Extractive Industries

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Research Findings: Canada’s Digital Opportunity

• Extractive Industries
  • Conservative Industry Cultures. Innovation is incremental. Most is aimed at continuous process improvement and cost saving.
  • Tier 1 Suppliers not Operating companies dominate pace of Innovation.
  • ICT SMEs access at margin. Difficult to Scale.

• Digitization of Extractive Industries
  • OG: General, economic imperative. Exploitation.
  • MN: Existential Imperative. Exploration
Policy Implications of Research Findings

• Extractive Industries are becoming ‘normalized’ around the new Advanced Manufacturing Model where value creation and production takes place largely in the Supply Chain. Auto 80%; OG 51%.

• International Tier 1 Suppliers primarily rely on in-house Global R&D Centres.

• ICT SMEs gain entry with policy support. But limits to Scale:
  • OG: Atlantic Accord. Special Environments e.g. Ice.
Policy Perspective

• Operating Companies: Cultures
  • Open vs. Indigenous Innovation Cultures.
  • Different levels of Embeddedness in Local Communities.
  • Emergence of Indigenous Local Management.

• SMEs: Entry vs Scaling
  • Specific local conditions and environments combined with special procurement and financial assistance can work. Scaling to global supply chains are limited.

• Talent and Technology for SME’s
  • Colleges vs Universities. Skills and Technology vs Relationships.