapt systems, applications and environments.

We seek support with funding and access to:

1. Develop detailed proposals and business cases
2. Build infrastructure and co-workspaces aimed at business needs
3. Engage subject experts to implement a LaunchVic “lab”
4. Scope and develop technology platforms and work practice changes for productive business hubs
5. Publicity and programs for community and organisation engagement

Business Hub funds will largely be used to build the co-work spaces, business cases and network needed to develop the program. As the anchor space develops, a portion of the funding will be used to enhance subscription and collaboration platforms.

APPENDIX H

Financial Information

The projections outlined below are based on a 'Year 1' projection basis to breakeven and on the assumption that market rental is paid in relation to the anchor location.

The modelling does not yet include build costs to develop and establish the Hubs within the anchor location or the development costs to design the underlying technology that would support the wider eco-system beyond a membership system.

The modelling will be updated as discussions with LaunchVIC continue under the development guidelines of a Large Idea.

Revenue	Membership	\$300,000	50 members @ average \$500pm
	Events/Room Hire	\$16,800	
	Total	\$316,800	
Expenses	Rental	\$125,000	500m2 \$250per sqm2 quote VU includes Water, elec, Gas
	Rates	\$1,000	*Assumptions are based on commercial rates
	Security	\$12,000	
	Internet	\$8,700	
	Cleaning	\$12,000	
	Event Hosting	\$11,000	
	Insurance	\$4,100	
	Office Expenses	\$12,000	
	PR and Stationary	\$1,000	
	Staff Costs	\$80,000*	*Community Manager, plus bizbuddy Associates who caretake the culture and buildings
	Total costs	\$265,000	
	Net Profit	\$51,000	

APPENDIX I:

Alignment with LaunchVIC guidelines and objectives

The BizBuddyHub team thanks LaunchVIC for the opportunity to participate in this initiative.

The following table demonstrates our submission compliance with LaunchVIC objectives

Section	LaunchVIC Description	Compliance	BizBuddyHub Response
Mission	Create tomorrow's growth and prosperity, today, by accelerating connections between people and ideas across business and society, to create the innovations, technologies, goods, services and jobs of tomorrow.	Complies	<p>BizBuddyHub's proposal will implement programs that:</p> <p>Provide an agile development and implementation platform for LaunchVIC's chosen initiatives and collaborators, in particular "Future of Work" initiatives such as:</p> <ol style="list-style-type: none"> 1. "Digital corporate" work practices, collaboration, training and platforms 2. Development of LaunchVIC (and BizBuddyHub) support platforms and practices 3. Diversity and Youth engagement ecosystem innovations <ul style="list-style-type: none"> . Training and work modelling for the age of disruption <p>Contribute to seeding the Greater Outer Metro "entrepreneur engine" by implementation of collaborative co-workspaces</p> <p>Develop the necessary operating models, services, tools and processes to create and replicate viable "future of work" co-workspace hubs in regional and outer suburban centres.</p> <p>Assist corporations with attracting and retaining talent through:</p> <ol style="list-style-type: none"> 1. Flexible yet productive local workspace 2. Provision or access to carer and childcare services 3. Reduced commuting time 4. Better OH&S and reduced isolation in comparison with home-based remote work 5. Implementing work practices that enable business to transition staff work profile changes in coming years <p>Enhance Victorian Government and Wyndham Council economic development initiatives by transforming dormitory outer suburbs to a thriving ecosystem servicing the large population of diverse professionals settled and moving into the region</p> <p>Create an intra and inter-hub "crowd collaboration" capability, platform and commercial construct to enable multiple small businesses across the region and state to tender and deliver as a "crowd-biz" entity for larger projects and corporations</p> <p>Collaborate with Corporations, 3P, Education, and government to develop the awareness, practices and preparation of business and workforce to thrive in disruptive change, in particular Industry 4.0, by creating local forums, workshops, facilities, subject matter mentors and change agents</p> <p>Create the social fabric needed for a major growth centre</p>
Focus	Increase Scale	Complies	<ol style="list-style-type: none"> 1. Proposed implementation of a co-workspace model and platform that is replicable across regions 2. Platforms that enable and assist small business to collaboratively assemble, structure, propose and deliver larger projects cost-effectively 3. Cheaper and Available land to support the attraction and development of LaunchVIC supported initiatives

APPENDIX I:

Alignment with LaunchVIC guidelines and objectives (Continued)

Section	LaunchVIC Description	Compliance	BizBuddyHub Response
Focus	Improve Capability	Complies	<ol style="list-style-type: none"> 1. Co-working space and associated services 2. Hub platform that enables entrepreneur engagement 3. Engaging local diversity and youth to develop a collaborative entrepreneur culture 4. Co-location or adjacency of community support to attract and retain local talent undertaking Startup and corporate innovative practices
Priorities	Working collaboratively with the Startup community to ensure the ecosystem responds to what entrepreneurs, financiers and key players in the system actually need and want.	Complies	<p>BizBuddyHub Co-workspace and platform initiatives are ambitious, achievable and reflect LaunchVIC' S collaboration focus completely. We would welcome the opportunity to work with LaunchVIC and selected partners to provide, manage and replicate a tangible environment for the rapid implementation of community / workforce and small / micro business innovations</p> <p>Similarly, we plan to collaborate with several major Victorian-based businesses and Universities to develop the requirements and practices needed to facilitate innovation.</p>
Priorities	Funding grants to build the Start-up ecosystem's infrastructure including a network of incubators and accelerators to help transform great ideas into viable start-ups.	Complies	<p>BizBuddyHub has several initiatives and plans with partners ready to fast implement with the appropriate investment. Specifically, with LaunchVIC assistance</p> <ol style="list-style-type: none"> 1. Either access to long-vacant Victoria University buildings on Crown land in Werribee East Precinct (subject to assistance with VU agreement) 2. Or creation of an innovative container-based hub construction within the greater Wyndham area 3. Leverage of existing or purpose built facilities in the region
Priorities	Working with others to build momentum, connections, mentoring, and ambassadorial relationships in and beyond our Startup community — showcasing Melbourne to the world, and bringing the best of the world to Melbourne.	Complies	<p>BizBuddyHub's development proposal includes the development of inter-hub collaboration relationships to enable both a virtual and tangible skill-base able to operate and work with global partners.</p> <p>With appropriate seeding and further development of existing partnerships, the BizBuddyHub platform has the propensity to attract expertise, initiatives and develop relationships regardless of geography.</p>

APPENDIX J: The Brains Trust

The BBH Leadership Team

At the heart of BBH is a small, dedicated group of individuals who have been working very hard for the last year to make the BBH dream a reality.



Sara Mitchell

Sara is a natural leader, an inspirational person without whom BBH would not ever have happened. Full of energy and enthusiasm, Sara has a background in startup and scale-up businesses in two countries. A breast cancer survivor who has strong passion for collaboration and common-sense values, she is the driving force.



Susan McIntyre

Susan is one of the locals who make Point Cook a wonderful place to live. She is very active in the local community, especially through her “Welcome To Wyndham” business. A social media expert with a legal background, she has a very organised brain and is a grounding influence in the leadership group.



Mike Kay

Mike is the number cruncher. A seasoned tax accountant, Mike has the financial side covered with and is not afraid to ask the tricky questions. He knows the answers to the money questions the rest of the leadership team comes up with, and is also not afraid to lighten the mood with a joke.



Christine F. Abela

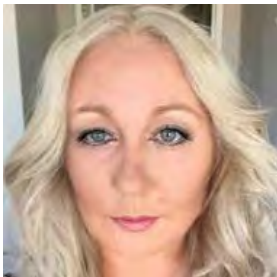
Christine is proud to call herself a geek. With a background in computing going back to pre-Internet days, there is not a lot in website and online marketing she has not dabbled in. Christine built the current BBH website, and is keen to get into building a more complex system to manage the online requirements for BBH in the future.



Kevin Gausden

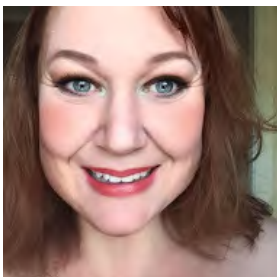
Kevin is the main one who has pulled together all the threads for this submission. He is an international tax expert who has a knack for being able to see order in chaos and quickly get to the heart of an issue. Kevin is excellent at keeping the leadership team on track and on focus to reach goals.

APPENDIX J: The Brains Trust



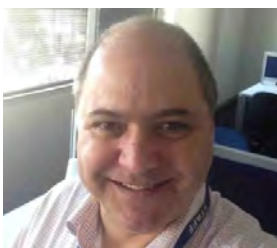
Catherine O'Connor

Catherine is a proud advocate for the community in which she lives. With a background in the legal profession, she strives to bring about effective change within her surroundings. A philanthropist with her our foundation, she strives to empower and inspire women across the globe, Catherine is a great asset to the leadership team.



Cherie McKay

Cherie is a woman with a lot of style. An artist and entrepreneur at heart, she has a talent for photography and writing witty stories. She is a local community leader online, and brings her intelligence and clear thinking, along with her design talents, to the BBH leadership team.



Pierre Nunns

Pierre is one of the newer members of the team, but has brought great energy and enthusiasm. With a very strong background in hands-on business, IT and team-development expertise across multiple sectors, he also is a very snappy dresser.



Iris D'Souza

Iris is an expert in research. In BBH, she has been invaluable in finding out the sort of details the leadership team needs to be able to formulate strategy and have a clear direction. Working with large corporate clients to giud their business strategy has given Iris the experience that makes her a very valuable leadership team member.

APPENDIX K: Letters of Support

TIM MAHLBERG

CONNECTOR / CATALYST / CHANGEMAKER

www.timmahlberg.com

tim@timmahlberg.com

+61 413 553 266

3 May 2016

Letter of support for BizBuddyHub

I write to express my support for Sara Mitchell and the team from BizBuddyHub in their submission to LaunchVic for funding for further development of the BizBuddyHub initiative.

As a founder of a coworking community myself, I have personally witnessed the impact that a coworking community has had for thousands of entrepreneurs, start-ups and small to medium business owners. In 2014, I founded The Village for National Australia Bank, a dynamic and innovative space for NAB business customers and community partners, which has been awarded two international innovation awards, and is now recognised as Australia's largest coworking community with over 2000 members. Drawing on this experience, I have been supporting Sara and her team since she formalised the operations and launched BizBuddyHub in 2015.

I am now a PhD researcher at the University of Sydney Business School, in partnership with Deloitte Australia, exploring the Future of Work. A recent focus of my research is the current state of the Australian coworking industry which as you know, plays a very important role in supporting our start-up and entrepreneur ecosystem. In Victoria, there are only a small handful of coworking spaces in regional or outer-suburban areas, making BizBuddyHub a particularly unique and exciting opportunity for LaunchVIC to invest in the development of start-up culture outside of metropolitan Melbourne.

In a short period of time, BizBuddyHub has attracted a very active, paid membership of 50 associates, and is supported by a range of champions across the start-up and entrepreneur ecosystem and all levels of government. They have hosted over 20 public events, and around 100 coworking days across a range of locations in Wyndham City Council area. This is particularly remarkable considering that BizBuddyHub do not currently have their own premises. Instead, they have built partnerships with local businesses and facilities who have provided their venue as support for the BizBuddyHub initiative and vision. I have enormous respect for the momentum and local impact that the growing BizBuddyHub team have achieved at the grassroots level in Wyndham. There is no doubt that they have the backing of the local community who want to be able to *live local, love local, work local*. Their innovative and resourceful approach to developing the BizBuddyHub brand without their own location should indicate to you that the entrepreneurial spirit is also growing outside of our cities, and deserves further support from LaunchVIC.

I'd also like to mention the additional efforts made by Sara and BizBuddyHub team in sharing their learnings with other suburban groups looking to achieve something similar in their own communities. Their willingness to engage and collaborate with parties beyond their immediate area is testament to the dedication and vision of Sara, which has inspired many. There seems to be growing interest from similar community groups wanting to connect with and learn from BizBuddyHub, in addition to the increasing attention from local and state government representatives recognise the opportunity to better support their constituency.

I feel strongly that we will see a continued growth in collaborative working spaces, connecting across Australia's metropolitan, suburban and regional centres, helping to position us for innovation in an evolving knowledge economy. We need to prepare for the next generation of workers who will demand greater flexibility in working, with preference to access distributed hubs that better support their preferred lifestyle and bring a renewed focus on community, belonging and local connection. BizBuddyHub is an excellent example of local innovation and entrepreneurial spirit, which I will continue to support. I hope that you consider it earnestly for the first round of LaunchVIC funding.

Please feel free to contact me should you require any further information.

Kindest regards

Tim Mahlberg

APPENDIX K: Letters of Support



Postal Address:
P.O. Box 2296
Werribee, VIC 3030

ABN 20 412 809 869
www.committeeforwyndham.com.au

3 May 2016

*Sara Mitchell / Founder
BizBuddyHub*

RE: BizBuddyHub submission to LaunchVic program

Dear Sara,

It is with great pleasure that I write a letter in support of BizBuddyHub's submission to the LaunchVic program. I had the pleasure of being introduced to Sara and her innovative business/community engagement-based model virtually from the outset.

What Sara (BizBuddyHub) has achieved at a grassroots level in Wyndham, in the absence of any initial local or regional funding has been inspiring. The level of passion, collaboration, resourcefulness and resilience they have shown for the vision of The Future of work/Future of community for the outer-metro model should be supported celebrated and activated.

The Committee for Wyndham have been advocating for and lobbying the State Government for a number of years to provide a broader focus and more funding for the development of innovative, business/community-minded initiatives in Wyndham. I believe that this model will greatly benefit the Wyndham region and more broadly, Melbourne's west.

I also believe that this initiative is also in line with the broader focus of government of supporting initiatives that increase business investment in Melbourne's west.

Yours sincerely.

Chris Potaris
CEO, Committee for Wyndham
Chairman & Founder, Wyndham Social Justice Coalition

APPENDIX K: Letters of Support



Re: BizBuddyHub Application for LaunchVic Funding

In my capacity as the Member for Lalor, I have had the opportunity to engage with Sara Mitchell and the corporate members of BizBuddyHub. I have seen the program grow from its pilot program to now having over 50 members. This reflects some of the microbusinesses of Wyndham now working together with effective collaboration and mentoring.

The objectives of the program are:

1. Create a collaborative work-space where Locals can work in their own post-code ;
2. Create a team of local specialists (associates) Business and Creative that work as a team to support local micro-business to succeed and reduce their time spent trying to do everything; and
3. Create a local membership of all small business who are clients of the hub, who can utilise the expertise and resources of the space to collaborate, learn strategize and grow.

This is an important initiative in the City of Wyndham, one of the fastest growing regions in Australia with families that face long commutes to work in Melbourne. It encourages local employment, whilst fostering collaboration and connectedness within the diverse Wyndham community.

The program is continuing to develop and currently BizBuddyHub are hosting pop-up hubs throughout the region encouraging other microbusinesses in the region to join and enjoy the benefits collaboration brings.

I congratulate them for their vision, dedication and perseverance. I support their application for funding to ensure that the Wyndham small businesses and the greater community continue to benefit from their work.

Yours sincerely

Joanne Ryan
Member for Lalor
Opposition Whip

03/05/2016

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APPENDIX K: Letters of Support

**jill
hennessy mp**
STATE MEMBER FOR ALTONA DISTRICT



4 May 2016

Dear Sir/Madam

I write today in support of the application by BizBuddyHub for support through LaunchVic's initial funding round. BizBuddyHub is a local initiative that Sara Mitchell, an active local resident of Point Cook and key community activist and advocate, is building along with a team of local community members and experts in business.

BizBuddyHub is designed to be a community coworking space with a membership of local business people who pay a monthly fee to work and collaborate in a local setting, so that entrepreneurs, small businesses and freelancers can benefit from shared knowledge and resources without having to commute into Melbourne's CBD. This centre will play a vital role in ensuring the economic and community wellbeing of our active and fast growing area. Your support for this project would have long lasting benefits for Melbourne's West.

The City of Wyndham is one of the fastest growing residential areas in the country, and with this growing population comes many professionals and business people who must commute to and from the city daily for work. This is an innovative idea that will enhance collaboration and idea-sharing within the community whilst also providing a professional and dynamic space for local individuals to work and create. The BizBuddyHub model is one that has huge potential to be expanded to other outer suburban areas of Melbourne. Funding for this project would have both immediate benefit to Melbourne's West and significant future benefits for the rest of the state.

Your support of this project is vital if Sara is to succeed in making BizBuddyHub a reality for professionals, entrepreneurs, and creatives of the west. Sara and the BizBuddyHub initiative have my full support in this application.

Please feel free to contact me on 03 9395 0221 or jill.hennessy@parliament.vic.gov.au should you have any further questions.

Yours Sincerely,

Jill Hennessy MP
Member for Altona District
Minister for Health
Minister for Ambulance Services

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APPENDIX K: Letters of Support



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www.wyndham.vic.gov.au

DX 30258 Werribee Vic
ABN: 38 393 903 860

3 May 2016

Sara Mitchell
Founder
BizBuddyHub

Your Ref:

Our Ref: A1332794

Dear Sara,

RE: BizBuddyHub Funding Submission – LaunchVic Program

Since its inception in May 2015, BizBuddyHub has developed collaborative partnerships with industry and community stakeholders and individual business operators in delivering co-working space initiatives designed to activate spaces, foster creativity, optimise productivity, accelerate innovation and grow community capacity.

Wyndham City shares the State Government's aspiration of Victoria becoming one of the world's best places for start-ups and entrepreneurs, with the aims of the BizBuddyHub proposal aligning with both Council's City Plan and Economic Development Strategy and the objectives of the LaunchVic Program.

On behalf of Council, I congratulate the BizBuddyHub team in adopting initiatives that will further enhance Wyndham City as a great place to live, work and invest.

Yours sincerely,

KELLY GRIGSBY
CHIEF EXECUTIVE OFFICER

