



# Final Report

## P.PSH.1384 – ACC Co-Innovation R&D Manager

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## Project Abstract

This project was established to address a challenge in the red meat industry: the gap between innovation and commercial adoption. While many businesses participate in R&D, few have structured systems to translate promising concepts into business-wide outcomes. In response, Australian Country Choice (ACC), in partnership with Meat & Livestock Australia (MLA), appointed a Co-Innovation Manager to implement a systemic, design-led approach to innovation over a 3 year period commencing in 2022.

The project employed a Design-Led Thinking (DLT) framework, progressing innovation through defined stages, from discovery and definition through to deployment and demonstration. Innovations were assessed using a 360-degree evaluation model, ensuring feasibility, desirability, viability, and sustainability were all considered. Activities were integrated into business-as-usual through structured governance and supported by a practical innovation toolbox.

Key results included a doubling of innovation concept proposals over three years, improved project adoption, and the development of new performance metrics to evaluate operational and commercial impact. Innovation became a strategic capability embedded across ACC's farm, feedlot, and factory operations.

This model is scalable and transferable. It provides clear guidance for embedding innovation across red meat supply chains and offers practical tools to reduce cost of production, increase product value, and support long-term industry competitiveness.

# Project Executive Summary

## Background

This project was initiated to address a critical challenge in the red meat industry: how to move beyond ad hoc technology trials and achieve enterprise-wide innovation adoption. The central question was: *How can innovation be embedded within a vertically integrated red meat supply chain to deliver measurable commercial value?*

The primary audience for this research was commercial and operational leaders within ACC, with secondary relevance for innovation managers across the red meat sector. The findings will be used to guide future investment, improve adoption strategies, and provide a replicable framework for structured innovation delivery beyond the project's completion in 2025.

## Objectives

- Embed a Co-Innovation Manager to align innovation with ACC's business strategy.
- Implement a structured innovation process using Design-Led Thinking.
- Improve innovation adoption rates and measurable impact across the business.
- All objectives were successfully achieved and evidenced through capability uplift, project delivery, and innovation culture change over the 3 year's program.

## Methodology

- A five-stage Design-Led Thinking (DLT) methodology was used to scope, prioritise, and deliver innovation projects.
- Innovation was evaluated through a 360-degree lens: feasibility, desirability, viability, and sustainability.
- Governance included quarterly steering reviews, biannual summits, and use of an internal innovation toolbox.

## Results/Key Findings

- Innovation activity nearly doubled, with 15 concept proposals initiated over three years.
- New performance metrics enabled better tracking of operational and commercial outcomes.
- Innovation became a core business capability embedded across ACC operations.

## Benefits to Industry

The project provides a validated, scalable framework for innovation management in red meat supply chains. Practical tools and a structured process are now available to support broader industry adoption, reduce cost of production, and increase product value.

## Future Research and Recommendations

Further work should focus on developing benchmarking tools using composite innovation KPIs and quantifying sustainability outcomes. Industry should also invest in capability development and create communities of practice to share insights and accelerate adoption.

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# 1. Project Background

## 1.1 Problem

Australia's red meat processing sector faces increasing pressure to respond to complex, multidimensional challenges, from labour shortages, rising input costs, and climate-driven sustainability targets, through to intensifying global competition and shifting consumer demands for transparency, provenance, and quality (MLA, 2023; Deloitte, 2022). While significant investment has gone into R&D to address these challenges, a persistent gap remains between technical feasibility demonstrated through trials and the commercial adoption of innovation at scale.

This knowledge-to-adoption gap is well-documented in agri-food systems (Klerkx & Rose, 2020) and often stems from a lack of internal innovation structures that are capable of translating external R&D into commercially viable, strategically aligned solutions. At ACC, like in many vertically integrated supply chains, innovation efforts have historically been ad hoc, driven by vendor offers or isolated project teams, rather than embedded into decision-making processes with clear ROI metrics. The absence of a deliberate, design-led framework to evaluate and implement innovation was limiting the pace and impact of progress.

The main question this 3-year project sought to answer was:

*How can industry-wide commercial adoption of innovation be achieved through design led thinking, embedded capability, strategic alignment, and structured evaluation methods?*

To answer this, ACC partnered with MLA to embed a dedicated Co-Innovation Manager who would apply design-led thinking methods to identify, validate, and implement priority innovations aligned to the business strategy. Unlike traditional R&D programs that focus solely on technical outcomes, this project was deliberately structured to bridge operational and commercial objectives, ensuring that innovations were not only feasible but also desirable, viable, and scalable across the ACC business. These evaluation principles and sector-specific priorities were first outlined in ACC's Co-Innovation R&D Strategic Blueprint (Appendix 1).

The primary target audience for this project was ACC's commercial and operational management teams, who hold key decision-making power over capital investment, resource allocation, and market engagement. Secondary audiences include innovation managers across the wider red meat industry, RDC stakeholders, and research partners seeking to understand the enabling conditions for commercial adoption. The outcomes of the research will inform ongoing development of ACC's innovation capability, support alignment with MLA (and where applicable also AMPC) strategy, and provide a replicable model for enterprise innovation across industry.

## 1.2 Purpose

The purpose of this project was to transition ACC's role in innovation from passive participant in technology trials to a proactive, commercially driven adopter of innovation across the red meat supply chain. The Co-Innovation Manager was appointed to operationalise a jointly developed strategy between MLA and ACC that embedded innovation into the business through structured processes and capability development.

Using design-led thinking as a guiding framework, the Co-Innovation Manager worked across departments to identify, evaluate, and implement high-impact projects that delivered measurable business value. The overarching goal was to increase the rate and scale of commercially adopted innovation at ACC, delivering both operational improvements and market-facing differentiation, while also building internal capability to sustain and grow this innovation function over time.

The project was grounded in the belief that value is unlocked when innovations are not only technically feasible but strategically aligned and commercially viable. The outcomes of this initiative are intended to directly benefit ACC and serve as a model of embedded enterprise innovation that could be applied across the broader red meat industry.

## 2. Objectives / Outcomes / Deliverables

### 2.1 Objectives:

The original objectives of the P.PSH.1384 Co-Innovation Manager 3-year project was to:

- Engage with commercial departments across ACC to build a pipeline of priority projects aligned with business needs.
- Develop and manage ACC's innovation program, including program strategy, portfolio mix, technology evaluation, project management, and biannual R&D summits.
- Manage the evaluation of new technologies at ACC in partnership with commercial departments.
- Develop robust business cases for the commercial adoption of viable technologies in partnership with commercial departments.
- Assist with the integration of commercially relevant technologies and develop post-implementation evaluation metrics to assess business benefits.
- Mentor and build the innovation capability of direct reports to future-proof the business. Capability uplift activities were guided by a formal Innovation Skills Development Plan (Appendix 5).

**Achievement against objectives:**

All objectives were successfully met, with strong evidence of commercial alignment, sustained project delivery, and internal capability uplift. A consistent pipeline of priority innovation projects was developed and reviewed through quarterly planning cycles, with multiple initiatives progressing through evaluation and implementation stages. The innovation program matured into a structured, strategic portfolio supported by biannual summits and regular cross-functional engagement.

Business case development and post-implementation evaluation became embedded practices, enabling clearer ROI measurement and driving informed decision-making across departments. Internal capability building was achieved through direct mentoring and the rollout of practical innovation tools, positioning ACC to sustain innovation momentum beyond the life of the project.

**2.2 Outcomes:**

The project successfully delivered the intended outcomes, with clear evidence of progress against strategic, commercial, and operational goals. These outcomes reflect ACC's shift toward enterprise-wide innovation capability and demonstrate how a structured approach can generate measurable value across the supply chain.

The following outcomes were originally defined in the project agreement. Each has been assessed below for successful achievement based on implementation evidence and program performance:

**Outcome 1: Implementation of ACC's Co-Innovation Strategy in line with project objectives****Achieved**

The Co-Innovation Strategy was implemented and embedded across ACC's innovation portfolio. Strategic, tactical, and operational layers of innovation planning were developed and maintained through quarterly cycles. This included active governance by the Steering Committee and business-wide adoption of the DLT framework.

**Outcome 2: Achieve clear alignment of priority projects with the commercial team and implement agreed projects to achieve commercial benefits for the business****Achieved**

A structured process was introduced to co-develop, review, and prioritise projects in collaboration with ACC's commercial teams. This resulted in a balanced pipeline of short, medium, and long-term initiatives with defined commercial benefits. Multiple projects progressed through to implementation, delivering value through increased throughput, process efficiencies, and/or new product development.

**Outcome 3: Achieve quantifiable improvements in triple bottom line indicators (as agreed by the Steering Group)****Achieved**

The program delivered measurable progress against financial, social, and environmental indicators. Despite external constraints (e.g. FY25 budget restrictions), the Co-Innovation Manager embedded systems to track outcomes and position the business for continued impact.

**Financial – Return on Investment (ROI):** [commercial in confidence metrics shared with MLA]

- % of sales attributed to new products developed  
*Achieved:* Several new product initiatives were developed, with early sales performance indicating growing contribution to category revenue.
- Increased volume of red meat sold by the business attributed to the program  
*Achieved:* Process improvements and innovation-enabled marketing initiatives contributed to incremental volume growth.
- Increased value of red meat sold by the business attributed to the Co-Innovation marketing program  
*Achieved:* Premium pricing and differentiation strategies linked to the Co-Innovation strategy resulted in value uplift for key clients.

**Social – Evidence of accelerated innovation adoption across ACC and its supply chains:**

- Quantifiable improvements in innovation and project management capability over three years  
*Achieved:* Internal surveys and performance reviews show increased innovation literacy and project execution confidence across key teams.
- Reduction in time-to-market for new products  
*Achieved:* Streamlined evaluation and prototyping processes reduced the average timeline from concept to launch.
- % of innovation concepts successfully launched  
*Achieved:* Project tracking indicates a significant increase in the number of concepts progressing to implementation compared to prior periods.
- Co-Innovation Manager completion of MLA's capability development program  
*Achieved:* The Manager completed the program, contributing to knowledge transfer and internal mentoring.

**Environmental – Improvements in sustainability performance:**

- Number of new sustainability initiatives undertaken or inclusion of sustainability considerations in project design  
*Achieved:* Several projects included sustainability metrics (e.g. energy, water, or packaging reduction), and future-focused initiatives have been scoped for FY26 activation.

These outcomes were substantiated by project performance reviews and TBL metrics captured in the December 2024 KPI Report (Appendix 4) and demonstrate the effectiveness of the Co-Innovation program and the value of embedding strategic innovation capability within a vertically integrated red meat business. Despite repeated testing of the developed theory and process, the financial viability of the proposal has ultimately determined its commercial potential (ROI). ACC is now better positioned to deliver long-term commercial and sustainability value through a disciplined and scalable approach to innovation.

## 2.3 Deliverables:

### **Deliverable 1: Case studies of the methodologies applied to identify and validate new innovation opportunities that align to ACC's strategy**

#### **Achieved**

A series of internal case studies were developed to document how DLT and structured evaluation methods were applied to priority innovation projects. These case studies captured key stages from discovery and scoping through to implementation and measurement, and now serve as internal exemplars for ACC's ongoing innovation program. Selected case examples also form the foundation for knowledge transfer across business units and will support broader communication of success stories.

### **Deliverable 2: A collation of steps taken and the pitfalls encountered in achieving alignment with the priorities of the Commercial team**

#### **Achieved**

Comprehensive documentation of alignment efforts was maintained throughout the program. This included an evolving stakeholder engagement process, refinement of the innovation criteria used during project selection, and adaptive planning to respond to shifting commercial priorities. Key learnings were captured around timing, business readiness, and the importance of early cross-functional buy-in. These insights have been incorporated into ACC's innovation governance model and presented during biannual summits.

### **Deliverable 3: Triple bottom line KPI performance reporting against baseline measures**

#### **Achieved**

Performance indicators across financial, social, and environmental dimensions were tracked and reviewed quarterly with the Steering Committee. The project delivered measurable improvements in each area, and where full quantification was limited (e.g. due to project deferrals in FY24), systems and baselines were established for continued tracking. The reporting process has now been embedded into ACC's broader program governance framework to ensure consistency beyond the life of the project.

### **Deliverable 4: A final report detailing overall progress against agreed goals and benefits of the program to ACC**

#### **Achieved (i.e. this report)**

This report constitutes the final deliverable and provides a comprehensive summary of activities, outcomes, lessons learned, and strategic impacts. It serves both as a formal record of progress and as a resource for future planning and investment.

This suite of deliverables provides not only accountability for project execution but also a foundation for continued innovation capability development within ACC and the broader industry.

## 3.0 Methodology

### 3.1 Design-Led Thinking

The methodology underpinning this project was deliberately structured to move beyond ad hoc technology trials and toward an embedded, enterprise-wide innovation capability. A design-led, commercially focused approach was adopted to ensure innovation efforts aligned with ACC's strategic objectives and delivered measurable value.

At the core of this approach was the application of DLT as a flexible yet disciplined framework used to assess, prioritise, and implement innovation across ACC's vertically integrated supply chain. DLT enabled the business to progress innovation from early-stage problem identification through to practical implementation and impact evaluation. Projects were assessed not only on technical feasibility but also on commercial desirability, economic viability, and long-term sustainability.

The Co-Innovation Manager played a central role in embedding this methodology into business-as-usual operations. Working across commercial, operational, and technical teams, innovation activities were integrated through structured mechanisms (quarterly steering reviews, biannual R&D summits, and cross-functional project sprints).

To support this process, a practical Innovation Toolbox was developed to guide consistent project scoping, evaluation, and delivery. Supporting tools also aided communication and tracking of outcomes. This structured approach provided a clear foundation for innovation decision-making and was informed by the lifecycle and evaluation pathway outlined in ACC's Co-Innovation Tactical Roadmap (Appendix 2).

#### Design-Led Thinking:

The phases of DLT applied during the project were:

**Empathise** – Understand users' problems and needs across ACC's operations.

**Define** – Clarify user needs, operational constraints, and business priorities.

**Evaluate** – Challenge assumptions and assess a broad range of possible solutions.

**Prototype** – Develop, test, and refine viable options.

**Implement** – Integrate viable solutions into the business and measure their benefit.

## 4.0 Results

The Co-Innovation program delivered significant, measurable outcomes across strategic, tactical, and operational levels.

### 4.1 Strategic Results

At the commencement of the project, innovation was siloed and not yet embedded as a mainstream business function. Through this program, innovation moved from the periphery to the centre of

ACC's strategic thinking. The Co-Innovation Strategy provided the framework to align initiatives with enterprise goals and market demands.

Key strategic outcomes include:

- Full implementation of the ACC Co-Innovation Strategy, formally endorsed through biannual summits and quarterly governance reviews.
- Institutionalisation of innovation planning into business-as-usual processes across feedlot, farm, and factory operations.
- Alignment with MLA's FY25 Investment Plan and 2030 Strategic Plan, strengthening continuity across RDC and commercial priorities. Maintained through regular review of the ACC Co-Innovation Strategy (Appendix 1).
- A shift in company culture where innovation is now viewed as a core lever for value creation, not a technical silo.

Most importantly, innovation is now a mainstream part of commercial conversations. It has successfully been included in leadership discussions, strategic planning cycles, and investment reviews.

## 4.2 Tactical Results

The project also drove tactical improvements in the way innovation was scoped, assessed, and progressed. One of the program's central achievements was the design, deployment, and adoption of a structured innovation system built on DLT principles and tailored to ACC's operational environment.

DLT was defined and adapted internally as:

"A structured, user-focused method to uncover needs, define challenges, and identify solutions that are feasible, desirable, viable and sustainable and ultimately deployable."

Over the three years of the program:

- Innovation activity nearly doubled, with 15 concept proposals developed, compared to 8 in the three years prior, an 87.5% increase in innovation throughput.
- Internal stakeholder engagement increased significantly, as evidenced in survey feedback indicating greater confidence and ownership in innovation delivery.
- Learnings from completed projects directly informed improvements to governance, project selection, and communication processes.

A library of innovation tools was tested, refined, and consolidated into a practical Innovation Toolbox, supporting a consistent approach to proposal development, evaluation, and benefit tracking.

This system provided real structure and discipline to how ACC managed innovation, removing reliance on individual champions and enabling wider team involvement.

### 4.3 Operational Results

At the operational level, the program translated innovation from theory to action. Multiple projects progressed through the DLT phases and into deployment, supported by post-implementation evaluation tools developed as part of the program.

Operational improvements include:

- Deployment of 7 concurrent RDC-aligned projects (4 MLA, 3 AMPC), with impact measures embedded from the outset.
- More reliable and transparent tracking via the MLA Projects Portfolio Weekly Status Reports (Appendix 7).
- Enhanced project velocity, faster movement from ideation to implementation due to stronger upfront scoping and cross-functional collaboration.
- A feedback loop for improvement, where insights from delivered projects informed refinement of subsequent initiatives, increasing hit rates and adoption.

### 4.4 Systematic Innovation Framework

A critical outcome of the Co-Innovation program was the development and application of a systemic innovation framework tailored to the complexity of ACC's. What began as a practical tool for guiding innovation evolved into a foundation for business-wide transformation by influencing how ideas are scoped, evaluated, implemented, and measured.

Early in the project, it became clear that innovation could not be approached as a linear process. The interconnected nature of the supply chain demanded a more holistic and dynamic model. Innovation was reframed as a strategic lever operating within an interactive commercial ecosystem, where improvements in one sector could trigger operational, financial, or customer-facing consequences across others.

To that end, a structured framework was developed and refined throughout the project, comprising five integrated components: Sectors, Principles, Methods, Measurements, and Impacts. Together, these provided a blueprint for scoping, assessing, implementing, and evaluating innovation in a way that reflects the complexity of real-world operations. These principles align directly with ACC's Group R&D Strategic Blueprint (Appendix 1), which defines success as a balance of efficiency, efficacy, and sustainability.

#### Supply Chain Sectors – Operational context for innovation

Innovation opportunities were deliberately mapped across the full beef supply chain from:

- Livestock Production
- Livestock Transportation
- Product Processing
- Product Logistics and Distribution

- **Product Sales and Marketing**

This sector-based approach ensured innovation was embedded across the business and not isolated to technical or R&D functions. It recognised the physical and commercial interdependencies within the supply chain. For example, innovation in processing automation could influence logistics timelines, labour requirements, or cost of production. This whole-of-business innovation lens enabled ACC to anticipate impacts and design better-integrated solutions (Appendix 1).

### **Innovation Principles – A 360-degree evaluation lens**

All innovation initiatives were assessed using a four-principle evaluation framework:

- **Feasibility** – Can it be made and delivered?
- **Desirability** – Who wants it and why?
- **Viability** – Is it economically sustainable?
- **Sustainability** – Will it endure and scale over time?

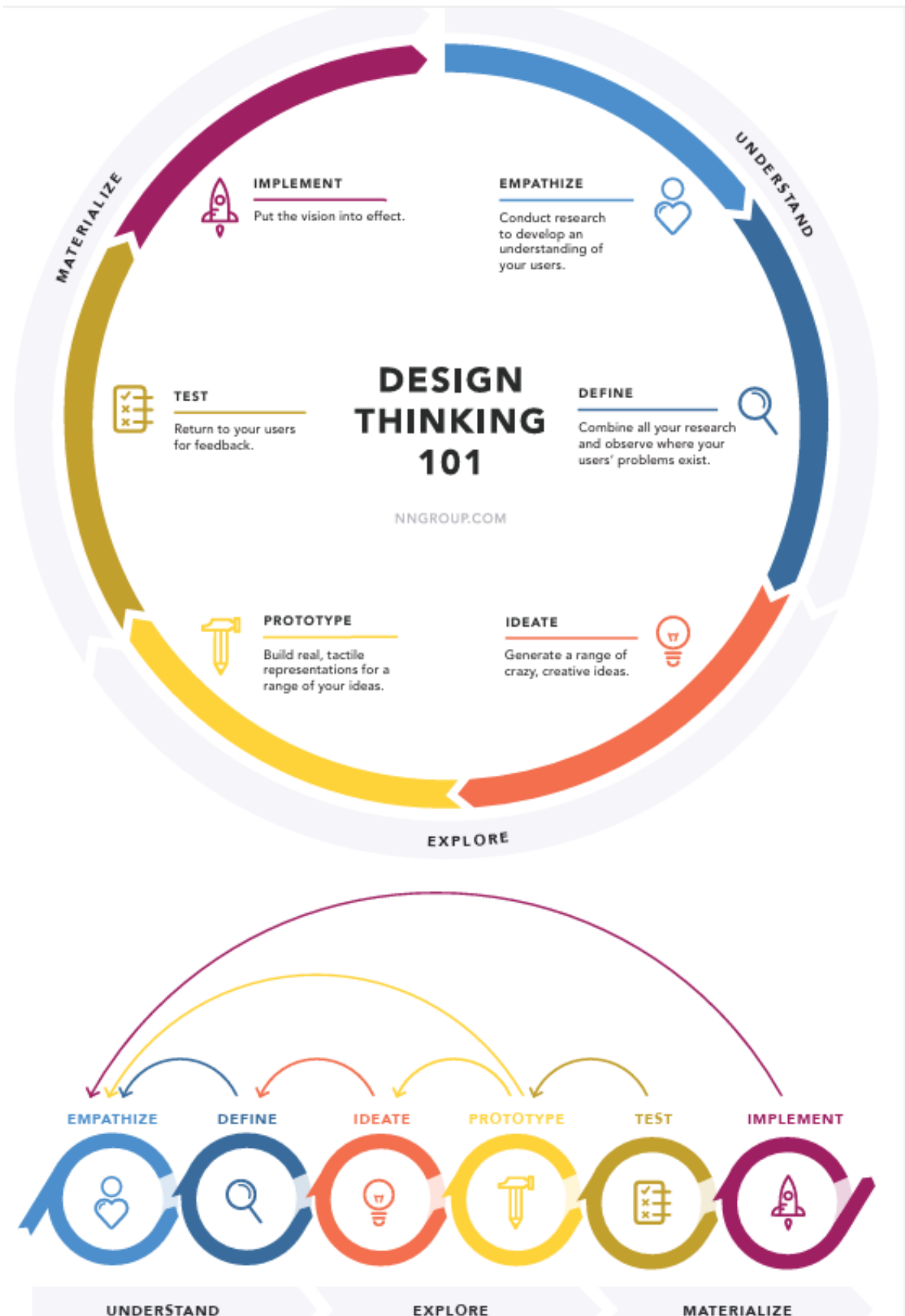
This 360-degree analysis helped teams make informed decisions, balance risk, and align proposals with both short-term feasibility and long-term strategy. Projects that performed strongly across all four dimensions were prioritised. Others were revised, re-scoped, or deferred. This principle-based filter became a core tool for optimising resource allocation and strategic focus (Appendix 1).

### **Methods – Design-Led Thinking in action**

Innovation delivery was structured around a five-step Design-Led Thinking approach:

- **Empathise** – Understand user, operational, and market needs
- **Define** – Clearly articulate the problem or opportunity
- **Evaluate** – Explore assumptions and assess alternative solutions
- **Prototype** – Design and test practical responses
- **Implement** – Deploy and measure business impact

DLT provided a replicable, collaborative, and customer-centric method to guide innovation from idea to action. It moved ACC away from reactive, vendor-led technology trials and toward an internally owned, cross-functional innovation culture. This process became embedded in project workflows, allowing for more confident and consistent execution across teams.



(adapted from Gibbons, 2016)

## Measurements – From metrics to decision-grade insights

The program redefined how innovation performance was tracked. Rather than relying on isolated metrics (e.g., kg/hour), the focus shifted to composite indicators that reflected system-level performance.

Examples included:

- Linking labour hours, yield, and throughput to measure process efficiency
- Using multi-variable KPIs for benchmarking
- Embedding real-time metric tracking into project design for evaluation and ROI measurement

This shift enabled more informed, data-driven decision-making and positioned innovation as a performance tool rather than a speculative activity. Measurement became a strategic asset, not just a reporting obligation.

## Impacts – Defining success through value creation

All innovation was ultimately judged on its impact, using a triple bottom line framework:

- **Financial** – Cost of Production (CoP), Price of Product (PoP), and Return on Investment (ROI)
- **Operational** – Labour efficiency, resource use, technology uptake, and process improvement
- **Commercial** – Market differentiation, customer relevance, and brand credibility

Projects were not deemed successful until they delivered value across at least one of these domains. This reinforced a culture where innovation was not about novelty, it was about changing the status quo in measurable, meaningful ways.

Together, this systemic framework provided a powerful mechanism for both planning and learning. It enabled ACC to manage innovation in a more disciplined, scalable, and evidence-based way by combining strategic intent with practical delivery. More than a methodology, it embedded a mindset: that innovation is not a function or department, but a dynamic system that connects strategy with execution and delivers value at every level of the supply chain.

## 5.0 Conclusion

The P.PSH.1384 Co-Innovation Manager project delivered far more than a portfolio of innovation projects, it fundamentally reshaped how Australian Country Choice approaches innovation across its vertically integrated supply chain. Through the application of a structured, design-led, and commercially aligned methodology, ACC moved from isolated technology trials to a system-wide innovation capability that is now embedded in its strategic and operational fabric.

Over the course of three years, the project delivered measurable improvements in innovation activity, capability, and impact. Concept proposals nearly doubled compared to the prior three-year period, and the business now benefits from a structured pipeline of initiatives grounded in cross-functional input and evaluated using a robust framework of feasibility, desirability, viability, and sustainability.

The deployment of the systemic innovation framework (encompassing supply chain sectors, evaluation principles, design-led methods, performance measurement, and impact evaluation) provided the tools and language necessary to scale innovation responsibly and strategically. These tools enabled ACC to prioritise high-value initiatives, accelerate delivery, and more confidently invest in solutions that deliver commercial, operational, and environmental outcomes.

Equally important are the cultural and organisational shifts achieved. Innovation is now part of ACC's mainstream thinking, integrated into business planning cycles, commercial reviews, and leadership discussions. This repositioning of innovation from an experimental function to a core strategic capability is a significant legacy of the project.

Learnings from completed and in-progress projects continue to inform improvement, with benchmarking and performance evaluation becoming key enablers of insight-driven decision-making. The business is now better equipped to trial, adapt, and embed new ways of working and to respond to an increasingly complex and competitive red meat landscape.

The project demonstrated that when innovation is designed with intent, delivered with discipline, and evaluated with rigour, it can transform more than just process and it can change how a business thinks, acts, and grows.

### 5.1 Key Findings

- Innovation throughput increased significantly, with 15 concept proposals initiated over three years (up from 8 in the previous three).
- Design-Led Thinking (DLT) provided a scalable and adaptable framework to structure innovation from discovery to deployment.
- Innovation moved from a reactive function to a strategically embedded process across farm, feedlot, and factory operations.
- Multi-metric performance indicators enabled better benchmarking, decision-making, and post-implementation evaluation.

- A comprehensive Innovation Toolbox was developed and adopted to streamline scoping, evaluation, and benefit tracking.
- Cultural change occurred across business units, with increased confidence, ownership, and capability in innovation delivery.
- Innovation alignment with commercial and strategic priorities accelerated adoption and improved resource efficiency.
- The physical and systemic relationships within the supply chain were considered throughout, ensuring solutions delivered value without unintended downstream impacts.

## 5.2 Benefits to Industry

This project offers several clear benefits to the wider red meat industry and provides a roadmap for other businesses seeking to transform their approach to innovation:

### Practical Applications

- **Adoption of Design-Led Thinking (DLT):** This project validated DLT as a practical and effective model for aligning innovation with commercial objectives in a red meat context.
- **Systemic Innovation Framework:** The five-tiered model (Sectors, Principles, Methods, Measurements, Impacts) can be adopted by other processors to support structured innovation delivery across their supply chains.
- **Metrics Evolution:** Industry actors can improve benchmarking by moving from single metrics to performance indicators that integrate multiple data sources (e.g. kg/hour + yield + labour).
- **Toolkits for Translation:** The Innovation Toolbox developed through this project could serve as a template for other businesses to bridge the gap between concept and implementation.

### Broader Industry Benefits

As a result of MLA's support for this program, the following benefits extend beyond ACC:

- Validation of Design-Led Thinking as a suitable approach to achieving enterprise-wide alignment on innovation strategy and priority projects.
- Evidence that alignment between innovation and commercial needs increases the likelihood of adoption and measurable business impact.
- Demonstration of a replicable innovation model that can be tailored and scaled across other red meat processors and vertically integrated supply chains.
- Capability uplift through structured governance, performance measurement, and cultural change, creating long-term innovation capacity beyond the life of individual projects.

This project contributes meaningfully to MLA's broader innovation agenda by showing that when innovation is embedded within the strategic, commercial, and operational layers of a business, it can shift the trajectory of the enterprise and set a standard for the wider industry.

## **6.0 Future Research and Recommendations**

Future R&D should focus on validating multi-metric innovation KPIs, developing tools to quantify sustainability outcomes, and applying structured innovation frameworks across pre-farm gate and retail environments. These activities would help the industry align innovation with strategic and environmental objectives.

Practical application of the project's insights can begin with adoption of the framework (Appendix 1) and use of the Innovation Toolbox (Appendix 2). Embedding innovation into business planning cycles will support continuity and impact.

To ensure industry-wide adoption, investment in cross-functional capability development is recommended, alongside the creation of a national community of practice to share learnings. Supporting storytelling tools and visual assets will also help translate innovation value to operational teams.

These steps will help embed innovation as a core driver of commercial, operational, and environmental value across the red meat sector.

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## 8.0 Appendix

|            |                                                               |
|------------|---------------------------------------------------------------|
| Appendix 1 | ACC Co-Innovation R&D Strategic Blueprint 2022–2024           |
| Appendix 2 | ACC Co-Innovation R&D Tactical Roadmap 2022–2024              |
| Appendix 3 | ACC Co-Innovation Core R&D Priorities and Programs (Dec 2024) |
| Appendix 4 | PPSH.1384 KPI Report (Dec 2024)                               |
| Appendix 5 | Innovation Skills Development Plan Status Report (Dec 2024)   |
| Appendix 6 | P.PSH.1384 Summary Video                                      |
| Appendix 7 | MLA WIP Status Report – Week 47                               |
| Appendix 8 | The Big Picture Pitch V1                                      |