

final report

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Executive summary

Farmers2Founders (F2F) is a new and unique program designed to attract and develop proactive, innovative Australian primary producers looking to grow and transform their businesses through cutting edge innovation and adoption of new technologies. By helping producers develop entrepreneurship and technology capabilities, F2F builds industry champions that can solve critical industry challenges and successfully bring new agtech, foodtech, and food ventures to market.

During the pilot year of a four-year program, F2F engaged directly with over 300 Australian primary producers from across industries and from all states and territories. Key activities in the pilot year included: workshops, masterclasses, and online recruitment initiatives; two pre-accelerator Ideas Programs; an accelerator Bootcamp program; and an Early Adopter Program. The Ideas and Bootcamp programs help producers create and/or scale new ventures across agtech and value-added products, while the Early Adopter Program supports producers to become strategic adopters of agtech and engage earlier with tech vendors to ensure solutions are fit for purpose.

KPIs for the pilot year included participation, commercialisation, and ecosystem and capability building metrics. All targets were achieved and qualitative feedback from participating producers in all programs was positive. Benefits cited by producers include helping them to think differently, build new skills, access new tools and networks, and advance their businesses. Notably, producers cite benefits to both their new venture, as well as to their farming business, as a result of participating in F2F programs.

Learnings from the pilot year program will be implemented in subsequent years, and include: changes to the recruitment strategy, reducing the focus on generic workshops; design changes to the Ideas, Bootcamp, and EAP programs to maximise each farmer's experience; and insights about the role producers can play as champions of agrifood innovation and drivers of broadscale industry change. Over the four-year span of the program, F2F will proactively work with Industry Partners such as MLA to leverage outcomes to deliver increased industry impact including: new agtech and foodtech innovations available for commercialisation; increased levels of adoption; case studies illustrating how producers can successfully demonstrate a shift from low margin commodity business models to become active participants in high value future-focused sustainable value chains.

MLA, as a cornerstone Industry Partner, supported the initial design and development of all programs, as well as directly supported 1 Ideas Program and 1 Bootcamp program participant. While this was a relatively modest investment, participation in the pilot has demonstrated the demand by red meat producers for programs of this type and has reinforced the potential for producer-led ventures to achieve significant growth and be the stimulus for industry change across the red meat industry.

F2F can point to evidence that emphasises the role of producers in solving critical industry challenges, both as farmer-entrepreneurs and as innovation champions catalysing and inspiring others. As a cross-sectoral program, F2F has also been a vehicle to encourage increased cross-RDC collaboration and interaction. Specific recommendations have been made, which will be implemented in subsequent years of the F2F program in order to extend outcomes to a significantly wider group of producers and to leverage these outcomes to create significant and measurable industry impact.

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1. Background

1.1 Purpose

The overarching purpose of Farmers2Founders (F2F) is to deliver a new and unique support system designed to attract and develop proactive, innovative Australia primary producers looking to grow and transform their businesses through cutting edge innovation and adoption of new technologies. F2F programs develop producer entrepreneurship and technology capabilities so they can solve critical industry challenges and successfully bring new agtech, foodtech and food ventures to market.

The F2F initiative has been proposed as a four-year program with Year One (2019-20) being design and delivery of a pilot year. The pilot year has been supported by five R&D Corporations (Industry Partners): AgriFutures; Australian wool Innovation; Grains Research and Development Corporation; Meat & Livestock Australia; and Wine Australia. An Industry Partner Reference Group was formed to assist in design and implementation of the pilot year. F2F was also the recipient of an Incubator Support grant.

This Final Report details the outcomes of the pilot year with specific focus on participation by the red meat and livestock sector. The report includes reflections on lessons learned and recommendations for extending the impact of F2F programs more broadly across the sector.

1.2 Objectives

The overall objectives of the F2F four-year initiative are to:

- Deliver a program that attracts and supports proactive, innovative producers looking to grow and transform their farming businesses through the development and adoption of cutting edge agtech, foodtech and food innovation
- Develop producer entrepreneurship and technology capabilities so they can solve critical industry challenges and successfully bring new agtech, food tech and food ventures to markets
- Accelerate the delivery and adoption of new technologies and innovation concepts more broadly across the industry that will help producers become more efficient, profitable and resilient
- Build and nurture a community of like minded producers
- Increase collaboration between industry and the ag+food tech ecosystem, as well as for producers across industries (within sectors and across sectors)
- Address consumer demands for greater transparency, traceability and provenance while helping producers to directly capture increased value
- Raise awareness of new career pathways in agriculture to attract new talent and retain young producers

During the pilot year F2F undertook to provide the following:

- All program design, content and materials customisation for ideation workshops, tech trial workshops; and pre-accelerator and accelerator programs
- Facilitators, coaches and mentors
- Coordination of all logistics including travel, venue and catering, ticketing and resourcing for each initiative
- Outreach and promotional support in collaboration with Industry Partners
- Regular reporting including provision of event summaries and attendee details

- Coordination of three Industry partner Reference Group meetings
- Evaluation on conclusion of the pilot year

2. Pilot Year Activities

2.1 Programs

2.1.1 Workshops

What we did:

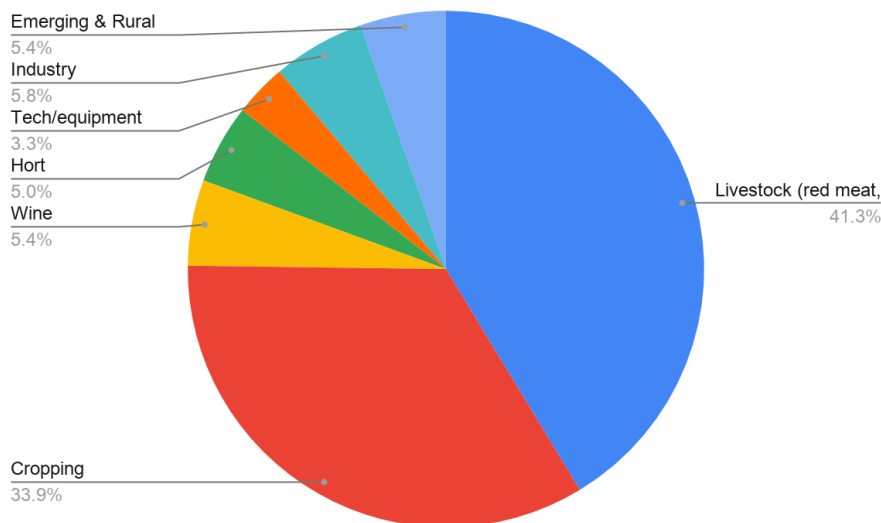
To-date, F2F have delivered a total of 16 workshops around Australia with around 400 attendees including over 200 producers.

Table One: Workshop Summary

Location	Date	Theme	Producers	Non-producers/not stated
Atherton, QLD	09/04/2019	Cross sectoral	16	19
Bendigo VIC	18/06/2019	Cross sectorial	5	7
Adelaide SA	26/06/2019	Wine	16	18
Wagga Wagga NSW	23/07/2019	AgriFutures	5	19
Kandanga QLD	31/07/2019	Cross sectoral	25	12
Mingenew WA	05/09/2019	GRDC	6	8
Tambellup WA	09/09/2019	Tech Trial	11	3
Moree NSW	20/09/2019	GRDC	5	9
Bowen QLD	24/09/2019	Custom	2	15
Swan Hill VIC	08/10/2019	Cross sectoral	30	34
Birchip VIC	29/10/2019	GRDC	10	9
Emerald QLD	07/11/2019	GRDC	7	11
Goondiwindi QLD	11/02/2020	Cross sectoral/Tech Trial	40	12*
Dalby QLD	12/02/2020	Cross Sectoral/Tech Trial	19	5*
Eyre Peninsula SA	2-5/03/2020	GRDC	8	1
Marnoo VIC	13/03/2020	Cross Sectoral	9	3

**Data were not captured regarding producer vs non-producer for this workshop, but estimates from the F2F team and host organization suggest 80% were producers.*

As can be seen in the following chart, workshops were well attended by livestock producers who made up the majority (41.8%) of attendees when broken down by sector.

Chart One: Workshop Attendees by Sector

Workshop Purpose and Format:

The original purpose of the workshops was to raise awareness amongst producers of the many opportunities to get involved in agtech, foodtech and food value-adding and to illustrate how they could achieve commercial returns to their businesses via engaging directly in these opportunities. It was our assumption that the workshops would be the dominant recruitment pathway into subsequent F2F programs. As noted elsewhere in this report, while workshops were very well-received by producers (8/10 would recommend to others), they were not a strong recruitment pathway (around 11% applications to other programs came directly via workshop participation).

As this was a pilot year, F2F also experimented with a variety of workshop formats. The workshops initially started with the 'Ideation and Innovation' branding, focusing on the future of agtech, foodtech and food innovation and included generic content on new technologies and changing consumer demands. In the second half of the pilot year, the workshops have taken on a 'Commercialisation' theme to more clearly set expectations regarding the purpose of the workshops and to encourage producers with ideas to attend. A series of Tech Engagement workshops were also conducted during which producers interested in being 'early adopters' were invited to discuss key challenges and share their experiences of trialling new technologies.

During the pilot year, F2F also experimented with the timing and format of workshops including: full-day workshops; shorter 'roadshow' versions in multiple locations within a region conducted over several days; and incorporation into larger events. Examples include:

- Three 'mini' 2-hour workshops in the Swan Hill region which took place over ~24 hours and proved to be an effective way to reach a large number of producers spread out over a large geographical area

- Inclusion in the programs at AgTECH 2019 (Emerald); and Building Resilience to Climate Change (Birchip)

Participant feedback:

Detailed participant feedback has been provided to MLA via Milestone Reports and Industry Partner Updates. As indicated in the following charts, overall feedback from workshop participants was very positive both in relation to workshop usefulness (average 8/10) and willingness to recommend F2F workshops to other producers (average 8/10).

Chart Two: Workshop Usefulness

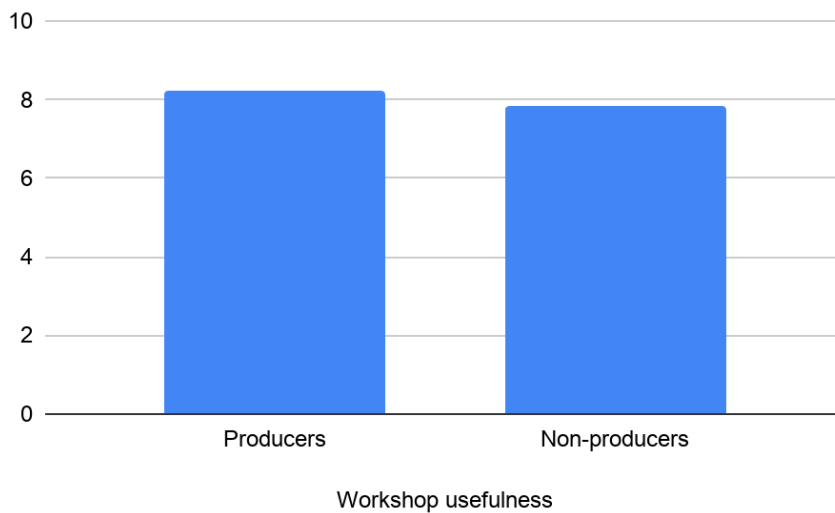
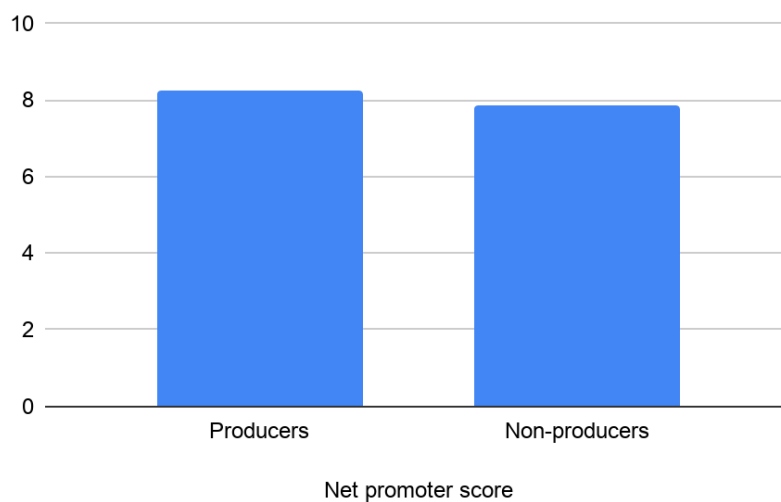


Chart Three: Recommend to Other Producers



Participants indicated that the most useful aspect of the workshops was the opportunity to network with F2F experts and other participants from their region.

Insights:

The following key insights emerged from the workshops:

- **Producers across all sectors are interested** in the emerging trends in agtech, foodtech and food innovation, but are not always clear about how they should respond and what the relevance is to their own farming businesses.
- **Generic workshops are less useful** and there is a feeling of ‘workshop fatigue’ amongst many producers, and in specific regions that have high levels of extension. While F2F workshops were well-received by producers, this is clearly a crowded space. F2F has determined that in future we will focus on delivering customised and targeted workshops where there is clear demand and when there is ‘co-ownership’ with a committed industry and/or local partner.
- **Jargon is not well understood** and producers respond better to clear messaging. It was particularly important to set clear expectations regarding the purpose of F2F workshops in order to attract producers who would find the content useful
- **Producers are more likely to engage** in programs when they receive invitations or referrals from a ‘trusted source’ such as local consultants and other service providers in a region. The value of regional partnerships for F2F was strongly reinforced
- **Different workshop formats are well received** with shorter ‘roadshow’ formats and F2F participation in other events likely to provide better opportunities for F2F to reach a greater number of producers
- **Workshops are not a strong recruitment pathway** to other F2F programs (11% of applications directly from workshops), although anecdotally we heard that applicants to F2F programs were sometimes referred by a producer that had attended one of the workshops

Due to the impact of COVID-19 restrictions, F2F is moving to virtual workshop delivery and it will be interesting to evaluate the effectiveness of this new format.

2.1.2 Pre-accelerator Ideas Program

What we did:

During the pilot year, F2F undertook to design and deliver two pre-accelerator programs, called the “Ideas Program”, and to attract a total of 24 participants to these programs.

The first Ideas Program was designed to be of eight weeks duration and commenced in July 2019. F2F received 25 applications and accepted 12 teams into the first program, with recruitment primarily based on direct referrals and social media. Industry RDC partners and F2F regional partners also helped to promote the program. The application process included an online application form and an interview with the F2F team via phone. A summary of selection criteria and the successful teams is included in Appendix 1.

The program commenced with an in-person workshop in Sydney on 11 July followed by a combination of group and individual virtual coaching and a second in-person workshop in Hahndorf SA on 23 August. Program content included:

Phase 1- Problem

- Kick off- Lean Canvas to document initial assumptions
- Sprint 1- Customer Discovery- digging into problems
- Sprint 2- Value Proposition 1- framing up Jobs, Pains and Gains

Phase 2 - Solution & Business

- Regional- Value Proposition 2- framing up products and services
- Sprint 3- Prototyping
- Sprint 4- Business Model Design

The teams were eligible to receive a \$3K grant (which they matched with \$1K of their own cash) to invest in customer discovery and validation activities.

MLA-sponsored participant:

MLA agreed to sponsor one participant in the Ideas Program and was involved in the selection of the successful team: Jodie Lawless and Kirsty Board, beef producers based in the South Burnett region of Queensland. Their idea was BOXD, a new online sales platform for farmers that would promote direct sales between producers and consumers. The idea was developed to address a number of key problems identified by Jodie and Kirsty, including:

- Society has lost links with where food is produced and sourced, and there is a desire to bridge the gap between farmers and consumers via increased transparency and authenticity
- Australian farmers are experiencing considerable hardship due to environmental and climate conditions and they must therefore look for sideline business value adding opportunities

During the Ideas Program, Jodie and Kirsty undertook more than 17 customer interviews and were able to narrow down their targeted customer segments (both on the supply and demand side) and develop a clear value proposition based on: transparent systems strategies, and policies and processes to support a collective group of producers to make sure there is a consistent supply of high quality produce. Additionally, Jodie and Kirsty have a more complete understanding of how they differentiate from their competitors, and what their advantages are in comparison. On conclusion of the program, Jodie and Kirsty felt more confident that they could make an informed decision regarding the desirability, feasibility and viability of a business venture based on their BOXD concept.

Participant feedback:

A key objective of the F2F Ideas Program was to build participant confidence to continue to explore their idea as the basis for a viable new business in the future, or alternatively to be able to make an informed decision that it was not worth pursuing. Exit interviews indicated that participants in Ideas Program #1 demonstrated a reasonably strong level of confidence (3.0 or above) in 17/20 of the core competency areas, with 'Talking to customers to understand their needs and pain points' rated the highest at 4.0. It is noted that it was not possible to accurately rate participant confidence in these competencies prior to commencement as much of the terminology was completely unknown to them.

Table Two: Participant Confidence Levels

Competency	Average confidence level x/5 after Ideas Program
Developing customer personas	3.0
Talking to customers to understand their needs and pain points.	4.0
Differentiating between problems and value propositions	3.4
Creating and using lean & business model canvases	3.5
Defining and testing hypotheses	3.5
Pitching your business	3.4
Taking on feedback (e.g., from coaches and mentors)	3.5
Making new connections with people to seek advice or resources	3.8
Learning new digital tools	3.7
Creating a cost/revenue structure	2.7
Navigating the broader agtech/food ecosystem	3.0
Engaging with other participants in the agtech ecosystem	3.7
I have/can build the right team	3.1
I know who our key competitors are	3.7
I know how we are differentiated from our competitors	3.7
I know what it will cost to start my company	2.8
I know what it will cost to make my product/service	2.8
I know how I will make money	3.7
I know the size of my potential market	3.0
I know how to access capital and/or finance for my business	3.1

Qualitative feedback included:

- Best part - many participants commented that the time off-farm to think about and work on their project was the most valuable outcome of the program
- Most participants found the tools and processes valuable and useful not only for application to their current idea, but also for other ideas and their primary farming business
- Some of the challenges teams faced included: availability of time to work on their business idea (a significant barrier for most teams); and the amount of new content and the fast pace of the program was difficult

As discussed in the next section, this feedback has been incorporated into the design of Ideas Program #2 which commenced in March and will be completed in June 2020. A significant change was in recruitment strategies which were significantly broadened to include a much wider range of approaches including:

- Expanded Regional Partner engagement
- Engaging key local influencers (e.g., consultants, agronomists, agribusiness service providers, banks, financial advisors)
- Extensive digital presence & PR/media outreach
- Participation in events (face-to-face & virtual)
- Leveraging RDC connections & opportunities
- Greater level of direct targeted contact with potential applicants

The implementation of the new strategies proved to be very effective with 165% increase in applications (also much higher quality) for Ideas Program #2.

It is noted that MLA is not a sponsor of Ideas Program #2 and therefore unfortunately has not yet benefited from the new recruitment model. On a more general note, F2F did not identify any specific nuances in terms of recruiting red meat producers vs other sectors, however this could be further investigated in phase two. It is noted that the majority of red meat participants in F2F programs were in the food innovation/value-adding category rather than agtech/foodtech solutions and it would be worth further investigating why this is the case. This was not the experience of other sectors which had a more even balance of applications and participants across these different opportunity spaces.

Insights:

The following insights have emerged as a result of Ideas Program #1 and the initial phase of Ideas Program #2:

1. The value proposition of the Ideas Program for producers

As per the above producer feedback, there were many aspects of the Ideas Program that producers found to be valuable, and each producer varied in what they got out of the program. Overall there are two outcomes F2F is targeting for producers in the Ideas Program, and a core value-proposition that is present in either case.

The first outcome is to progress the idea to a new venture. At the end of the Ideas Program this includes having successfully:

- Found a problem that resonates with customers
- Proposed a prototype solution
- Acquired a pilot customer(s)
- Decided to pursue the idea or new venture further

However while some producers will achieve this, others will realize during the Ideas Program that their idea is not viable, and/or that they do not want to build a business to pursue the idea. In this latter case, they may want to connect with others who do want to progress the idea, or they may want to just use the technology or idea on their farm (but not build a business). Though this may seem like a “failure” of the idea, F2F believe this is actually a successful outcome in that the producer has developed the capability to make a strategic evaluation about both the viability of their idea, and their own ability and willingness to pursue the venture. They have likely saved themselves time, money, and frustration by learning this early.

Further, no matter the outcome for their idea, most participants find the tools and processes of the Ideas Program valuable not only for their venture, but also for other ideas and for their primary farming business. This is the core value proposition of the Ideas Program: building capacity within producers to think strategically about new venture creation and utilise startup best practices in all areas of their operation.

Examples of Ideas Program participants using the tools and tactics to unlock value in areas beyond their initial idea include:

- One participant is rebranding their cattle business, and used the process of talking to customers to identify customer needs and the value proposition their operation can provide
- Through interviews, one participant built a better relationship with their livestock agent, specifically around the pain points that growers face. The agent has since come back with better rates, and the participant has increased farm turnover and profit as a result.
- One participant is already using the tools they learned in the program to test the viability of another value-add product they want to sell.
- One participant has used the lean framework to evaluate problems on-farm, and prioritise which ones are truly pain points that warrant spending money to solve

2. Build trust, community, and commitment early

Ideas Program participants rated the networking opportunities and access to coaches as highly valuable aspects of the Ideas Program. Bringing together participants to spend time off farm and with people they might not otherwise meet, during the kickoff and mid-session workshop, is a highly valuable experience for the teams. The kickoff event in particular is key to helping the teams build trust in the program, including the coaches and the tools and methodologies used. While in-person is our preferred way to deliver this experience, the online Ideas Program 2 kickoff is evidence that with the right framing and facilitation tactics, an online experience is also viable. Keys to success for the online kickoff included:

- Technology onboarding, to ensure the producers were comfortable using the video conferencing and messaging technologies
 - A mix of small group and large group sessions, to give teams time to work on their ideas with the coaches, as well as to keep energy high in the remote environment
 - Social time in smaller groups to get to know the other participants
3. Filtering applicants, especially for mindset

A key learning from the first Ideas Program was the importance of filtering applicants not only for the quality of their idea, but also for their mindset. Given that a core value proposition of the program is learning new tools and ways of thinking that can be applied to the farm as well as to a new venture, having participants who are open-minded and eager to learn is critical. To filter for participants in Ideas Program #2 with the right mindset, F2F implemented a two-step screening process that included a short interview with an F2F coach for all applicants to progress beyond an Expression of Interest (EOI).

4. Extended support for some teams to build a pipeline for F2F

Given the fast pace of the program and the existing commitments that producers have, the original eight week program design was not long enough for many participants to achieve the progress they hoped to make. The teams that did make the most progress, though, also rated their experience, and the value they received, highest. To maximise the value for participants, and increase the likelihood that Ideas Program graduates will be ready for the Bootcamp (accelerator) program, extended support is necessary. Design for this extended support will be a focus of the post-pilot program, but may include a longer Ideas Program (noting that Ideas Program #2 has already been extended to 12 weeks), ongoing coaching for select teams with high potential, or an interim program to support high-potential teams to get ready for the Bootcamp program.

2.1.3 Accelerator Bootcamp Program

What we did:

During the pilot year, F2F undertook to design and deliver one accelerator program designed to attract six producer-led teams that were ready to grow and potentially scale their agtech, foodtech or value-added food business. The program was designed as a 12-week program which included: an initial 4-day face-to-face workshop; fortnightly coaching and mentoring; fortnightly group training sessions; opportunities for teams to pitch at other relevant events (eg. the [‘Sow Many Ideas’ AgTech Meetup](#) on 27 November); a two-day closeout workshop; attendance at evokeAG; and a dedicated Pitch Night that attracted more than 150 attendees from across the agrifood and investor community.

While the methodologies and tools incorporated into the Bootcamp Program are well known in the delivery of accelerator programs, F2F has adapted these methodologies for the agri-food context and to ensure relevance for producer-led teams. A strong emphasis in the program was training teams in the use of various digital collaboration tools such as: Slack; Zoom; and GDrive. Teams were also exposed to digital marketing tools, use of social media, and Hubspot (a CRM program).

F2F received 24 applications for the accelerator and accepted a total of eight teams from several sectors into the program. The focus of the successful teams was equally divided between developing agtech

(four teams) and value-adding (four teams). F2F received six Expressions of Interest from the red meat sector, and two of these progressed to full applications. The final selection of Outback Lamb was undertaken jointly with MLA.

As was the case with the Ideas Program, recruitment was via: direct invitation; referrals from producers who had participated in other F2F programs; outreach by RDC and regional partners; distribution of brochures at events; and social media. As previously mentioned, this extended recruitment strategy was successful in attracting a good number of applications for Industry Partners such as MLA to select from.

The application process involved the following steps:

1. Applicants completed and submitted an application form containing information about their personal background, team members, business idea, unique value proposition, revenue streams and 5-year plan
2. Eligible applicants progressed to a telephone interview with the F2F team
3. Feedback was received from the RDCs
4. Final evaluation was undertaken by the F2F team and successful applicants were notified.

A summary of the eight teams accepted into the Bootcamp Program is included in Appendix 2. As can be seen from the summary, the final eight teams were evenly spread between agtech developments and food innovation/value-adding.

Participants were eligible to receive a \$10K grant, which they had to match with \$2,500 of their own cash, which they could use to cover approved expenses directly related to building and scaling their business. All teams participating in the Bootcamp Program made progress towards their growth goals which included: engaging new distribution channels; increasing sales and revenue; exploring export markets; and finding new customers to trial new products and prototypes. F2F is currently preparing case studies of all participants for publication.

MLA-sponsored participant

MLA agreed to sponsor one participant in the Bootcamp Program and they were involved in the selection of the successful applicant: Fiona Aveyard of Outback Lamb, a lamb producer from central NSW.

Fiona came to the program as a successful producer of single origin, pasture raised lamb, with existing customers in high-end restaurants and butchers. More recently, Fiona had identified the importance of moving beyond a pure commodity meat offering and the opportunity to develop value-added products that create greater value for consumers and the potential to capture more value back to the producer.

Fiona came into the program with the beginnings of a value-adding business producing lamb sausage rolls that she had already tested in local markets and outlets. Her goals for the Bootcamp Program were to consolidate and expand her value-adding business with a specific focus on:

- Developing a pricing strategy
- Upgrading packaging and labelling
- Testing new recipes and identifying new product option
- Developing a clear understanding of production and supply capabilities

A key focus for Fiona was to develop a positioning strategy that placed her products in the market as a gourmet, high quality, artisanal, 100% Australian offer. This was particularly important as sausage rolls are a highly competitive product. As part of the program, Fiona undertook a detailed analysis of target customers and the most appropriate channel strategy that would be required to support her positioning. To achieve a level of differentiation, Fiona developed a preservative-free recipe along with compostable packaging. She also worked on a marketing strategy that highlights the high quality lamb used in her products and the direct link to the producer and the provenance of the value chain that the Outback Lamb brand is able to deliver.

During the program Fiona undertook:

- Trials in four different venues around NSW: two premium butchers, a café and a hotel. These trials enabled Fiona to undertake market research and obtain direct customer feedback
- Participation in a trade delegation to Taiwan in December 2019 which included a processing plant and factory tour; speaking at a seminar; and visiting supermarkets. This trip enabled Fiona to explore export opportunities for Outback Lamb and she intends to pursue these opportunities once she has achieved further consolidation of her domestic sales

By the end of the program, Fiona had a clear idea of how her product differentiated from competing products and was ready to scale up the sausage roll project and test in key market areas. Fiona has developed a marketing plan and now has new products in development (including premium lamb-based pies and pasties). Fiona is focusing on accessing her customer segments through premium retail (i.e. gourmet butchers, cafes and premium supermarkets). Fiona is now looking for new manufacturing and distribution partners across a wider network to facilitate her expansion.

As a direct result of her value-adding, Outback Lamb has already achieved a 60% increase in carcass value (from \$250 to >\$400 per animal). Fiona has a strong view that projects such as hers will have a significant impact on the commercial viability of lamb farming- as producers move away from the low margins and unpredictability of commodity businesses into the higher margin and more consumer-focused opportunities of value-adding. In addition to the immediate economic gains, Fiona also believes that this approach will underpin the long-term sustainability of lamb farming businesses via the ability to attract and retain a younger generation of lamb producers.

The profile that Outback Lamb has achieved via participation in the F2F Bootcamp Program has provided Fiona with many opportunities to discuss this with other producers (she reports receiving at least one call per week from other producers). There are opportunities to create greater awareness of the benefits of these new business models- MLA's upcoming Feedback article being a good example of how this could be achieved.

Participant feedback:

F2F undertook a benchmarking survey of Bootcamp participants to determine the impact of the program on participants' confidence and self-assessment regarding capabilities deemed to be essential for entrepreneurial success. As demonstrated in the following summary of results, it is clear that the confidence of participants with entrepreneurship tools and techniques significantly improved over the course of the program across the majority of competency measures.

Table Three: Bootcamp Benchmarking Results

	Before	After	Increase
Developing customer personas for the customer segments that are relevant to my business	2.12	2.25	6%
Talking to customers to understand their needs and pain points.	2.25	4.5	100%
Creating and using canvases (e.g., business model canvas, lean canvas)	1.87	4.25	127%
Creating marketing positioning statements that are compelling to my customer	2	3.75	88%
Defining and testing hypotheses	2.25	4	78%
Pitching your business	2	4	100%
Taking on feedback (e.g., from coaches and mentors) and applying it	2.75	4.37	59%
Making new connections with people to seek advice or resources	2.75	4.62	68%
Learning new digital tools and programs	2.62	4.37	67%
Setting a revenue model (pricing structure) and business model for my product	2.12	4.12	94%
Navigating the broader agtech/food ecosystem	2.37	3.87	63%
Engaging with other participants in the agtech ecosystem (e.g., forming partnerships, making connections)	3	4.12	37%
I can concisely explain my product/service offering	2.37	4.37	84%
I know who my customers are	2.62	4	57%
I have a strong value proposition for all customer segments	2.37	4.25	79%
I know what, if any, partners I will need to make this business successful	2.37	4.12	74%
I have identified the channels to reach my target customers	2.12	3.87	83%
I have the right team, or know how to build the right team	2.25	4.12	83%
I know how we are different from, and better than, our competitors, and can articulate this	3	4.37	46%
I know what it will cost to make my product/deliver my service	2.62	4.25	62%

I know how to access capital and/or finance for my business	2	3.5	75%
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Qualitative feedback indicated that the most valuable element within the program was the quality of coaching (100% rated this as ‘incredibly valuable’) with reasons including: access to people with such high levels of expertise; being held accountable; looking at things differently; and genuine support. When asked to rate ‘This program helped me to advance the viability of my business’; 75% responded 5 out of 5 and the remaining 25% rated 4 out of 5. When asked if they would recommend this program to another producer wanting to scale their business, 100% rated 8 out of 10 or higher (75% rated 10 out of 10).

It was encouraging to note that participants reported significant benefit from their participation in evokeAG related to networking; great speakers; and forming new contacts. Participants indicated they would like to stay connected with F2F and each other and would like to have a reunion in 6-12 months to share progress and celebrate achievements.

Insights:

Many of the insights that were derived from our first pilot of the Ideas Program were also found to apply to the Bootcamp Program. In particular:

- **Producer-led agtech, foodtech and value-adding businesses experience a strong value proposition** related to their involvement in customised accelerator programs such as the F2F initiative. This is evidenced by the fact that all eight teams achieved or exceeded their growth goals set during the program and there were improvements (some very significant) across all 21 entrepreneurship competencies.
- **Building trust, community and commitment early** in the program is crucial - both between founders and the F2F facilitators and coaches and between participating teams. This was achieved via the 4-day in person kickoff which included group activities and opportunities for more relaxed social interactions. In addition, the use of digital collaboration platforms throughout as well as ‘peer coaching’ during group calls also served to reinforce the supportive nature of the cohort. This was further evidenced during the final pitch coaching workshop (leading into Pitch Night) where teams provided constructive feedback and strong encouragement to each other. The current COVID-19 constraints will pose challenges in achieving this level of trust and F2F is working hard to ensure that new programs (to be delivered virtually) do the best job possible in this regard.
- **Filtering applicants for ‘coachability’ and mindset** is essential, and possibly of greater importance than the quality of the idea or potential of the business plan. The more extensive application process deployed for screening applicants prior to entry to the Bootcamp was deemed a worthwhile investment.
- **Producer-led teams require considerable support** both during and after participation in an accelerator program. F2F experience suggests that this is an extremely important design consideration as more than other ‘traditional’ tech entrepreneurs, producers are (at least initially) less confident with startups tools and jargon; are often less digitally savvy; and typically have far more competing priorities associated with the complexities of managing farming

businesses. F2F has ensured that the design of our programs incorporates a high degree of flexibility and agility to ensure we accommodate the unique needs of producer-led new ventures. We have also extended our period of engagement with Bootcamp participants to maintain coaching support for a further 3 months while they look to implement growth plans but also to pivot during the current difficult global COVID-19 pandemic and subsequent economic crisis.

- **Strong connections between teams and the wider agrifood ecosystem** was specifically noted for the Bootcamp program. It was very encouraging to see the positivity of the interaction between the producer teams and the wider agrifood ecosystem during evokeAG and the Bootcamp Pitch Night. For many this would have been their first exposure to such a diverse group, and for ecosystem players (investors, value chain customers, etc.) this was likely their first experience of producer agtech and foodtech founders and entrepreneurs. Feedback was extremely positive and reinforced the importance of encouraging these types of interactions.

2.1.4 Early Adopter Program

As noted, the pilot year is still underway and will be completed by the end of June 2020. One program that is currently in development and early implementation is the Early Adopter Program (EAP), that MLA is not sponsoring at this stage. A brief summary is provided here for completeness and a more detailed evaluation will be available in July-August 2020.

The EAP has been designed for producers who want:

- To de-risk the process of searching for and trialling new technologies
- Support to engage with tech companies to gain early access and provide feedback so that more solutions are 'fit for purpose'
- To be part of a community of like-minded early adopter producers

The goals of the program include:

- Farmers gain access to a community of like-minded early agtech adopters that they can leverage both throughout the program and in the future
- Farmers feel more confident about finding, selecting and engaging with agtech, and feel like they are more likely to succeed with future agtech startup engagements
- The farmers know how to be a champion and leaders with engaging in agtech, as they have built confidence around their ability to make strategic decisions about bringing agtech into their businesses
- Farmers have increased knowledge about the agtech startup ecosystem and trends in agtech
- A few of the farmers progress engagements with the startups identified on the program (either individually, or as/with a group)
- Farmers meet other farmers from across Australia and hear about different technology being used and challenges and opportunities in different industries

Program stages include the following, noting that changes are in-progress to manage for the impacts of COVID-19:

- Applications open
- Expressions of Interest and screening
- Acceptance and participants formed into groups

- Kickoff calls and problem refinement
- Finalise problems
- Tech training call
- Tech scouting phase
- Workshops focused on building filter and selection capabilities, and finalizing startup list
- Engagement with selected agtech startups/vendors

As of the time of this report, the EAP has completed the following:

- Four producer groups have been formed, including two mixed farming, one hort/viti/sugar, and one livestock & dairy group
- There are 24 active farmers in the program, with another ~6 who are actively monitoring progress but have not fully engaged in the activities
- Seven challenge areas have been identified from discussions with the farmers
- Technology training calls, introducing our early-adopter framework, have taken place
- An online platform has been set up to encourage and support information sharing and discussions
- Planning for a series of workshops (now online) is underway, where farmers will learn tools to filter and assess startups around a particular challenge (e.g., connectivity), and ultimately identify a shortlist of vendors to engage with

Early insights include the following, noting that the program is currently at a midway point:

- **Focus on capability building and confidence:** The original plan was to match tech companies with producers in a 1:1 format, and help them work together in a supported “early adopter” model. The challenge with this is that though “early adopters” are needed, the “market size” is small given: (a) there are only so many tech companies ready and qualified for this; and (b) each tech company only really needs 1-2 early adopters, not many, as they quickly need to scale their solution to meet broader market needs. Further, it may be that the best tech companies already have early adopters and don’t need this service.
- **Refined understanding of two key producer personas:** F2F thought that the producers who would apply would be inundated with agtech solutions but would lack the engagement model to work with solution providers in mutually beneficial ways. Our value proposition would therefore be to filter to find the “good” ones (i.e., who want to work with producers and have the right mindset to take on feedback, etc.), and perform a match-making process to help them work together. However, what we have found is that there are actually two main producer personas in the EAP. First, savvy operators who are already early adopters. And second, strong operators who are keen to get involved with agtech. For the first group, the EAP can help connect early adopters with each other, as well as support them to think more strategically about filtering and adopting agtech. The second group, which is the majority of the participants, is in fact not at all inundated with agtech solutions, but rather these producers are struggling to find agtech at all. Though they know that tech is out there, and can help them, they are not sure where to look or how to find it, and lack the tools and strategies to filter it or adopt solutions. The value proposition of the EAP here is to give these producers tools to think about tech adoption more systematically, thereby building capabilities around filtering and evaluating technologies, especially in crowded spaces and where the offerings can be hard and/or confusing to

differentiate. For both personas, access to each other and curating a community of like-minded producers keen on agtech is seen as an important benefit.

2.2 F2F Core Team

F2F brings a core team of experts experienced in agrifood tech, innovation, commercialisation and investment to the programs outlined in this Final Report. All team members are experienced startup facilitators and coaches.

Sarah Nolet

Co-founder and Executive Director of F2F Sarah Nolet is originally from Silicon Valley and is a globally recognized food systems innovation expert. A systems thinker with an understanding of the complexities of the food system, Sarah brings a visionary yet pragmatic approach. Sarah works across the global food system supply chain, helping farmers, agribusinesses, universities, investors and entrepreneurs to achieve their goals. Sarah holds a Masters in System Design and Management from MIT, a certificate in sustainability from the Sustainability Initiative at MIT Sloan, and a B.S. in Computer Science and Human Factors Engineering from Tufts University.

Dr Christine Pitt

Co-founder and Executive Director of F2F, Dr Christine Pitt is a globally recognized thought leader, investor and technology commercialiser in the ag+food ecosystem. Christine was previously the CEO of MLA Donor Company where she was responsible for development and commercialisation of a \$200m ag+food tech investment portfolio. Christine was also an investor in the establishment of many of Australia's leading ag+food tech accelerators. Christine holds a Bachelor of Science, a Master of Health Administration and a Doctor of Business Administration in Innovation and Entrepreneurship. Christine is a proactive and successful entrepreneur and has successfully established and exited a number of start-up companies.

Cassandra Mao

Cass Mao is a strategy and growth specialist with a focus on emerging technology. With a background in sales and marketing, she has led the go-to-market of two Australian startups, scaled social enterprise incubator Vibewire as Executive Director, and managed portfolio companies at venture capital fund Trimantium Capital. As a consultant and presenter, Cass has worked with organisations including ABC, the Foundation for Young Australians, Meat and Livestock Australia, National Council of Social Services, University of Technology Sydney, Wine Australia, Optus and Private Wealth Network.

Matthew Pryor

Matthew Pryor, who grew up in country Victoria, is recognized for his expertise in building and scaling agricultural technology businesses, from early prototyping, to capital raising, to exit through trade sale. Matthew was the co-founder and Chief Technology Officer of Observant, established in 2003 to use technology to manage scarce agricultural water in drought-hardened north Western Australia. Observant expanded to provide irrigation solutions for all types of farming operations throughout Australia and globally, leading to its acquisition by Jain Irrigation.

Skye Raward

Skye Raward is an experienced food innovation specialist with experience working across the food value chain from large scale food manufacturing to high end food service and restaurants. Skye holds a Bachelor of Business, a Master of Marketing and is also a trained chef. Skye has coached and mentored food entrepreneurs and founders in a diverse range of areas including: alternative protein; plant-based foods; native Australian food ingredients; health and wellness products; and sustainability-focused social ventures.

2.3 Promotion and Outreach

F2F conducts extensive outreach and promotional support via: monthly F2F newsletters; offline and digital media channels; industry publications (e.g., MLA Feedback Magazine); regional partner initiatives; and large events such as evokeAG. The goals of this outreach included:

- Increasing awareness of F2F initiatives
- Supporting recruitment into F2F initiatives and programs
- Acting as thought leaders in the agrifood ecosystem with a particular focus on the importance and capacity of producers as frontline innovators
- Promoting the successes of producer participants in F2F programs
- Supporting Industry Partners to create greater impact from their investments in F2F initiatives

Outreach was conducted in three phases:

1. Community - working with local media outlets in small regional centres to increase awareness of upcoming F2F programs and local workshops.
2. Regional - secured media coverage in specific regional outlets (Channel 9, ABC Radio), local newspapers and radio programs. Testimonials and case studies of previous participants were used to encourage further applications to the programs.
3. National - focused on using contacts at national media outlets (The Land, ABC Country Hour, Stock and Land) to build a stronger profile for F2F across metro and regional areas. This phase focused on positive outcomes from the different programs, along with the highlights of the Bootcamp Program - kickoff in Sydney, and Pitch Night in Melbourne.

During the course of the pilot year, F2F featured in 145 articles and over 4.5 million views of online articles.

2.4 Industry Reference Group

F2F formed an Industry Reference Group comprising representatives from the five RDCs that have invested in the pilot year activities. The Reference Group has met face-to-face and virtually on several occasions and assists F2F to:

- Promote the F2F initiatives across their industry sectors
- Review initiatives and participant applications
- Monitor KPIs and deliverables
- Identify need for modification of program design as appropriate

- Pilot year evaluation

In addition to the coordination of meetings, F2F provides regular briefing notes to Reference Group members.

3. Achievement of Pilot Year KPIs

The following table summarises progress (as at 31 March 2020) against KPIs which were established at commencement of the pilot year and endorsed by the Industry Reference Group at the kickoff at the end of January 2019. It is noted that although the first year of MLA involvement has been completed, due to a 'staggered' start with some RDCs and the inclusion of new program areas (e.g. the EAP), the 'pilot year' does not finish until June 2020.

3.1 Participation metrics

Metric	Tracking as at 31 March
150-200 producers participate in ideation workshops	Approximately 400 attendees at the 16 workshops completed thus far with 167 being producers ACHIEVED
24+ producers participate in tech trials workshops	90+ producers participated in tech trials workshops ACHIEVED
20 producers participate in tech trials program	24 producers are participating in the tech trials program (Early Adopter Program) ACHIEVED
24 producer-led teams participate in pre-accelerator cohorts	12 producer-led teams participated in Ideas Program #1; and 14 teams are currently participating in Ideas Program #2 ACHIEVED
6 producer-led teams participate in accelerator program	Eight producer-led teams participated in the Accelerator Bootcamp Program ACHIEVED

A summary of participants in all F2F programs is included in Appendix 3.

3.2 Commercialisation metrics

Metric	Tracking as at 31 March 2020
At least 2 producer-led teams completing the accelerator program demonstrate investment readiness and/or revenue generation	<ul style="list-style-type: none"> • Garlicious Grown: chasing multiple expansion leads, including meal plan delivery companies (Hello Fresh, Marley Spoon),

	<p>plant-based meat companies (V2), and international gourmet supermarkets (Thailand). Will exceed annual revenue targets</p> <ul style="list-style-type: none"> ● Synchronicity: working with a number of interested angel investors as well as a potential buyer for the whole farm and business platform. Received an oversubscription for produce boxes as a consequence of COVID-19- resulting in a \$530,000 annual subscription value. ● Farm Service Manager: 800 new customers signed up with 7000 machines registered. Subscribers have increased from 25-30 per month to 50 per month. As a result, revenue is up to \$6500/month, up from \$2000-3000 before the program. ● FarmSimple: The team pursued a strategy to expand their customer base focusing on two segments. As a result, FarmSimple saw a 35% increase in clients and 67% increase in revenue. They were also awarded a Jobs for NSW MVP grant. <p>ACHIEVED</p>
<p>At least 3 producer-led teams completing the accelerator program demonstrate the development of new solutions that solve significant industry problems (e.g., as evidenced by customer feedback and willingness to participate in field trials</p>	<ul style="list-style-type: none"> ● Outback Lamb: Addressing the key issue of increasing carcase value for lamb producers and has already demonstrated 60% increase in value with first value-added product ● Training Paddock: Training Paddock is a digital platform for skills-based employment, allowing individuals to document their skills, auto-create resumes, and connect with employers. ● BitWise Agronomy: VineRunner by Bitwise is an AI and machine learning based software product for grape-growers to view, compare and analyse footage from their vineyard over time. ● FarmSimple: FarmSimple is a software platform for cropping operations to manage their whole business, from timesheets to grain delivery. FarmSimple allows farms to achieve higher efficiency and productivity. ● Farm Service Manager: Farm Service Manager is an app for farmers to manage their machinery service records in one place. <p>ACHIEVED</p>

3.3 Ecosystem and capability metrics

Metric	Tracking as at 31 March 2020
<p>Increased collaboration between the producer-led new ventures and the broader agtech/foodtech ecosystem</p> <ul style="list-style-type: none"> ● At least 50% of participants in pre-accelerator and accelerator programs engage with broader ecosystem participants ● At least 75% of participants in tech trials program develop engagements with agtech providers/developers 	<p>Pre-Accelerator Participants:</p> <ul style="list-style-type: none"> ● All teams interacted with guest speakers, representing agrifood tech experts and entrepreneurs ● All participants were exposed to other agtech accelerator programs (e.g., Cicada GrowLab, where the Kickoff was held) ● Two teams participated in evokeAG where they interacted with 1200 delegates <p>Accelerator participants:</p> <ul style="list-style-type: none"> ● Four teams pitched at Sydney AgTech Meetup “Sow many ideas” ● All teams interacted with guest speakers and the cohort of other agtech accelerator programs (e.g., Cicada GrowLab, where the Kickoff was held) ● Seven teams participated in evokeAG where they interacted with 1200 delegates ● F2F Pitch Night (in collaboration with Sprout X and Melbourne Agtech Meetup) where seven teams pitched to 150+ delegates from across ecosystem <p>Early Adopter Program</p> <ul style="list-style-type: none"> ● Program underway - not completed, but on track to be completed <p>NOT YET ACHIEVED</p>
<p>All participants demonstrate significant increase in understanding of entrepreneurship, new venture formation, design thinking, lean startup and business model methodologies (measureable- pre- and post- program capability benchmarking surveys)</p>	<p>See benchmarking results for Ideas Program and Bootcamp Program in Appendices.</p> <p>ACHIEVED</p>

4. Conclusions

4.1 Demand for F2F Programs

A key objective of the pilot year was to attract and support innovative producers looking to grow and transform their farming businesses through the development and adaptation of cutting edge agtech, foodtech and food innovation. It was therefore important to demonstrate that there is sufficient demand from within the producer community for programs such as those offered by F2F.

During the pilot year there was evidence of increasing interest from producers as awareness of the F2F initiative became more widespread (e.g., see jump from 21 expressions of interest in Ideas Program #1 to 55 for Ideas Program #2). An important learning during the pilot year was the importance of clear and jargon-free messaging regarding program objectives to ensure producers for whom the programs were most relevant were those attracted to apply.

Recommendation #1:

Maintain extensive, clear communications of F2F programs via multiple channels to ensure widespread awareness for producers keen to participate is achieved.

4.2 Recruitment strategies continue to evolve

To ensure achievement of broader industry impact objectives, it is essential that recruitment strategies effectively uncover a breadth of high quality applications. During the pilot year, F2F experimented with a variety of recruitment strategies including:

- Different workshop formats
- Expanded Regional Partner engagement
- Engaging key local influencers (e.g., consultants, agronomists, agribusiness service providers, banks, financial advisors)
- Extensive digital presence & PR/media outreach
- Outreach in publications – including feature stories of participants
- F2F and partner websites
- Participation in events (face-to-face & virtual)
- Leveraging RDC connections & opportunities
- Greater level of direct targeted contact with potential producer applicants
- Contact lists of key influencers e.g. consultants
- Referrals by F2F alumni

Data that F2F has started to collect from applicants indicates that all recruitment strategies are working to some degree, with direct personal contact to individual producers by a trusted source (e.g., F2F; regional innovation hub; consultant; RDC manager) being the most effective, albeit the most resource intensive.

F2F has continued to build on the enhanced model and will add new features in the next phase of the program including:

- Continuous recruiting for all F2F programs (e.g., office hours, webinars, tools)
- Conducting multiple short, sharp virtual workshop events
- Leverage F2F's growing alumni as program advocates
- Implement enhanced analytics to identify most effective recruitment processes

During the pilot year it also became apparent that recruitment processes based on filtering applicants for mindset and 'coachability' is an important determinant of ultimate participant success, both in achieving program objectives, as well as perceived value of the program to producers.

Recommendation #2:

Deploy and experiment with multiple targeted recruitment strategies with the aim to significantly expand the breadth of high quality candidates and applications (10X). This is likely to include development of many more ‘intimate’ online events that enable F2F to significantly expand our reach, both directly with producers as well as with ‘intermediaries’ who will be strong F2F champions within their local producer networks.

4.3 Producers as champions of industry change and impact

F2F programs are aimed at creating impact at both the individual producer level and the broader industry. For individual producers, depending on which F2F program they participate in, the benefits relate to building capabilities that translate into: revenue and business growth for new agtech, foodtech and food innovation ventures; ability to scale businesses and become investor-ready (Bootcamp); confidence to transform ideas into new business opportunities (Ideas Program); accelerated adoption of new technologies (Early Adopter Program); greater access to knowledge and networks (all programs); and application of new methodologies to improve existing on-farm businesses (all programs). In the pilot year, F2F has focused on demonstrating that producers have the willingness and capacity to embrace new ways of thinking and to deploy new skills and methodologies to achieve their specific objectives (as relevant to each program).

As the program moves into the next phase of extended implementation (2020-2023) F2F will also focus on creating broader impact at an industry level via a variety of mechanisms including (but not limited to):

- Accelerating the development of new technologies that will be more likely to be adopted by other producers - as producer-led teams are more likely to develop solutions that are worth adopting and can be easily understood by other producers. This is starting to be demonstrated by the uptake of technologies from a number of Bootcamp participants. F2F is currently exploring a new program which will support this later stage commercialisation for high potential participants. It will be important to measure the ROI of levels of adoption across a wider producer community and F2F will undertake longer term monitoring (in collaboration with the producer-led teams in the commercialisation phase).
- Rapid commercialisation of revenue-generating concepts across a wider group of producers. An example from the initial Bootcamp program is Synchronicity who are already developing training programs and ‘turn-key’ solutions for other producers.
- As more producer-led ventures reach a level of business maturity, enabling them to attract new capital into their business (e.g., from the tech investor community), it could be anticipated that there will be a reduced expectation that RDCs should fund all of these developments.
- Promoting success stories inspires other producers to ‘imagine’ new opportunities for themselves and to have the confidence to try new ideas and concepts. This is already becoming apparent with Bootcamp participants receiving regular contact from other producers wanting to learn more. This will ultimately become a ‘virtuous cycle’ which we anticipate will result in a significant increase in the number of producers who engage with F2F programs.
- F2F is exploring a new ‘hub and spoke’ delivery model to engage a wider range of Regional Partners and this is intended to significantly increase our capacity and footprint nationally.

Recommendation #3:

F2F will develop a range of new and expanded initiatives for implementation in future years that will leverage impact from program outcomes across a much wider industry footprint. These will include: leveraging the key influencer role of the growing F2F alumni; supporting F2F graduates to rapidly commercialise their technologies across the sector; utilising virtual technologies to engage a much wider number of producers; an expanded 'hub and spoke' delivery model. F2F will work with Industry Partners to monitor and measure broader industry impact to demonstrate ROI (of at least 1:4 in terms of funds invested). It is noted that F2F is intended as a four-year program (2019-2023) and these levels of industry impact will require at least this timeframe to be realised.

4.4 Benefits of cross-sectoral initiatives

The majority of F2F programs are cross-sectoral with participation from a number of agrifood and fibre sectors (not limited to the five sectors represented by RDC partners). The cross-sectoral approach was a deliberate design element as it was considered this would provide a number of benefits including:

- Exposure for participants to different ideas and ways of thinking
- Uncover the potential for technologies being developed in one sector to be more quickly adapted to others
- Enable RDC partners to share and cross-fertilise new concept

While participant feedback has reinforced that being exposed to a diversity of thinking and experience is extremely beneficial, this may not as yet have been fully realised at the RDC/sector level.

Recommendation #4:

F2F and RDC partners work together to identify additional mechanisms to leverage and reinforce cross-sectoral benefits. This could include, but is not limited to: greater visibility of applications across all sectors to all RDCs; increased engagement of RDC representatives in targeted F2F initiatives to uncover 'cross-sectoral' applications; case studies that demonstrate the benefit of cross-sectoral collaboration; and cross-sectoral benefits more deliberately highlighted in F2F communications. F2F will also look implement challenge-based initiatives that will include cross-sectoral priorities.

4.5 Impact of COVID-19 Pandemic

While the emergence and global impact of the COVID-19 Pandemic was clearly not anticipated at commencement of the F2F pilot year, it is considered important that we now take into consideration how we can support Australia's agrifood and fibre sector through this extreme event. The agrifood sector is clearly critical to Australia's ability to withstand the severe impact that this will have on our economy and the health of our population. Australians more than ever will need the security of being able to access healthy food that they can rely on and which will be delivered to them via many new and innovative value chain models.

F2F has already pivoted our program model to be delivered 100% virtually and we recently held a very successful 2-day kick-off event for the 14 producer-led teams in the Ideas Program #2. Our experience of what worked is now being rolled-out across all other programs. F2F coaches are also working closely with program participants (current and past) to assist them to pivot their businesses to meet the new challenges (and opportunities).

Recommendation #5:

We see a clear need for accelerating innovations in technology and business model designs to support Australia's response to the health and economic impacts of COVID-19. We believe that much of this response can be spear-headed by Australian producers. F2F is committed to stepping-up during this crisis and we are calling on our Industry; Government; Regional; and Corporate partners to work closely with us to ensure that our producers emerge stronger and more resilient in the future.

5. Appendices

5.1 Appendix 1: Ideas Program #1

Table Four: Ideas Program Selection Criteria

Criteria	Rating	Notes
Eligibility	Yes/No	<ul style="list-style-type: none"> ● Australian primary producer ● Has an idea ● Willing and able to come to the in-person kickoff day ● Complete application ● Can commit \$1k
Potential for industry impact	0 - 3	Subjective evaluation by F2F team.
Team experience		<p>We want to know if they have the potential to execute. This includes characteristics like:</p> <ul style="list-style-type: none"> ● Past successes ● Growth mindset/curious ● “Gets it done” attitude ● Creative ● Self-aware ● Passionate
Team coachability	0 - 3	To be assessed in the interview stage. For example, do they ask questions? Do they understand the difference between the problem and their solution?
Evidence that there are potential customers for this product or service	0 - 3	Evaluation of their responses, and any additional interview questions
Evidence of a business model	0 - 3	Evaluation of their responses, and any additional interview questions
Potential to create an MVP	0 - 3	Subjective evaluation by F2F of their ability to reasonably build/test an MVP in the timeframe, and therefore benefit from the program

Table Five: Ideas Program Teams

Participant Name	Location	Industry	Idea
Will Hooke	Serpentine, VIC	Wool	Green Graze
Penny Schulz	Field, SA	Wool	FarmerStocker
Marian McGann	Wyangala, NSW	Wool	My Pocket Mate- Sky Keeper
Sara Bailey	Lakes Entrance, VIC	Emerging	Gippsland Pearls
Margaret Wilson	Atherton Tablelands, QLD	Emerging	Cold pressed green tea seed oil
Jodie Lawless	South Burnett, QLD	Livestock	Regional paddock to plate platform BOXD
Chris Delahunty	Murtoa, VIC	Grain	Crop yield forecasting tool
Gaethan Cutri	Swan Hill, VIC	Horticulture	Gamification/app for hort labour
Steve van Sluyter	Sydney, NSW	Wine	ReFarmat
Trevor/Clint Ledgard	McLaren Vale, SA	Wine	Machine vision for pruning equipment
Scott Messenger	Penola, SA	Wine	Zero drift recycle vineyard spray
Joe Siebert	McLaren Vale, SA	Wine	Automated fruit yield estimation. Automated canopy metrics in vineyards. Variable rate vineyard spray equipment

5.2 Appendix 2: Accelerator Bootcamp Program

Table Six: Bootcamp Program Teams

Team	Location	Business Description
Fiona Aveyard	Tullamore, NSW	Outback Lamb is a family farm producing single origin pasture raised and finished lamb. Creating a value-add product - sausage rolls.
Lauren Brisbane Peter Brisbane	Sunshine Coast, QLD	QCamel is an ethically and organically farmed camel milk producer, producing camel milk food products and as of Q4 2019 offering a camel milk & Australian botanical skincare range.
Cathy Owen Jenny Daniher	Braidwood, NSW	Garlicious Grown produces a range of black garlic products, including powders, pastes and oils.
Joshua Allen Tomoko Allen	Nana Glen, NSW	Synchronicity Farm is a multipurpose farm business and social enterprise, focusing on growing local food, sharing knowledge and feeding people. Synchronicity runs farm tours, education programs for kids, and sells organic produce through its Raw Food Hub
Lee Coleman Matt Higham Lance Williams Cassie Coleman	Moree, NSW	FarmSimple is a software platform for cropping operations to manage their whole business, from timesheets to grain delivery. FarmSimple allows farms to achieve higher efficiency and productivity.
Ashlea Miles Jarryd Rae Sophie Cook	Trangie, NSW	Training Paddock is a digital platform for skills-based employment, allowing individuals to document their skills, auto-create resumes, and connect with employers.
David Ricardo Sue Ricardo	Walgett, NSW	Farm Service Manager is an app for farmers to manage their machinery service records in one place.
Fiona Turner Aran Elkington Nicolas Schmidt Daniel Nehl	Tasmania	VineRunner by Bitwise is a software product for grape-growers to view, compare and analyse footage from their vineyard over time.

5.3 Appendix 3: Pilot Applicant and Participant Summary

Table Seven: New Venture Creation Programs

	Ideas Program #1		Ideas Program #2		Bootcamp	
	Applicants	Participants	Applicants	Participants	Applicants	Participants
TOTALS	21	12	55	14	23	8
Location						
NSW	7	2	10	2	9	6
VIC	5	4	10	4	1	0
QLD	5	2	18	7	7	1
SA	4	4	4	1	1	0
WA	0	0	6	0	1	0
TAS	0	0	0	0	1	1
NT	0	0	1	0	0	0
Unknown	0	0	6	0	3	0
Sector						
MLA	7	1	17	0	7	1
GRDC	3	1	13	7	4	2
AWI	6	3	7	3	3	1
Wine	5	4	5	1	2	1
AgriFutures	2	2	5	1	1	1
Other	3	1	12	1	6	2
Focus Area						
Value-add	3	3	25	8	11	4
AgTech	18	9	27	6	11	4
Unknown	0	0	3	0	1	0

Note in some cases applicants cross more than one sector (eg red meat and wool; mixed farmers)

Table Eight: Early Adopter Program

Early Adopters Program		
Number of applicants		35
Number of participants		24
State	NSW	8
	VIC	5
	QLD	5
	SA	3
	WA	4
	TAS	0
Industry	MLA	19
	GRDC	10
	AWI	13
	Wine	2
	AgriFutures	0
	Other	6

Note in some cases applicants cross more than one sector (eg red meat and wool; mixed farmers)