

# Final Report

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## **Development and Delivery of Capability Building Modules for the MLA Co-Innovation Program**

Milestone report

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## **Abstract**

MLA supports innovation across the red meat sector by co-funding innovation managers for a term of 3 years. To improve the performance of these managers in their roles MLA has contracted Hargraves Institute to develop innovation capability resources for the following four (4) topics:

1. Responding to unexpected change
2. Building and maintaining cross industry collaboration
3. Establishing and maintaining strategic research partnerships
4. Building a business case using financial analysis and forecasting

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# 1 Project description

## 1.1 Objectives:

Develop content, plan and deliver up to four (4) network meetings (digital and face to face) and conduct surveys of program performance to support MLA Co-Innovation Managers succeed in their role.

## 1.2 Specifications:

The network meetings will:

1. Be designed to showcase MLA's strategic initiatives that can be trialled or adopted by the red meat sector to improve industry ability to 'Jump the adoption chasm.'
2. Include capability building modules based on best practice process and content to assist Co-Innovation managers succeed in their roles, namely; *Change Management, Establishing and Maintaining Strategic Research Partnerships, Building and Maintaining Cross Industry Collaboration, Building a Business Case using Financial Analysis and Forecasting.*
3. Showcase specific case studies (up to four) from the Co-Innovation network that demonstrate how a company has taken steps to overcome challenges to implement innovation projects.
4. Include quarterly and annual surveys to ensure the program is meeting the needs of the network.
5. The provider will work with MLA to ensure the content meets MLA's requirements.

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## 1.3 Deliverables:

Each network meeting will include the following:

1. An update from MLA program managers on new innovation opportunities that can be trialled and adopted by the network.
2. Capability building modules based on best practice process and content to assist Co-Innovation managers succeed in their roles, (modules outlined above)
3. Up to four (4) case studies from the Co-Innovation network that demonstrate how a company has taken steps to overcome challenges to implement innovation projects.
4. Quarterly and annual surveys to ensure the program is meeting the needs of the network.

# 2 Milestone One Objective

Develop content, plan and run the September digital network meeting, conduct quarterly survey of participants.

Focus topic: Responding to unexpected challenges- See Appendix One

## 2.1 Success in meeting the objectives

A session plan and content were developed in conjunction with MLA for *Responding to Unexpected Challenges*.

The program was delivered with 20 attendees on Tuesday September 20<sup>th</sup>, 2022

Participants completed an evaluation survey. See Appendix Two for feedback.

### 3 Next steps

Having established the module template, the next steps are:

Date	Deliverable
30/12/2022	Building and maintaining cross industry collaboration
	Develop content, plan and run the December face to face network meeting, conduct quarterly survey of participants.
29/03/2023	Establishing and maintaining strategic research partnerships
	Develop content, plan and run the March digital network meeting, conduct quarterly survey of participants.
30/06/2023	Building a business case using financial analysis and forecasting.
	Develop content, plan and run the June face to face network meeting, conduct annual survey of participants.

### 4 Milestone Two Objective

Develop content, plan and run the November in-person meeting and dinner at MLA Sydney.  
Focus topic: Productive partnerships. See Appendix One.

#### 4.1 Success in meeting the objectives

A session plan and content were developed in conjunction with MLA for *Productive Partnerships*. The program was delivered with a pre-dinner event on 29 and 30 November 2022. Participants completed an evaluation survey. See Appendix Two for feedback.

### 5 Next steps

Having established the module template, the next steps are:

Date	Deliverable
29/03/2023	Establishing and maintaining strategic research partnerships
	Develop content, plan and run the March digital network meeting, conduct quarterly survey of participants.
30/06/2022	Building a business case using financial analysis and forecasting.
	Develop content, plan and run the June face-to-face network meeting, conduct an annual survey of participants.

### 6 Milestone Three Objective

Develop content, plan and run the March 21<sup>st</sup>, 2023' online meeting.  
Focus topic: Building and Maintaining Networks. See Appendix One

#### 6.1 Success in meeting the objectives

A session plan and content were developed in conjunction with MLA for *Building and Maintaining Networks*. The program was delivered online on March 21<sup>st</sup>, 2023. Participants completed an evaluation survey. See Appendix Two for feedback.

## 7 Next steps

Having established the module template, the next steps are:

Date	Deliverable-proposed in person workshop in Brisbane, June 14 <sup>th</sup> -15 <sup>th</sup>
30/06/2022	Building a business case using financial analysis and forecasting.
	Develop content, plan and run the June face to face network meeting, conduct annual survey of participants.

## 8 Milestone Four Objective

Develop content, plan and run the June 2023 in-person meeting and dinner at MLA Brisbane in collaboration with MLA.

Focus topic: Building a Business Case. See Appendix One

### 8.1 Success in meeting the objectives

A session plan and content were developed in conjunction with MLA for *Building a Business Case*. See Appendix One for session outline.

The program was delivered with a pre-dinner event - 13<sup>th</sup> and 14<sup>th</sup> June 2023.

Participants completed an evaluation survey. See Appendix Two for feedback.

## 9 Next steps

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At the workshop, participants were asked to nominate preferences for professional development in the next financial year - 2023-2024.

The aggregated feedback revealed four themes:

- 1. Incremental vs radical innovation**
  - How do we balance our portfolio to accommodate incremental and disruptive innovation in the correct proportions?
- 2. Metrics and business improvement**
  - How do we capture the value of our projects?
  - How do we adopt actionable metrics to demonstrate the value of innovation?
- 3. People Leadership and role conflict**
  - How can we ensure our leaders inspire the team and champion the project widely?
  - How can we balance team members' job roles and project roles to ensure that we meet our milestones?
- 4. Industry sharing and transparency**
  - How do we adopt open innovation strategies in our industry to lift and learn, while respecting our company's commercial interests?
  - How do we crowdsource ideas, showcase innovation projects, to customers and consumers in a safe way?

It is recommended that the professional development program continues on a quarterly basis to address these needs for the co-innovation managers.

# 10 Appendix - Session Outline MS 1

10/5/22

1

Time	Topic	Facilitator
09:00 - 09:15	Welcome	John MacFarlane
09:15 - 09:30	Introduction	John MacFarlane
09:30 - 09:45	Business Case	John MacFarlane
09:45 - 10:00	Case Study	John MacFarlane
10:00 - 10:15	Break	
10:15 - 10:30	Key Principles	John MacFarlane
10:30 - 10:45	Step One	John MacFarlane
10:45 - 11:00	Step Two	John MacFarlane
11:00 - 11:15	Step Three	John MacFarlane
11:15 - 11:30	Step Four	John MacFarlane
11:30 - 11:45	Break	
11:45 - 12:00	Summary	John MacFarlane

2

3

**Background**  
Global and regional mobility has been increasing for some years impacting the trade of Australian beef and lamb in international markets.

**Opportunity**  
A major importer of trading partner has banned imports of Australian beef and sheepmeat and their co-products citing zoonotic disease concerns over foot-and-mouth disease. Your business has been notified as usual that there have been no other assessments.

**Task**  
Your Co-Innovation team is tasked with 'Responding to Unexpected Change' briefing in mind in a 1000-character brief and a 10-minute presentation to the board.

- Use the situation assessment framework and tips and tools provided to assess the situation.
- Identify 3-5 response actions you could recommend to the business, from the perspective of the Co-Innovation Manager.

You have 15 mins as a group to develop a 2-min pitch. Get everyone involved.

4

5

**Step One - Assess the situation and options**

Companies in the real world are increasingly exposed to sudden and dramatic changes to their business. How do you take control and respond to situations which are unexpected and require urgent action?

This module is developed to assist MIA Co-Innovation managers lead change and respond quickly to previously unforeseen challenges or scenarios which require implementing new technology, introducing new process, products or services for new markets or repositioning of markets. Changes that are planned strategically from within the organisation allow time for a proper process to design and implement the strategy. However, when organisations are forced to change from external forces outside of their control in a quite different and require a different approach. In the past few years, the real world industry has responded to Covid 19, Fast and Mouth Disease, information has and has restrictions. It has been uncertain and is unlikely to change.

What are you as a Co-Innovation Manager. The guide will help you and your organisation develop and implement positive strategies to guide your organisation implement change with clarity and empathy.

The first and most important step is to pause and reflect on what you know and what you need to find out. To assist in this process, we recommend you complete the situation assessment canvas. Next, the first step here will help you to identify the facts, assumptions, biases and potential blind spots to be challenged or assessed.

6

1

10/5/22

7

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**Step Two - Vision, values, goals**

Engaging your people is the single most important step in responding to a sudden challenge. There will be widespread feelings of uncertainty. That's why you need to show that you have a direction, a compass not a map.

Your vision should be based on your company values, take into account your customer expectations and give a sense of confidence to your employees.

You need to show confidence by creating tangible goals for immediate action. Use the Values, Vision and Goals template to clarify what those are for your business and the Communication template to plan what you say to whom and when.

10

11

**Step Three - Communicate and share power**

Communicate, early and often. Share and engage people. Be clear about the direction that you are acting and have a decision.

- Be transparent
- Communicate more not less
- Create a vision
- Share power
- Ask for help
- Create people's sense of meaning
- Provide a compass not a map
- Admit what you don't know
- Don't be afraid to change as new information comes to hand

Value Proposition	Values	Objectives & Targets	Goals
Problem you plan to solve for customer. Why they care about it.	What is your organisational purpose? How do you intend to solve it? How do you intend to solve it? How do you intend to solve it?	What are the main objectives to be achieved? What are the main objectives to be achieved? What are the main objectives to be achieved?	What are your goals to achieve your vision? What are your goals to achieve your vision? What are your goals to achieve your vision?

12

1

**Step Four - Take fast action together**

It is important to act with urgency but be prepared to change your course of action as you learn more or the situation changes. It is also critical that your colleagues trust you and the organisation. Without trust, your initiatives will falter and you won't be able to move forward with speed.

You should not only plan immediate actions but take the opportunity to take steps and plan for medium and long-term actions. The crisis you are facing may be the catalyst for new opportunities, so don't waste it.

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**Fast and Flexible Action Plan**

Action	Priority: 1. Urgent 2. Medium term 3. Long term	By whom	By when	Notes
<b>Goal 1</b>				
Action 1				
Action 2				
<b>Goal 2</b>				
Action 1				
Action 2				

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15

**Case Study: Responding to Unexpected Change**  
In groups, complete the Situation Assessment (Slide 16) using the following case study.

**Background**  
Blythaird, a small regional beef producer, has been increasing for some years importing the trade of Australian beef and beef products into international markets.

**Chaos / Opportunity**  
A major regional beef producer has banned imports of Australian beef and beef products and that cow-producers citing environmental concerns over food mouth disease. Your business has been notified via email that these bans come from the **Government**.

**Task**  
Your information team is working with the **Government** to **Address the Challenge** facing in need it is **Cost** information team is working with the **Government** to **Address the Challenge** facing in need it is

1. Use the situation assessment framework and tips and tools provided to assess the situation.
2. Identify 5-10 innovation actions you could recommend to the business from the perspective of the Co-Entrepreneur Manager.

You have 15 mins as a group to develop a 2 min pitch. Get everyone involved.

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**SITUATION ASSESSMENT**

**Inputs**

Causes and context	Challenges for our organisation	Opportunities for our organisation
Implications for operations	Implications for people	Implications for finance

**Options for action**

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17

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18



# 11 Appendix - Session Outline MS 2



1

**Between 50% and 75% of all interorganisational collaborations fail**

- There's a high failure rate and it's expensive and embarrassing when failure occurs
- Clear communication is key
- Trust is critical
- Diligent planning is essential

2



3

Today

- Why partner?
- Leading partnerships
- Process for implementing a partnership
- Making partnerships work
- Case studies

4

Why partner?

Have your organization ready to partner? Do you? Have the following reasons for partnering in mind? There are 4 reasons C - There are not really 10 reasons at all

Why partner?	A	B	C
Wanted to collaborate to:			
To share knowledge and expertise in a world of exponential knowledge growth	A	B	C
To solve complex problems	A	B	C
To acquire greater capacity	A	B	C
To innovate to quickly and meet customer needs	A	B	C
To improve their idea	A	B	C
To boost productivity by accessing new skills and knowledge quickly	A	B	C
To expand market and customers	A	B	C
To add value for existing customers	A	B	C
To provide new products and services	A	B	C
To speed up the achievement of outcomes	A	B	C
To improve relationships with the supply chain	A	B	C
Target customers:	A	B	C
Target diverse ideas and insights	A	B	C
Other:			

5



6

Leadership styles

	Command and control	Collaborative leadership
Structure	Top-down	Networked
Information flow	Need to know basis	Want to know basis
Accountability	Individual	Team
Decision making	Management responsibility	Team responsibility
Leadership conduct	Direct and control	Influence and coach
Communication	One-way/one-sided	Two-way/multi-part
Source of authority	Position	Relationships
Ethos	Competitive	Collaborative
Employee conduct	Compliant	Creative
Participation	Authoritarian	Empowering

7



8

LEADERSHIP IN THE PARTNERSHIP AND THE PARTNER

Leadership	Partner	Shared Purpose	Communication	Trust	Accountability	Mutual Respect	Flexibility
Leadership: The leader organizes the resources to accomplish the organization's purpose.	Partner: The partner provides the resources to accomplish the organization's purpose.	Shared Purpose: The shared purpose is the common goal that the organization and the partner share.	Communication: The communication is the exchange of information between the organization and the partner.	Trust: The trust is the confidence that the organization and the partner have in each other.	Accountability: The accountability is the responsibility that the organization and the partner have for each other.	Mutual Respect: The mutual respect is the respect that the organization and the partner have for each other.	Flexibility: The flexibility is the ability of the organization and the partner to adapt to change.

Deen Dine - Proactive Partnerships

9



10

<Company Name> / <Partner name>				
Goal				
By when: <complete partner relationship>				
How				
Clarify the need	Select the partner	Plan the partnership	Work collaboratively	Capture value and evaluate, improve

11

<Company Name> - <Partner name>				
Goal				
By when: <complete partner relationship>				
How				
Clarify the need	Select the partner	Plan the partnership	Work collaboratively	Capture value and evaluate, improve

12



13

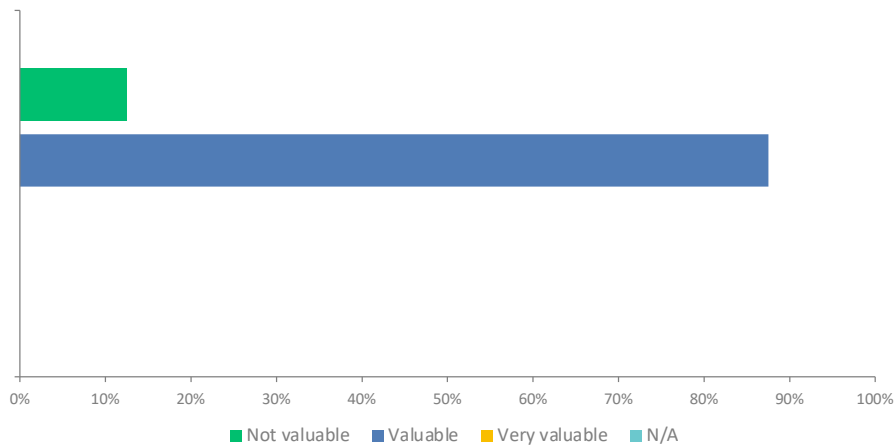
Checklist
Clear vision and purpose statement
Project plan agreed
Identified benefits for both partners
Identified risks for both partners
Joint and individual objectives
Budget and resources agreed
Roles and responsibilities agreed
Expectations clarified
Governance structure and joint leadership agreed
Confidentiality arrangements in place
Key performance indicators
Systems and processes for collaboration

14

# 12 Appendix – Feedback MS 1

## Q1: How valuable did you find the whole event?

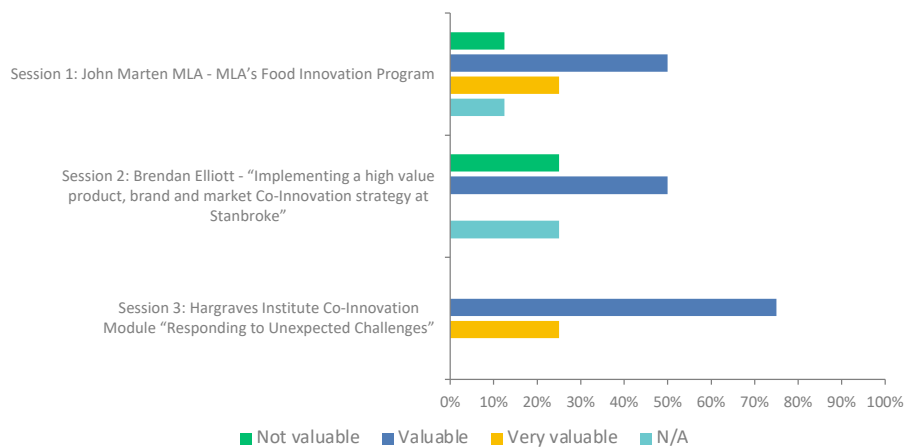
Answered: 8 Skipped: 0



Powered by  SurveyMonkey

## Q2: Please indicate how valuable you found each of these sessions:

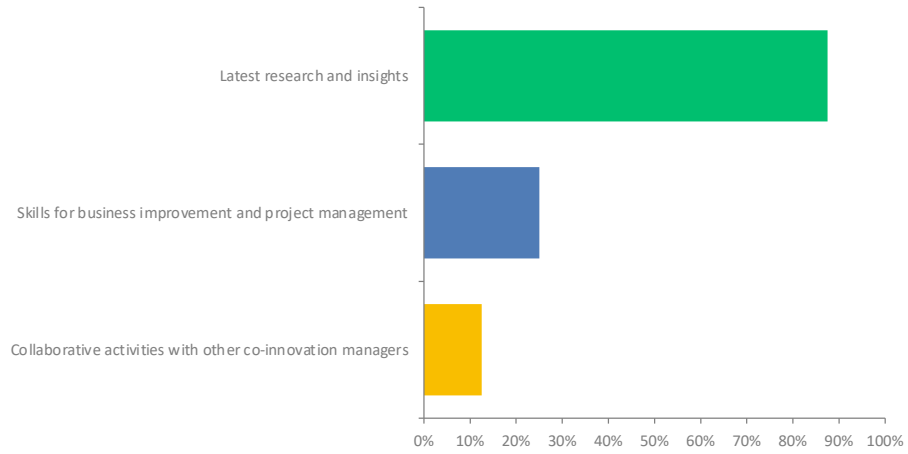
Answered: 8 Skipped: 0



Powered by  SurveyMonkey

**Q3: What topics would you like included in future events? Select from the list below**

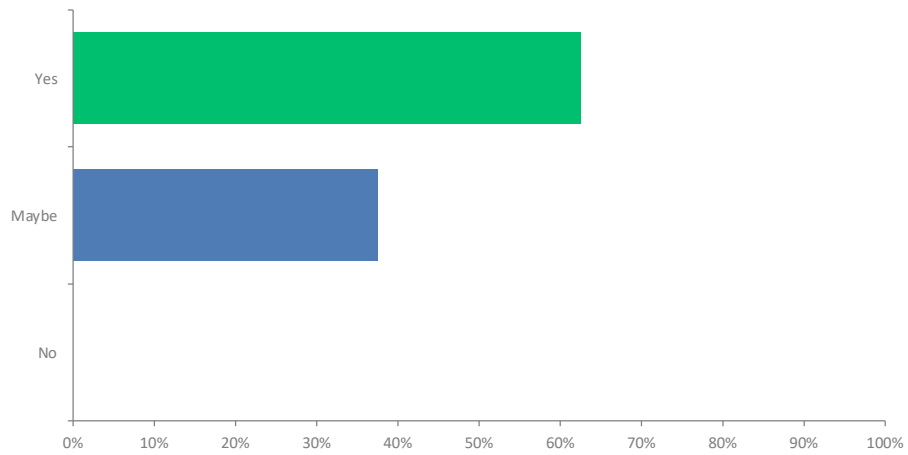
Answered: 8 Skipped: 0



Powered by SurveyMonkey

**Q4: Would you recommend this event to others?**

Answered: 8 Skipped: 0

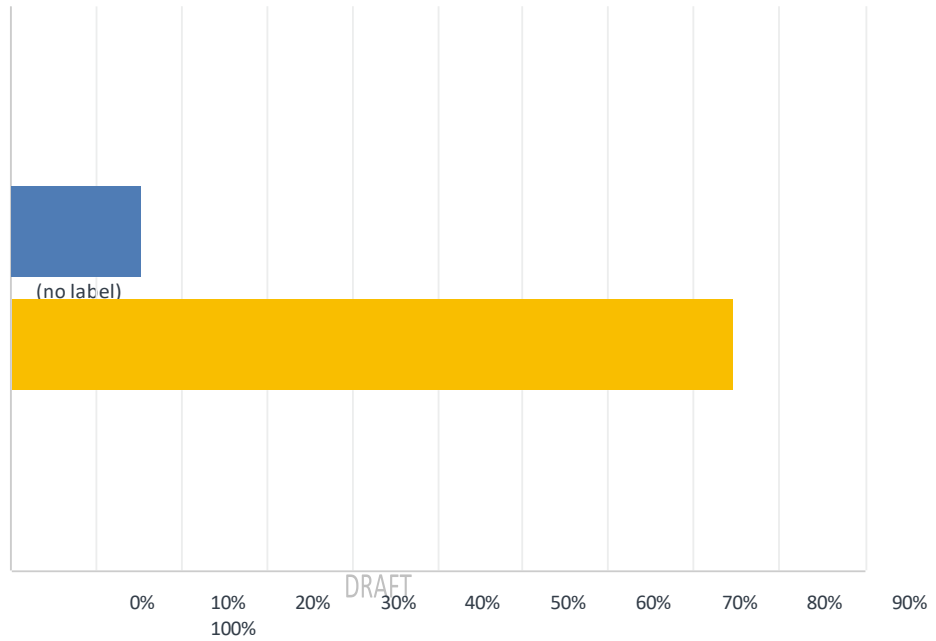


Powered by SurveyMonkey

## 13 Appendix Two- Feedback MS 2

### Q1 How valuable did you find the whole event?

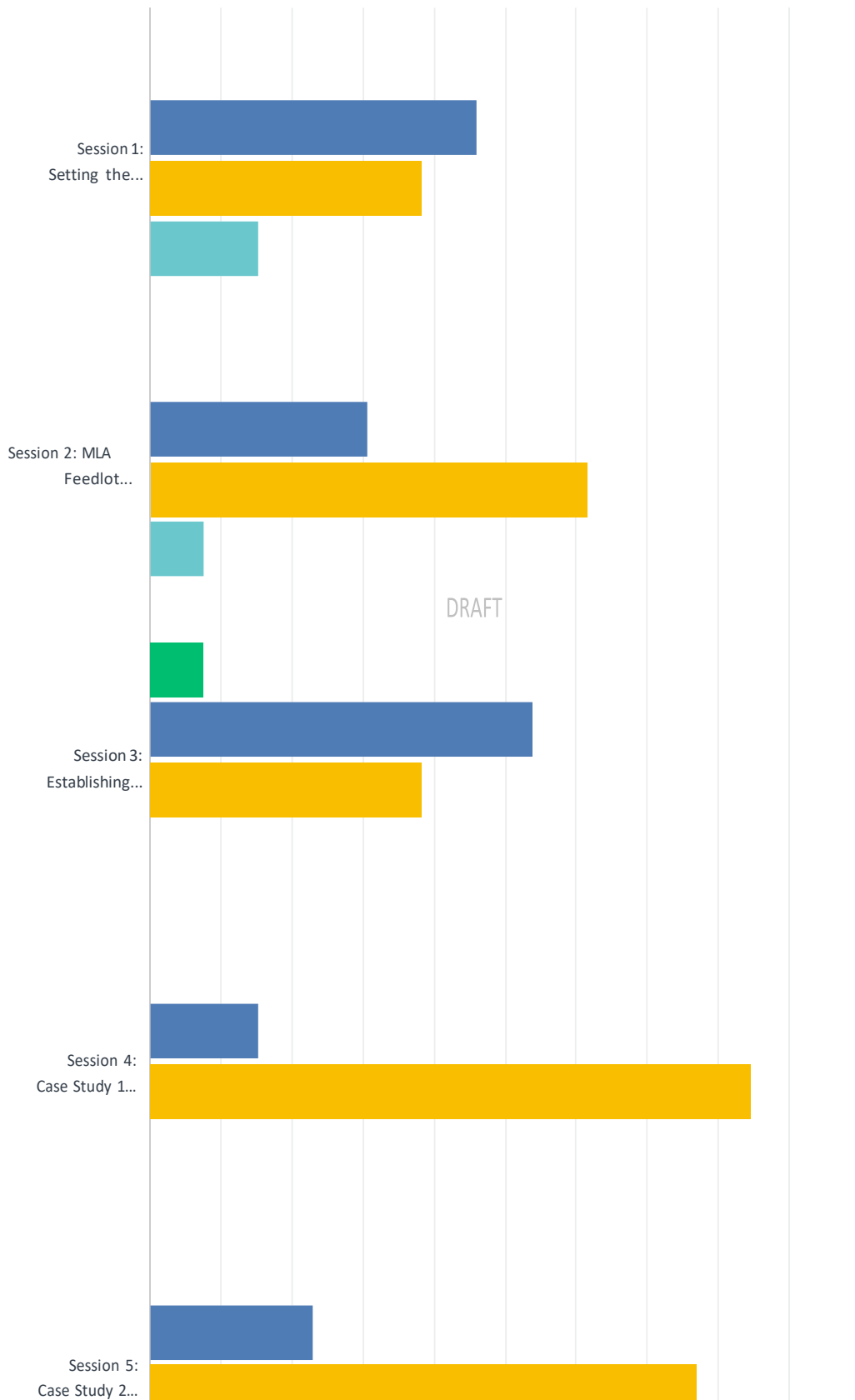
Answered: 13 Skipped: 0

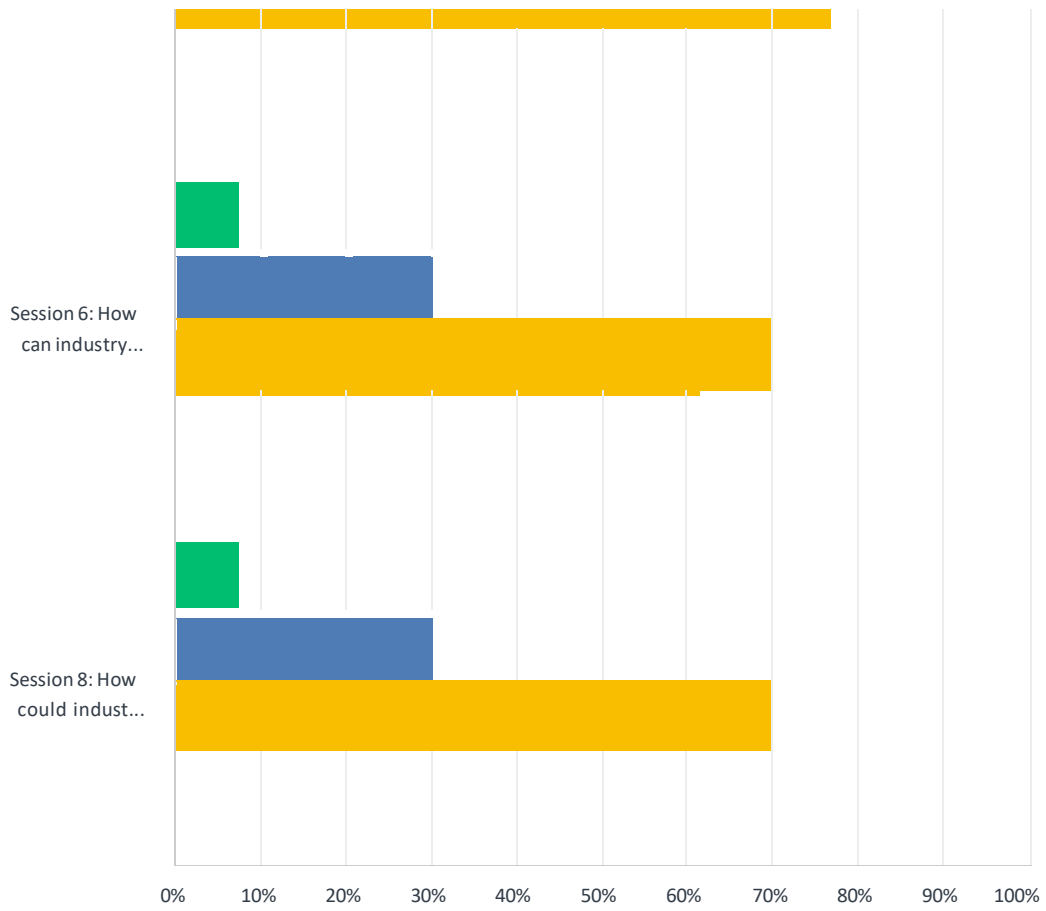


■ Not valuable ■ Valuable ■ Very valuable ■ N/A

**Q2 Please indicate how valuable you found each of these sessions:**

Answered: 13 Skipped: 0



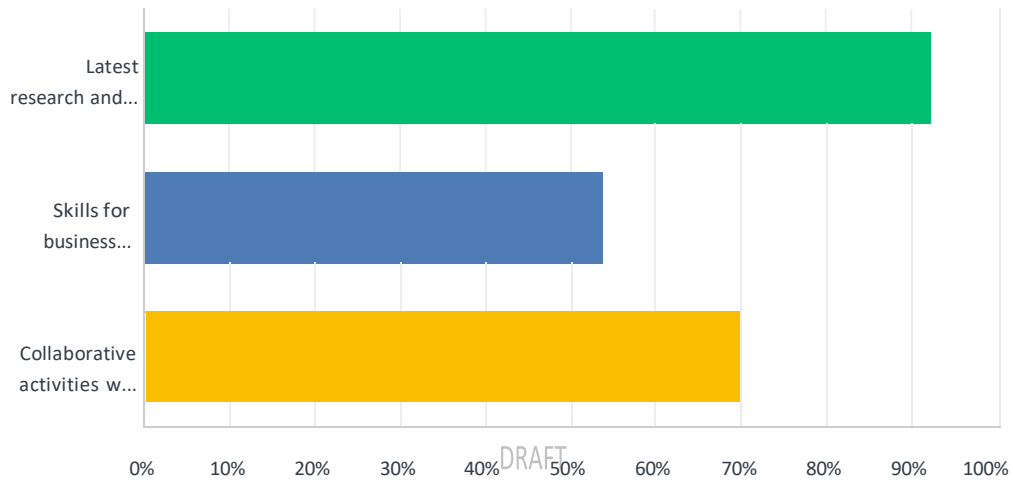


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Not valuable Valuable Very valuable N/A

### Q3 What topics would you like included in future events? Select from the list below

Answered: 13 Skipped: 0

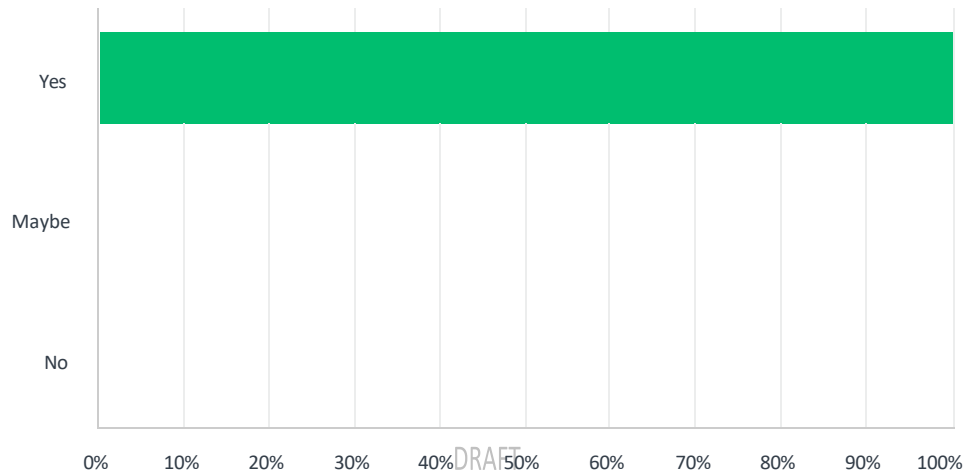


#	OTHER (PLEASE SPECIFY)
1	Digital product management. Hear from people in the group working on digital projects
2	Priority 1: Collaborative activities Priority 2: Skills for business improvement Priority 3: Latest research
3	Would love more research and insights space. Matt's session this morning was great.
4	N/A



## Q4 Would you recommend this event to others?

Answered: 13 Skipped: 0



#	COMMENT
1	Innovation is a common problem where this is applied to a number of problems
2	Workshop surpassed expectations
3	is there a session to include company CEO and managers as well ( a shorter session) to engage organisation learning and development.
4	Was very insightful hearing from others in different sectors in the red meat industry
5	N/A

## Q5 Please share any other comments you have below:

Answered: 4 Skipped: 9

#	RESPONSES	DATE
1	Would like some more processing presentations	12/2/2022 11:49 AM
2	Well facilitated with a good industry outcome to define a problem	12/2/2022 11:38 AM
3	More MLA project updates	12/2/2022 11:37 AM
4	N/A	12/2/2022 11:10 AM

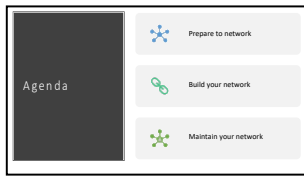
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# Appendix - Session Outline MS 3

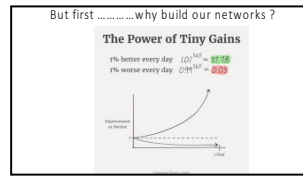
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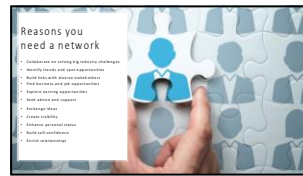
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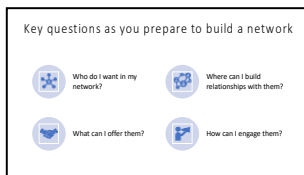
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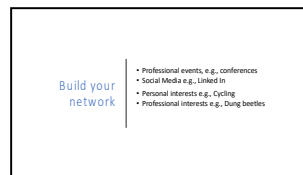
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Types of networks		
Definition	Pros	Cons
<p><b>Open</b></p> <p>Low barrier to entry. Easy to join. High visibility. High potential for growth.</p>	<p>Access to a large pool of resources. High potential for growth. High visibility.</p>	<p>Low loyalty. High potential for conflict. High potential for competition.</p>
<p><b>Private</b></p> <p>High barrier to entry. Low visibility. High potential for growth.</p>	<p>High loyalty. High potential for growth. High potential for competition.</p>	<p>Low potential for growth. Low potential for competition.</p>
<p><b>Hybrid</b></p> <p>Low barrier to entry. High visibility. High potential for growth.</p>	<p>High loyalty. High potential for growth. High potential for competition.</p>	<p>Low potential for growth. Low potential for competition.</p>

7



8



9

**Maintain your network secrets of networking**

- Make it personal
- Show it time
- Refresh regularly
- Be broad-*up, down, around*
- Be ask who you connect with, to who connects with you
- Connect others
- Show gratitude—thank them when the need is on the horizon
- Ask for and give help
- Use digital—personalize posts, like and share
- Be curious—genuinely

10

**Give and take quiz**

- On a scale of 1-10, how likely are you to help someone who asks?
- On a scale of 1-10, how likely are you to ask for help from someone outside of your company?

Are you more likely to give help than to ask for help?

We don't ask for help because:

- We want to be the helper
- We are afraid of looking weak or foolish
- We're embarrassed

But...

If you ask for help you may find builds for the future. If you don't ask for help you may receive a pushover.

11

**Your network**

- You have a connection-to-confidence problem with your immediate project and need to find someone who can help.
- Grab a piece of paper. Write down the names of 5 people you could approach for help.
- Now, create the table on the following page and complete in relation to those 5 people.

12

**Assess your network**

Name	Age	Gender	Discipline	Education Level	Culture	Job title	Type of contact

This is your trusted network. What do you notice about it? Could you improve it? How?

13

**Maintaining networks**

**The 5-Minute Favor**

Following on from the previous exercise, a member of your network has connected you to a person you don't know to help you with your commercial-in-confidence issue. You want to ask them for help.

```

    graph TD
      A[How do you identify them??] --> B[What do you want them to feel about you?]
      B --> C[How do you make them feel that?]
      C --> D[How do you ask for your favor??]
      D --> E[How do you identify them??]
  
```

14

**Pause and reflect**

Remember

- What kept me motivated?
- What have I learned about it?

Learn

- Why is it important to me?
- How can I apply what I've learned?

Deliver

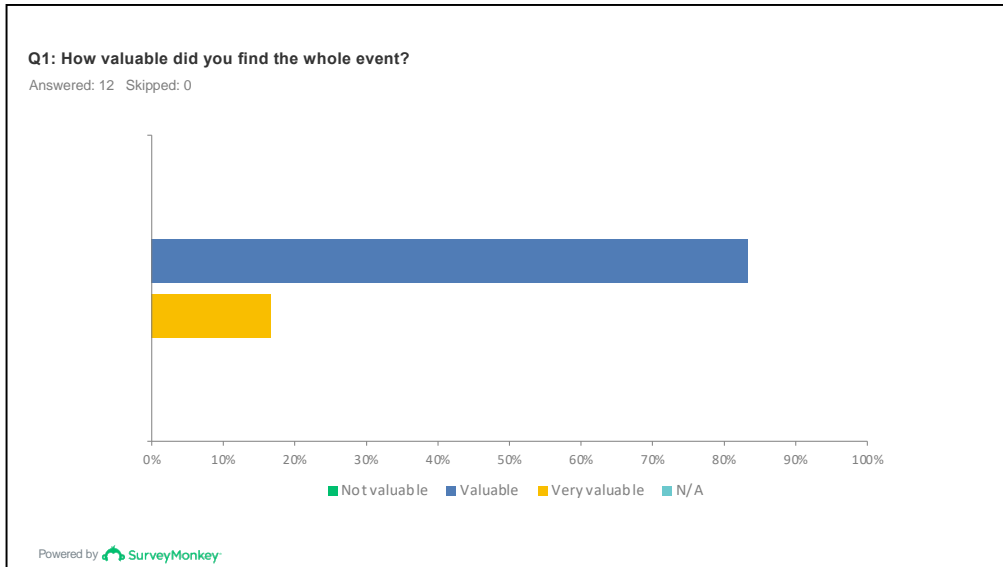
- What else do I need to do?
- Who can help me?

Regulate emotion

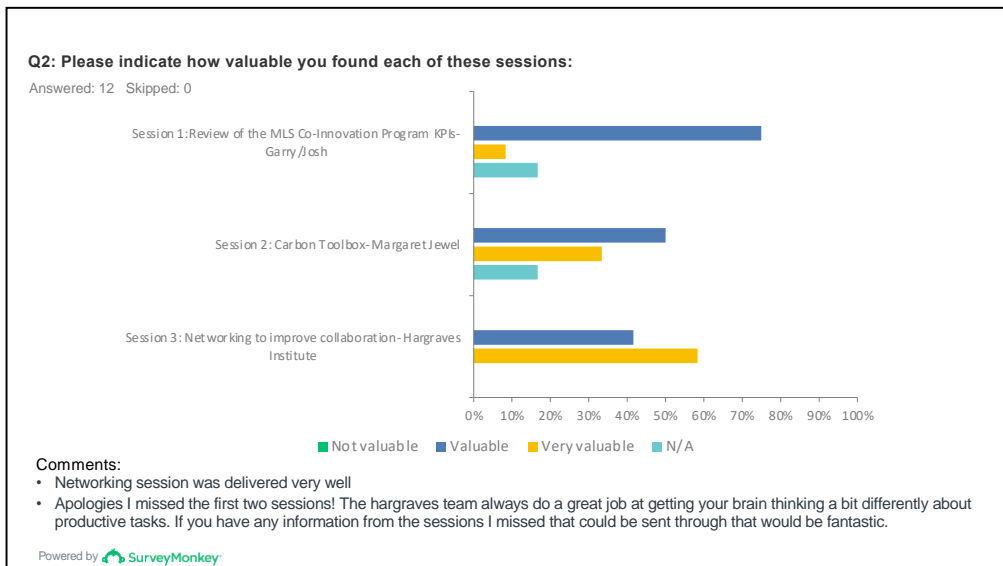
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# 14 Appendix Two- Feedback MS 3

3/23/23

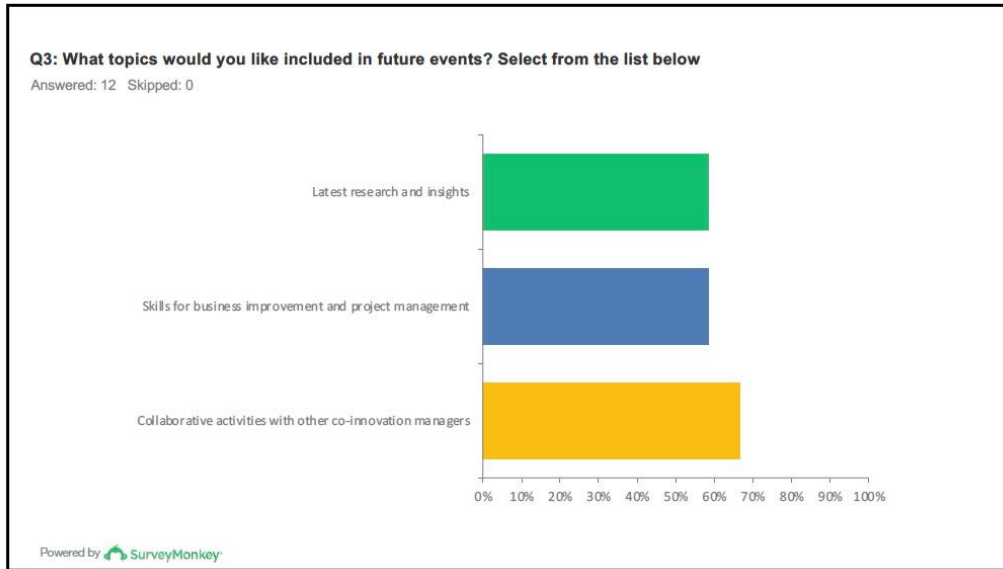


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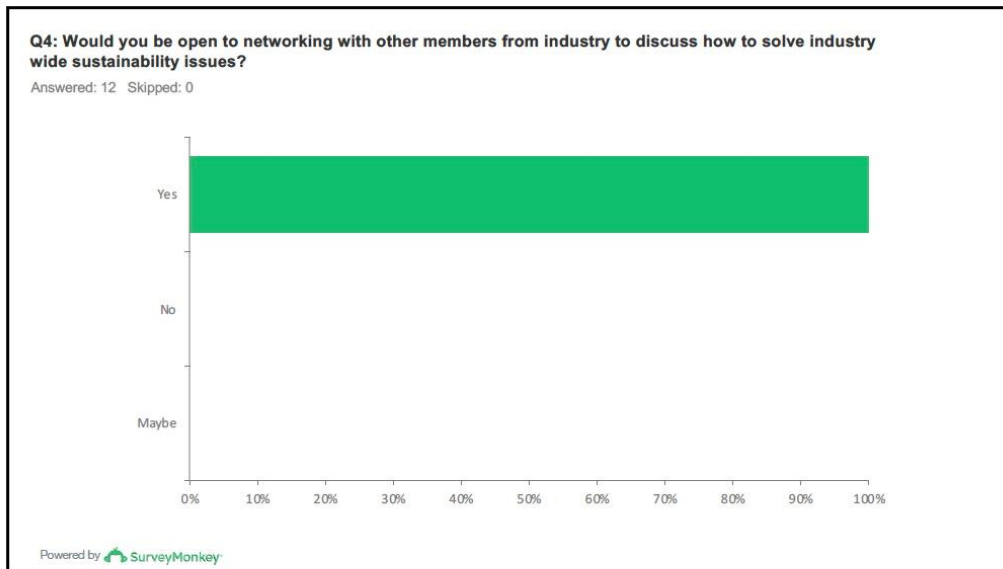


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1



3



4

# 15 Appendix - Session Outline MS 4



1



2



3



4

Projects register

- Identify investment projects that solve a business problem or align to your business strategy, e.g. operational issues, customer service, etc.
- Consider the options i.e. least recommended as fully autonomous revenue option
- Identify the most business critical for strategic reasons i.e. fully autonomous revenue option

The register should include:

- Project title and description, the case for investment
- An assessment of the project's value
- The recommended option, including indicative costs and benefits over the life of the project

Project title and description	Case for Change	Impact	Recommended option	Cost	Benefit
1. ...	...	...	...	...	...
2. ...	...	...	...	...	...
...	...	...	...	...	...

6



7



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Business Case Dimensions

Dimension	Key questions	Options	Assessment
Strategic	Does it meet the strategy?	Does it align with our strategy?	Does it fit the impact of our strategy?
Operational	Does it improve value added?	Are there alternatives with the same impact?	Does it fit the current state of the business?
Financial	Can we get return on a payback period of 1 or 2 years?	Can we get return on a payback period of 1 or 2 years?	What are the risks?
Risk	Is it well understood?	What is the risk to our business?	How will it improve our performance?
Customer	Is it well understood?	Can we improve it?	Does it fit the impact of our business strategy?

11

### Capital Budgeting Methods

Benefit/Cost Ratio (BCR)	Return on Investment (ROI)	Payback Period (PbP)	Net present value (NPV)	Internal Rate of Return (IRR)
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Collect and manage
Process quickly

13

### Capital Budgeting steps

1. Review the short list options in your business unit and rank in priority based on urgency, size, and indicative impact and return.
2. Collate cost and benefit data by year for the life of the project.
3. Complete simple BCR and ROI calculations to review short listed projects. Select a subset for capital budgeting based on BCR & ROI.
4. Audit your finance team with data to conduct capital budgeting for selected projects. Generate the results and develop business case for the most promising or critical projects.

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### Data for capital budgeting

<p><b>Cost</b> - the cost of the investment opportunity for capital</p> <p><b>Direct costs</b> - expenses directly associated with the project, including capital expenditure, overhead and property</p> <p><b>Indirect costs</b> - those expenses which are attributable to the project but are not directly associated with it, e.g. overheads</p> <p><b>Opportunity costs</b> - lost benefits or opportunities resulting from the taking of an option</p>	<p><b>Benefits</b> - the benefits to be realized from the project</p> <p>Things you should be aware of:         <ul style="list-style-type: none"> <li>• Benefits that will be realized over your business case or beyond the available life of the investment</li> <li>• Use the costs from the life of the investment not from the life of the business</li> </ul> </p>	<p><b>Trade-offs</b> - costs and benefits that are not directly associated with the project</p> <p>Be aware of these:         <ul style="list-style-type: none"> <li>• The time value of money</li> <li>• The risk of the investment</li> <li>• The opportunity cost of the investment</li> </ul> </p>
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

15

### Benefit Cost Ratio (BCR)

It involves	Benefit	Drawbacks
<ul style="list-style-type: none"> <li>• Comparison of the total cost to be incurred for an investment opportunity against the benefits to be realized over the life of the investment</li> <li>• It makes good investments easier</li> </ul>	<ul style="list-style-type: none"> <li>• A ratio which represents the benefits to be realized over the life of the investment</li> <li>• Can be used to compare investments of different sizes</li> <li>• It is a simple and easy to understand method</li> </ul>	<ul style="list-style-type: none"> <li>• Difficult to predict all benefits</li> <li>• Investment costs over time</li> <li>• It does not take into account the time value of money</li> </ul>

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### Process for calculating BCR

I	B	D
<p><b>Investment</b></p> <p>Identify the investment opportunity and estimate the costs to be incurred over the life of the investment.</p> <p>Identify the benefits to be realized over the life of the investment.</p> <p>Identify the opportunity costs of the investment.</p>	<p><b>Benefit</b></p> <p>Identify the benefits to be realized over the life of the investment.</p> <p>Identify the opportunity costs of the investment.</p> <p>Identify the benefits to be realized over the life of the investment.</p>	<p><b>Drawbacks</b></p> <p>Identify the drawbacks to be realized over the life of the investment.</p> <p>Identify the opportunity costs of the investment.</p> <p>Identify the benefits to be realized over the life of the investment.</p>

17

### Return on Investment (ROI)

It involves	Benefit	Drawbacks
<ul style="list-style-type: none"> <li>• It is a simple and easy to understand method</li> <li>• It is a simple and easy to understand method</li> </ul>	<ul style="list-style-type: none"> <li>• It is a simple and easy to understand method</li> <li>• It is a simple and easy to understand method</li> </ul>	<ul style="list-style-type: none"> <li>• It is a simple and easy to understand method</li> <li>• It is a simple and easy to understand method</li> </ul>

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### Process for calculating ROI

ROI is the ratio of expected monetary benefits to the costs of the project

```

    graph LR
      A[Identify investment opportunity] --> B[Identify benefits to be realized over the life of the investment]
      B --> C[Identify opportunity costs of the investment]
      C --> D[Calculate ROI]
  
```

The formula is:

$$ROI = \frac{\text{Net Present Value of Investment} + \text{Opportunity Cost}}{\text{Total Project Cost}} \times 100$$

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### Payback Period (PbP)

It involves	Benefit	Drawbacks
<ul style="list-style-type: none"> <li>• It is a simple and easy to understand method</li> <li>• It is a simple and easy to understand method</li> </ul>	<ul style="list-style-type: none"> <li>• It is a simple and easy to understand method</li> <li>• It is a simple and easy to understand method</li> </ul>	<ul style="list-style-type: none"> <li>• It is a simple and easy to understand method</li> <li>• It is a simple and easy to understand method</li> </ul>

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### Net Present Value (NPV)

It involves	Benefit	Drawbacks
<ul style="list-style-type: none"> <li>• It is a simple and easy to understand method</li> <li>• It is a simple and easy to understand method</li> </ul>	<ul style="list-style-type: none"> <li>• It is a simple and easy to understand method</li> <li>• It is a simple and easy to understand method</li> </ul>	<ul style="list-style-type: none"> <li>• It is a simple and easy to understand method</li> <li>• It is a simple and easy to understand method</li> </ul>

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### Internal Rate of Return (IRR)

Definition	Benefits	Drawbacks
<ul style="list-style-type: none"> <li>Provides consistent value across all the alternatives as a percentage not a dollar value.</li> <li>The IRR is the annual % return on investments that makes the NPV value to zero.</li> </ul>	<ul style="list-style-type: none"> <li>It is a uniform measure for comparison of several investments and you can compare different projects.</li> </ul>	<ul style="list-style-type: none"> <li>If the IRR is less than the cost of capital, the project is not profitable. It will provide misleading results.</li> <li>Assumes that cash flows during the entire period will be reinvested at the internal rate of return.</li> </ul>

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### Step Four: Develop a Business Case

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### Business Case on a Page Template

Section	Content	Notes
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### Step Five: Pitch to gain approval

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### Business Case Investment Funnel Concept

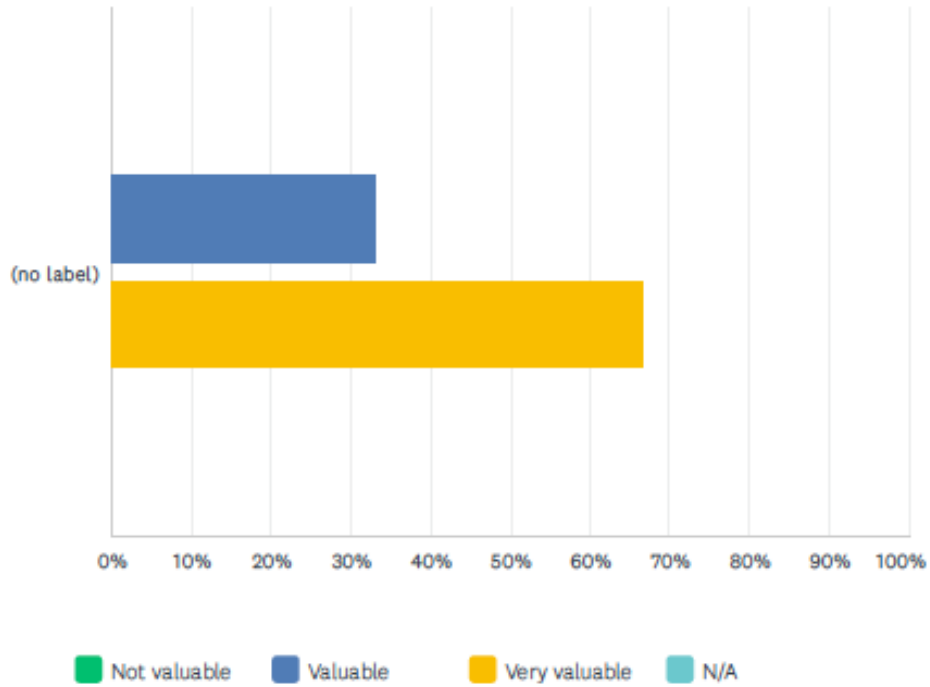
26

Project ID	Project Name	Strategic Alignment	Business Case Strength	Resource Requirements	Risk Level	Approval Status
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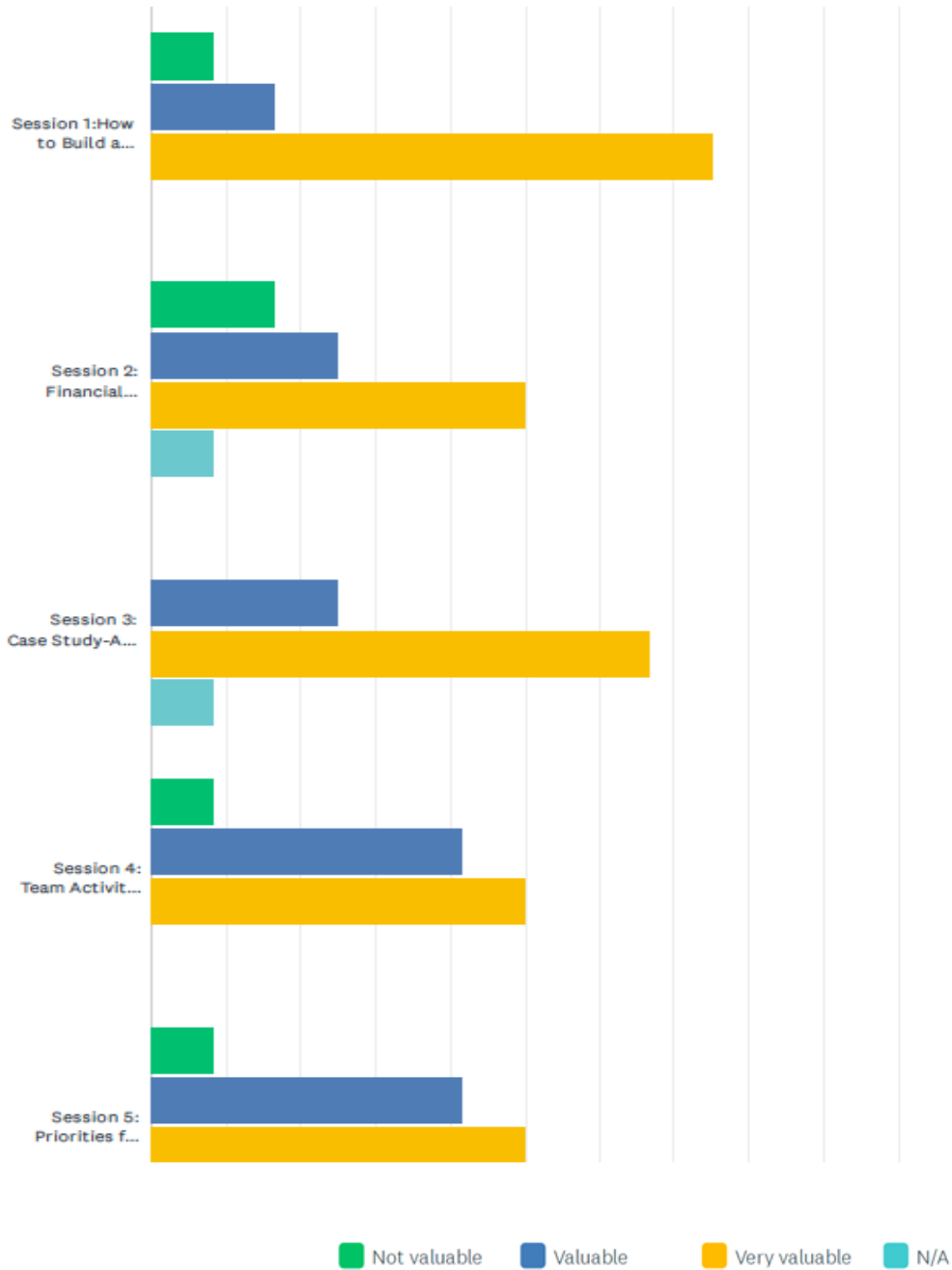
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## 16 Appendix – Feedback MS 4

Q1 How valuable did you find the whole event?

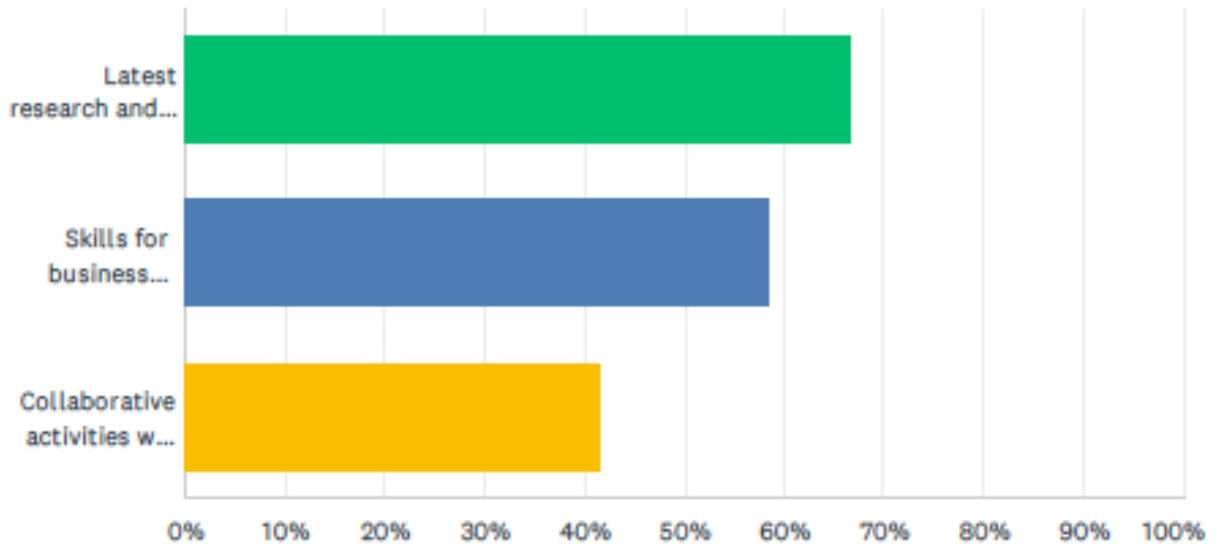


**Q2 Please indicate how valuable you found each of these sessions:**



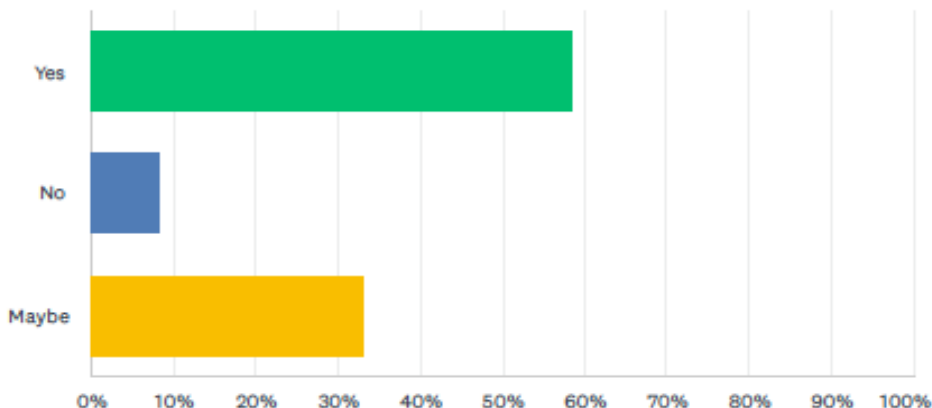
#	COMMENTS
1	Great to also share with project and finance managers internally
2	All was fantast. So engaging and great tools to take away and use in business . Thank you
3	Great process
4	Really good session-nice to hear all the challenges everyone faces.
5	Business cases are very familiar to me. Perhaps have someone who does them present it next time.

**Q3 What topics would you like included in future events? Select from the list below:**



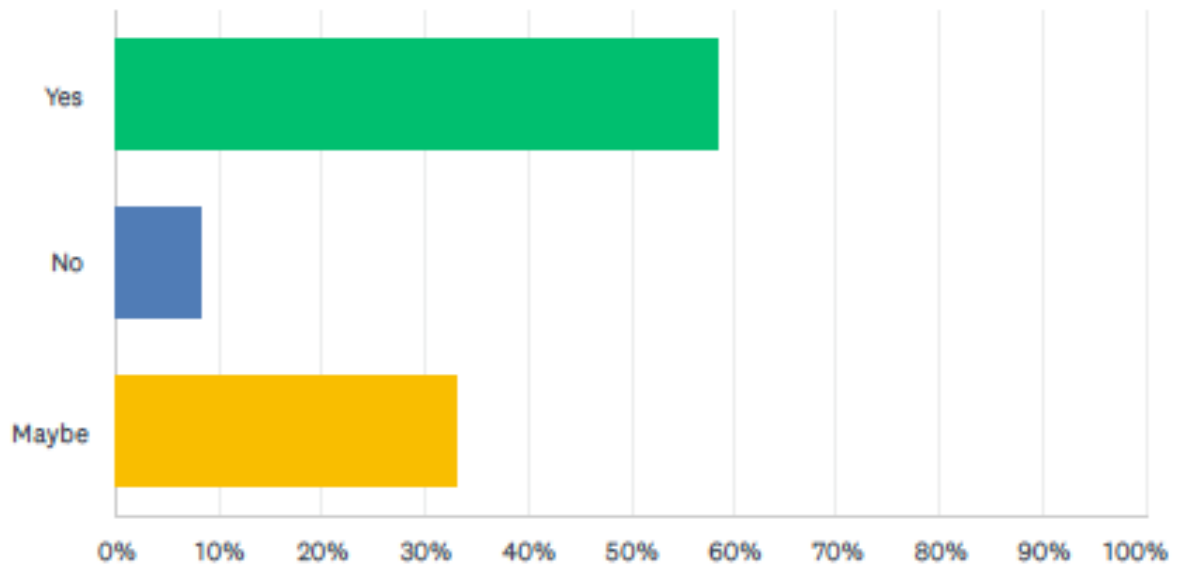
#	OTHER (PLEASE SPECIFY)
1	Strength of program is bringing co-innovation managers together and sharing ideas . Was great to heard others' experiences-processes big vs small companies and a lot of expertise from Patrick (Coles)
2	allow more leadership/business skills to be learnt on job and focus on industry insights from program participants and MLA

**Q4 As part of your Co-Innovation program this year, have you achieved accelerated innovation adoption aligned with your plans?**



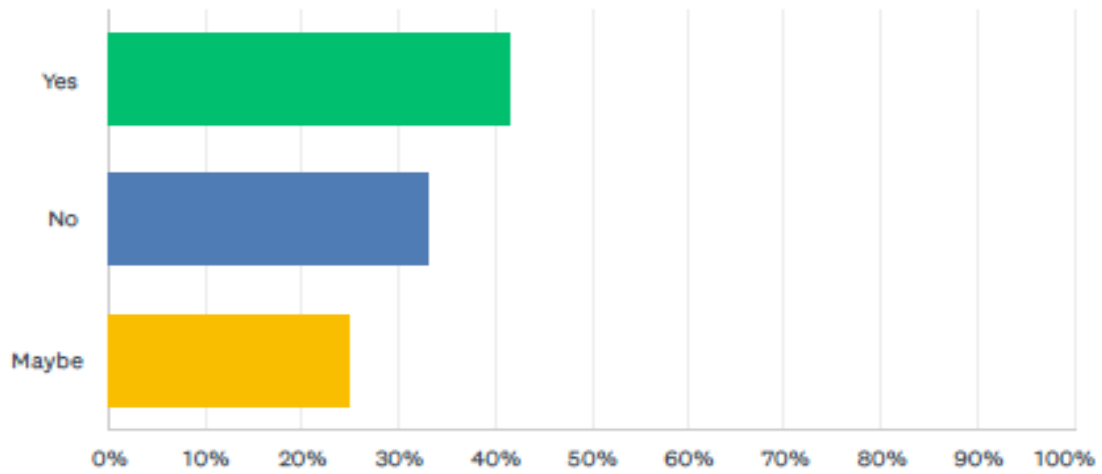
#	COMMENT
1	Not yet
2	Good industry discussion with releoak project
3	An up and down journey to move forward with innovation
4	Only just started DPO role
5	I delivered the majority of may outcomes and objectives
6	Several projects were able to be explored solely due to MLA support.

**Q5 As part of your Co-Innovation program this year, have you achieved an improvement in the willingness of your company to innovate and/or change?**



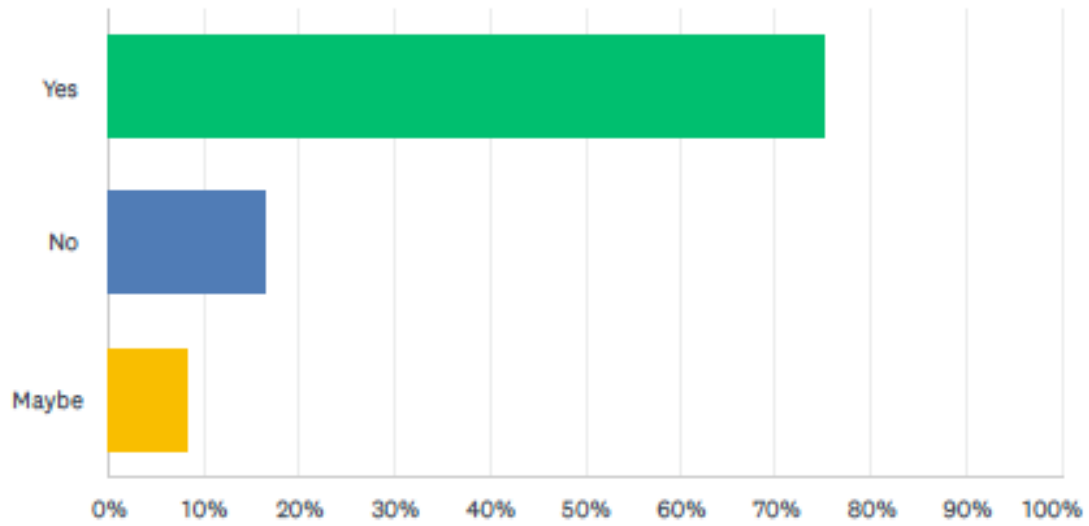
#	COMMENT
1	Not yet. A co-innovation KPI for the business is to improve the innovative mindset of the company
2	Already quite innovative. Structure is what we need, but the right amount so we don't smother innovation.
3	Constraints around current market dynamics vs new opportunities
4	Delivery of previous successful projects have ensured focus on MLA project collaboration
5	Just started
6	Hard to measure. Is it a product of my work or the market we are in?

**Q6 As part of your Co-Innovation program this year, have you seen a reduction in timelines to innovation adoption?**



#	COMMENT
1	Not yet
2	Happening anyway
3	Still a lot of internal red tape but getting better
4	Just started
5	We are already quite agile

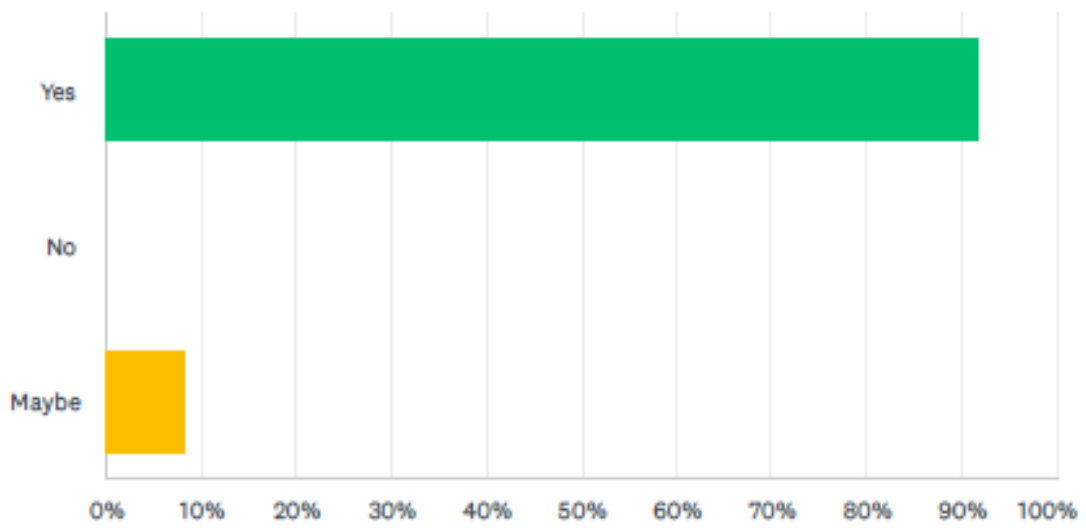
**Q7 As part of your Co-Innovation program this year, have you achieved 80% of your documented innovation objectives for the year?**



#	COMMENT
1	Not yet- relatively new to the program
2	Only just started DPO



**Q8 Would you recommend this event to others?**



#	COMMENT
1	Good collaborative industry and members
2	Absolutely. Everyone should be making it to each event. Not too much to ask and so beneficial.
3	Terrific opportunity to learn and meet like minded innovators
4	I would like to send some other team members to these events
5	Depends on content

**Q9 Please share any other comments you have below:**

#	RESPONSES
1	The event was valuable. A key takeout was the investment of some companies in the programme through projects and the number of innovation managers
2	Well facilitated session from Allan and Tess. Great hosting and facilitation from Gary
3	Keep up the great program for engagement with co-innovation managers. It is greatly appreciated and so important.
4	Challenging operating environment makes program more valuable to maintain some level of innovation in company
5	It would be great to have a sustainability workshop
6	Great insights. Simple is always better, Clear explanations Never boring. Good work
7	Got a lot out of today. Michelle and I will be putting together a projects register very soon.
8	In person is great. Visiting innovation hubs or research centres would be great.