

Final Report

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Development and delivery of MLA Co-Innovation Program Capability Building Content and Network Meetings FY 26

Milestone Two Report

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Abstract

MLA supports innovation across the red meat sector by co-funding innovation managers for a term of 3 years. To improve the performance of these managers MLA requires a qualified service provider to develop content, plan and deliver four network meetings (digital and face to face) and conduct surveys of program performance for MLA.

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

The topics for the sessions will be:

1. Innovation Behaviours.
2. Negotiation.
3. Business Improvement Processes.
4. Speed.

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1 Project description

Background:

The MLA co-innovation program seeks to partner with selected enterprises who have agreed to collaborate with MLA and provide a case study of lessons learned that align to MLA strategic goals such as:

- Using data and insights to inform decisions – demonstrating a data Culture
- Adoption of new Technologies and methods that can enable the red meat value chain to adapt to climate variability, reproduction, mortality, objective measurements, productivity and quality improvements
- Confidence and skills to diversify, including development of new, high value products upcycling the inclusion of red meat (and by-products) as an ingredient in other products; and/or strategic marketing plan with a product range that embraces business models such as value-based marketing

1.1 Measurement and Evaluation Objectives:

- To capture the impact and outcomes of the co-innovation program in participating enterprises based on both quantitative and qualitative data
- To report on the intangible benefits of the program investment in terms of capability, organisational culture, leadership, employee experience, customer experience and collaboration
- To recommend enhancements and improvement to grow the value of the program for the industry as a whole and for individual enterprises

1.2 Specifications:

The network meetings will:

1. Be designed to showcase MLA's strategic initiatives that can be trialled or adopted by the red meat sector to improve industry ability to 'Jump the adoption chasm.'
2. Include capability building modules formatted and designed to align with the MLA style and branding guidelines, based on best practice process and content to assist Co-Innovation managers succeed in their roles around the following four themes:
 - A. Innovation behaviours: How do we make space to generate new ideas and experiment, learn and adapt?
 - B. Negotiation: How do we engage productively to renegotiate funds, resources, outcomes and timelines?
 - C. Business Improvement Processes: How do we introduce business improvement processes that facilitate change and innovation?
 - D. Speed: How do we accelerate project completion and implementation? How do we ensure team agility to shift focus when needed
3. Showcase specific case studies (up to four) from the Co-Innovation network that demonstrate how a company has taken steps to overcome challenges to implement innovation projects.
4. Include quarterly and annual surveys to ensure the program meets the needs of the network.
5. The provider will work with MLA to ensure the content meets MLA's requirements.

1.3 Deliverables:

Each network meeting will include the following.

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

2 Milestone 4 Objective

Develop content, plan and run the June 2026 face-to-face network meeting and dinner at MLA Brisbane, in collaboration with MLA. Conduct the quarterly survey of participants.

Topic: Business Improvement Processes

2.1 Success in meeting the objectives

A session plan and content were developed in collaboration with MLA for the topic: Business Improvement Processes, *How do we introduce business improvement processes that facilitate change and innovation?*

The session incorporated presentations from external presenters, including:

- Chieftns AI Workshop – Adam Harris (Co-founder/CEO) and Alex Owens (Chief AI Officer/Co-founder) presented on how to redesign and streamline daily processes through applying AI.
- Business Improvement Processes Workshop – Allan Ryan led participants through various activities, practising tools and strategies to surface blind spots, move from observation to ideas and from ideas to decisions.

In addition, Alister Hawksford, MLA Program Manager, Sustainability Credentials, shared insights and tools, including consultation in your project management process.

A copy of the Session Outline is attached in Appendix 1.

The activities included a pre-program dinner on Wednesday 24 June 2026 and the participant program on Thursday 25 June 2026. 22 attendees participated, including 3 MLA, 1 Hargraves facilitator and 2 guest speakers.

A list of attendees is included in Appendix 2.

The session evaluation was completed in the room. 14 responses were received, indicating that some completed it in pairs.

See Appendix 3 for session feedback and comments.

3 Next Steps: 2026-2027

3.1 Identifying group priorities for 2026-2027

At the workshop, participants were provided with the MLA Co-Innovation Managers QTool (Question Tool) and asked to choose their priorities for professional development in the next financial year (2026-2027).

Developed by Hargraves, QTools are a collaborative process designed to safely capture priorities and ensure every voice is heard. The tool uses 8 columns, each with 6 open-ended questions, prompting participants to think about challenges they may not normally consider. The process allows participants to reflect individually and select their priorities, with outputs clearly captured and visualised to reflect the group's shared priorities.

Each Co-Innovation Manager was given 3 dots and invited to choose the questions they considered were most important. 42 dots were placed, indicating some completed it in pairs.

See Appendix 4 for the completed QTool (image) and summary.

3.2 Shaping future events based on participant feedback

Question 11 in the Evaluation Feedback invited participants to indicate what they would like to see more of in future events. Responses were as follows:

- 10 Latest research and insights
- 8 Collaborative activities with other Co-Innovation Managers
- 7 Skills for business improvement and project management.

Related Feedback: Just on question 11, would love to see what research has been happening (whether that's on transport, processing, packaging, breeding). Whether that's from people in the room, or from within MLA.

3.3 Recommended Agenda: 2026-2027

Based on the group's feedback and priorities, it is recommended that the professional development program continue on a quarterly basis.

a) We recommend the 2026-2027 Agenda include:

Session	Topic	Delivery
1	Technology: How do we ensure we use technology well to communicate and collaborate internally and externally?	Online
2	Data and Evidence: How do we use real-time data to get information at the right time to improve decision-making?	In-person
3	Managing Up: How do we engage our executive and board and get their perspectives and support?	Online
4	Innovation Behaviours: How do we make space to generate new ideas and experiment, learn and adapt? Combined with: Speed: How do we accelerate project completion and implementation? How can we ensure team agility to shift focus when needed?	In-person

- b) We also recommend that each session incorporate *Latest Research and Insights*, presented by an MLA representative, a provider, or a current or past Co-Innovation Manager. This would be especially valuable in the online sessions.
- c) In addition to Data and Evidence, participants raised the idea of an 'AI & Data Community of Practice'. It was agreed that this issue could be resolved by MLA.

4 2025-2026 Program Summary

The Program included 4 activities, one per quarter.

In a program first, Hargraves brought in expert guest speakers to enhance collaboration and deliver fresh perspectives. Topics/speakers included:

1. Innovation Behaviours – with guest speaker Kathryn Waltenberg, Geoscience Australia.
2. Negotiation – with guest speaker Kate Dodd, Intent Strategy.
3. Speed – with guest speaker Rick Torney, Project Management expert.
4. Business Improvement Processes – with guest speakers Adam Harris and Alex Owens, Chieftns, AI experts.

4.1 Participants

Across the program, we had 32 people participate, including:

23 Co-Innovation Managers
3 MLA Representatives
1 Hargraves Representative
5 Guest Speakers

A list of all program participants, including how many sessions each attended, is included in Appendix 5.

4.2 Co-Innovation Program Evaluation Feedback

At the conclusion of the final session, participants were invited to provide feedback about the Co-Innovation program.

This evaluation was completed in the room. 14 responses were received, indicating that some completed it in pairs.

Final feedback and averages for the program are available at: https://hargraves.in/MLA_25-26.

Note:

- Questions 1 to 5 reference the June 2026 session. Questions 2 and 3 have been updated each session. However, average scores cover all sessions.
- We have summarised Questions 6 to 12 below. These were added for the June workshop, hence, there were only 14 responses relating to the overall 2025-2026 Co-Innovation Program.

Q6: As part of your Co-Innovation Program this year, have you achieved accelerated innovation adoption aligned with your plans?

12 Yes
1 Not yet executed
1 New to program

Q7: As part of your Co-Innovation Program this year, have you achieved an improvement in the willingness of your company to innovate and/or change?

13 Yes
1 The company already had a great innovation framework

Q8: As part of your Co-Innovation Program this year, have you seen a reduction in timelines to innovation adoption?

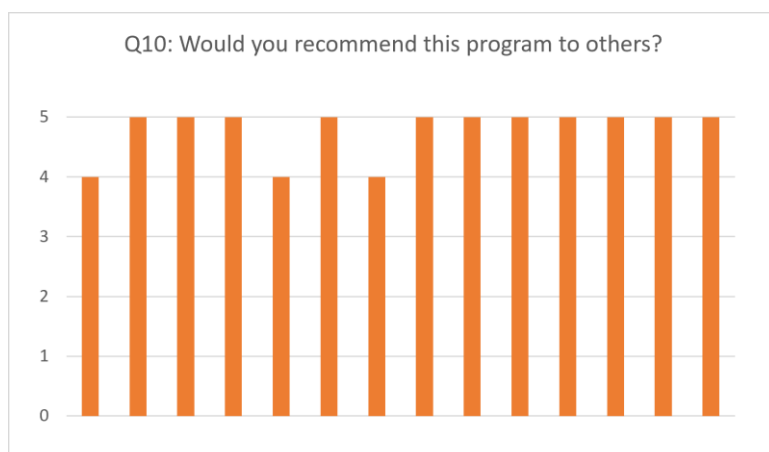
- 9 Yes
- 1 Unsure
- 1 There will always be hurdles and hoops to jump through! I wouldn't say it's getting quicker but we are always learning how to adapt.
- 1 Not yet executed
- 1 No
- 1 New to program

Q9: As part of your Co-Innovation Program this year, have you achieved 80% of your documented innovation objectives for the year?

- 10 Yes
- 1 Early in the program
- 1 Not yet executed
- 2 No

Q10: Would you recommend this program to others?

(On a scale of 1 (probably not) to 5 (definitely yes):



Q11. What would you like to see more of in future events?

- 10 Latest research and insights
- 8 Collaborative activities with other Co-Innovation Managers
- 7 Skills for business improvement and project management

Q12: Please share any comments or feedback about the 2025-2026 Program, or for planning of the 2026-2027 Program.

Continue as is

Thanks for organising, said most comments on previous page sorry. Enjoyed the collaboration

New to the program but really looking forward to continuing the journey. A great first meeting, thank you!

Nothing specific.

Well managed event as always, Alicia, Josh and Allan have created a great network and event framework that delivers network, ideation and skill building.

Just on question 11, would love to see what research has been happening (whether that's on transport, processing, packaging, breeding). Whether that's from people in the room, or from within MLA.

I believe managing up will be an important lesson for me simply because it'll teach me how to approach new ideas and present them to my managers

34 responses submitted

Q12: Please share any comments or feedback about the 2025-2026 Program, or for planning of the 2026-2027 Program. (If relevant, please include your name in case we have any fol...



A word cloud of feedback comments. The words are arranged in a circular pattern around the center. The most prominent words are 'Thanks' and 'New'. Other words include 'ideation and skill', 'Thanks for organising', 'looking forward', 'important lesson', 'Alan', 'Josh', 'comments', 'page sorry', 'great network', 'event framework', 'New to the program', 'breeding', 'packaging', 'transport new ideas', 'previous page', 'great first meeting', and 'people in the room'.

ideation and skill
Thanks for organising
looking forward
important lesson
Alan
Josh
comments
page sorry
great network
event framework
New to the program
breeding
packaging
transport new ideas
previous page
great first meeting
people in the room
Thanks
New

5 Appendix 1: Session 4 Outline



1

MLA Co-Innovation Priority Map 2025-2026

Time	Activity	Presenter
8.00	Arrival – Tea & Coffee	
8.30	Welcome and new co-innovation member introductions	Josh and Alicia
9.15	Introduction to BIP	Hargraves Institute
9.30	Co-Innovation Member presentation	TBC
10.00	Morning Tea	
10.30	Business Improvement and AI	External guest 'OpenAI Partner and award winner'
12.00	Review and discussion	Hargraves Institute
12.15	Network Lunch	
1.00	BIP In Action Workshop – Your Toolkit	Hargraves Institute
2.00	BIP Group Activity	Hargraves Institute
2.30	Workshop Needs analysis for FY27	Hargraves Institute
3.00	Close	Josh and Alicia

2



3

MLA Co-Innovation Priority Map 2025-2026

Business improvement processes
How do we introduce business improvement processes that facilitate change and innovation?

Where are we now?

What is needed?

Next steps?

4

CHIEFTNS – AI Workshop

CHIEFTNS helps businesses deploy AI without hype, disruption, or complexity, improving operational speed, decision quality, and business performance. We apply proven, frontier technologies like ChatGPT and Codex directly to day-to-day operations, with a focus on complex, operations-heavy environments. Our approach is practical and outcomes-driven, moving organisations from scattered individual use into structured, governed workflows.

Credentials

- OpenAI Services Partner (ANZ/APAC)
- Winners, OpenAI Global Codex Hackathon 2026 (APAC)
- Deep experience applying AI tools across operationally complex organisations in ANZ/APAC

5

Hargraves AI

Better 1:1s
One conversation at a time
hargraves.innovationtools

BETTER ONE-ON-ONES

<https://hargravesinst.my.canva.site/better1on1s>

Q: Tap card to flip - Press to zoom

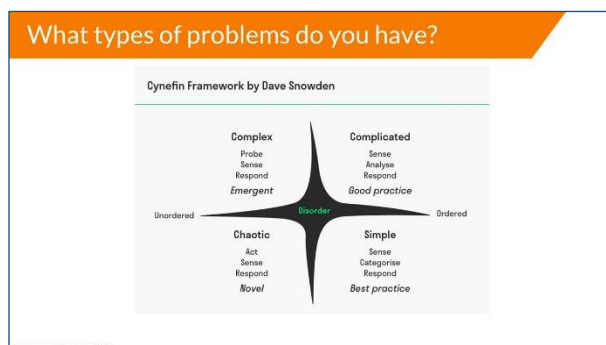
Start

6

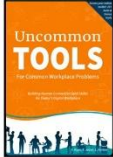
What types of problems do you have?

Please write 3 problems on separate pieces of paper

7



8



<https://hargraves.in/uncommon-tools>

Code: **MLABrisbane**
Valid to 31 July 2026 for a 100% discount on the eBook PDF. Each participant can only use it once.

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9

Purpose: Surface blind spots in the problems participants sorted into Complex.
Small groups (3-4 people) take one Complex challenge each and apply:

1. Reframing "How would a health company / airline / school solve this?"
2. Challenge assumptions "What are we taking for granted about this process?"
3. Spot contradictions e.g. "We want speed AND quality. How do we reconcile that?"

Chapter 8 (How to See What Others Miss) — reframing, blind spots, contradiction mapping etc.

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10

Purpose: Move from observations to ideas, without losing rigour.
Use the book's 123 Innovate: See, Think, Do framework and Co-Co-Co method:

1. Individual reflection (5 min quiet) Each person writes their 3 best ideas
2. Pairs exchange and select 2-3 priorities (10 min) Small groups consolidate to 3 themes (10 min)
3. Whole room: each group shares, facilitator clusters themes on wall (20 min)

Chapter 6 (How to Spark Better Ideas) the Innovation Conversation Sheet is a useful canvas here. Brainstorming guidelines from p.158 keep it focused.

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11

Purpose: Avoid analysis paralysis. Move from ideas to a decision.
Activity 1 Idea Filter (15 min): Rate each idea on two axes - Impact vs Cost/Effort. Low cost, high impact ideas go to the top.
Activity 2 - Priority Grid / Forced Choice (15 min): If the group is stuck between options, run a forced-choice comparison. Each person picks between pairs until one option wins.
Activity 3 - Quick action plan (10 min): For the top-ranked idea, each group answers three questions:
What's the first concrete step?
Who owns it?
What's the check-in date?

Chapter 9 (How to Make Confident Choices) — Priority Grid and Forced Choice tools map directly here.

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12

"One thing I'll do differently next week."
Book hook: Chapter 10 (How to Make Change Happen) - trust, co-creation, champions of change.

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MLA Co-Innovation Managers QTool

COMPONENT	GOAL	MEASURED DATA	MEASUREMENT	USE CASE	ACTION	ASSUMPTIONS	RECOMMENDATIONS
1. Vision and Mission	Define the organization's purpose and direction.	Clarity of vision and mission statements.	Alignment with organizational goals and values.	Strategic planning and communication.	Regular updates and reinforcement.	Consistent messaging across all levels.	Ensure vision and mission are understood and embraced by all employees.
2. Organizational Structure	Design the organization's hierarchy and reporting lines.	Clarity of roles and responsibilities.	Alignment with organizational goals and values.	Strategic planning and communication.	Regular updates and reinforcement.	Consistent messaging across all levels.	Ensure organizational structure is understood and embraced by all employees.
3. Talent Management	Attract, develop, and retain top talent.	Employee engagement and retention rates.	Alignment with organizational goals and values.	Strategic planning and communication.	Regular updates and reinforcement.	Consistent messaging across all levels.	Ensure talent management is understood and embraced by all employees.
4. Financial Management	Manage the organization's financial resources.	Financial performance and budget adherence.	Alignment with organizational goals and values.	Strategic planning and communication.	Regular updates and reinforcement.	Consistent messaging across all levels.	Ensure financial management is understood and embraced by all employees.
5. Risk Management	Identify and mitigate potential risks.	Risk assessment and mitigation effectiveness.	Alignment with organizational goals and values.	Strategic planning and communication.	Regular updates and reinforcement.	Consistent messaging across all levels.	Ensure risk management is understood and embraced by all employees.
6. Compliance and Ethics	Ensure the organization operates legally and ethically.	Compliance and ethical standards adherence.	Alignment with organizational goals and values.	Strategic planning and communication.	Regular updates and reinforcement.	Consistent messaging across all levels.	Ensure compliance and ethics are understood and embraced by all employees.
7. Innovation and Research	Drive innovation and research efforts.	Innovation and research output.	Alignment with organizational goals and values.	Strategic planning and communication.	Regular updates and reinforcement.	Consistent messaging across all levels.	Ensure innovation and research are understood and embraced by all employees.
8. Customer Relationship Management	Build and maintain strong customer relationships.	Customer satisfaction and loyalty.	Alignment with organizational goals and values.	Strategic planning and communication.	Regular updates and reinforcement.	Consistent messaging across all levels.	Ensure customer relationship management is understood and embraced by all employees.
9. Supply Chain Management	Optimize the organization's supply chain.	Supply chain efficiency and cost reduction.	Alignment with organizational goals and values.	Strategic planning and communication.	Regular updates and reinforcement.	Consistent messaging across all levels.	Ensure supply chain management is understood and embraced by all employees.
10. Sustainability	Implement sustainable practices.	Sustainability performance and impact.	Alignment with organizational goals and values.	Strategic planning and communication.	Regular updates and reinforcement.	Consistent messaging across all levels.	Ensure sustainability is understood and embraced by all employees.

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Feedback

Please complete the feedback form at:



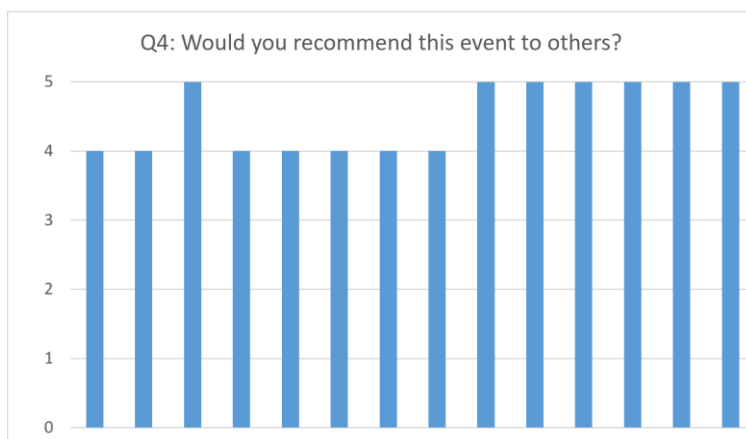
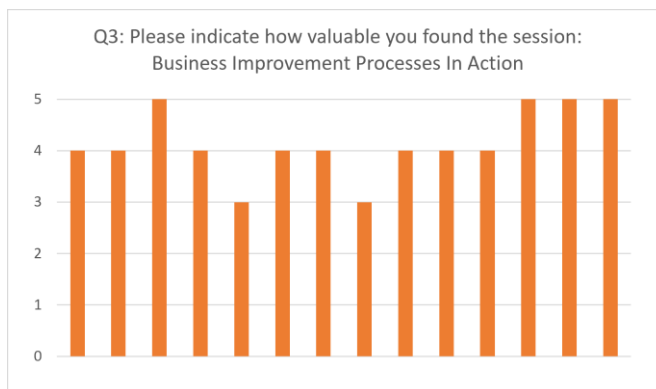
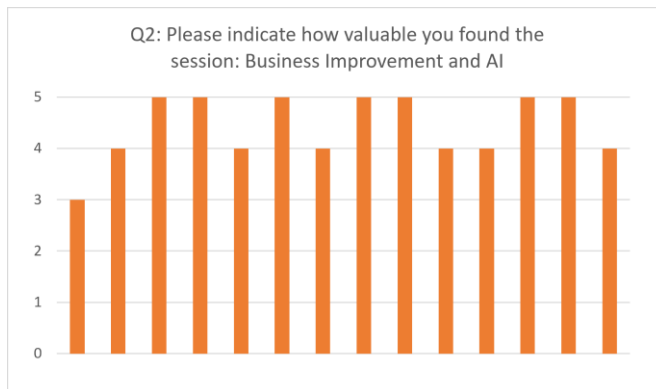
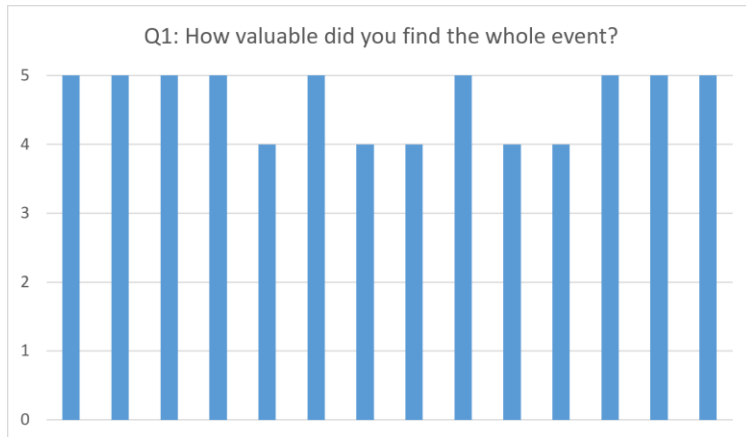
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6 Appendix 2: Session 4 Participant List

Hamish Green	AACO
James Goodrich	Australian Country Choice
Tom Harrington	Australian Country Choice
Claudia Morris	Australian Country Choice
Jarrold Lees	Camm Agricultural Group
Paul Shipley	Camm Agricultural Group
Adam Harris	Chieftns
Alex Owens	Chieftns
Dominic Borcena	Coles RROA
Jordan McIntyre	Coles RROA
Emily Stewart	GMP
Jonathan Yang	Smithfield Cattle Co
Allan Ryan	Hargraves Institute
Kevin Jacobson	JBS
Sophie Angus	Kinross Station/Endeavour Meats
Alister Hawksford	MLA
Alicia Waddington	MLA
Josh Whelan	MLA
Jessie Daniels	NTCA
Centaine Hussie	NTCA
Adam Armstrong	Russell Pastoral Operations

7 Appendix 3: Session 4 Feedback



Q5: Please share any comments or feedback:

Was a good event - good to talk with AI experts who had practical advice and tips on how to use it effectively in a business.

Was brilliant, thank you very much!

Good content and the group was very engaged

Excellent day with lots of thought-provoking elements.

Enjoyed the showcase of AI opportunities and could see use cases for this in my work. Also enjoyed final session where we discussed active issues in businesses and had everyone pitching ideas. Collaboration is always very fun

Great tools provided today to become more efficient and look at how better to approach problems.

Great overall session. Good to get run down on AI but was a bit generic. Hard to dig into solving a problem. Business improvement tools was interesting and seemingly applicable

Insightful and great networking, a lot of knowledge and expertise brought together.

The content about data/AI and business improvement unlocked a lot of good discussion from members.

Think there are a lot of common challenges which led to good discussions about core principles to find common ground and build network opportunities.

Really great insight into how we can utilise AI day to day - would love to share this with my team.

I really enjoyed the networking part of this. It was really good to come together and share ideas and learn new technologies with other people in the industry. While I struggled with comprehending the AI part, I found it really interesting the different mechanisms you can use to help improve efficiency and make your everyday life simpler by assigning it tasks to do repetitively.

8 Appendix 4: 2025-2026 QTool Image and Summary

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MLA Co-Innovation Managers QTool

EXPERTISE	BELIEF	PERSPECTIVES	BEHAVIOURS	CULTURE	ACTION	RELATIONSHIPS	INFRASTRUCTURE
<i>Experiences, Understanding, Mastery, Skills, Sharing</i>	<i>Purpose, Intention, Motivation</i>	<i>Roles, Thinking, Experiences, Stories</i>	<i>Attributes, Approaches, Attitudes, Habits</i>	<i>Focus, Priorities, Conventions, Norms</i>	<i>Order, Task dependencies, Methods, Policies</i>	<i>Other teams, Customers, Vendors, Partners, Networks</i>	<i>Spaces, Buildings, Utilities, Technology, Data</i>
Capable People How do we ensure we have the technical skills and attributes to deliver co-innovation projects?	Inspiration How do we inspire others to believe that innovation is important?	Different Viewpoints How do we incorporate diverse inputs and perspectives?	Belonging How can we ensure that every employee feels that they belong in our workplace?	Customer-based KPIs How do we ensure that our KPIs are directly linked to our customers' and suppliers' needs?	Decision Making How do we ensure that we make decisions effectively and in a timely fashion?	Collaborative Conversations How can we ensure our people engage in positive conversations?	Reports How do we provide accurate and complete reports within the given timelines?
Specialist Skills and Knowledge How do we find the external specific technical skills and expertise needed in the project?	Resilience and Grit How do we ensure that we persevere even when times get tough?	Storytelling How can we better understand other perspectives through effective storytelling?	Psychological Safety How do we make it safe for team members and teams to interact positively?	Openness How do we encourage an 'open by default' policy and an 'ask me anything' mentality?	Meetings How do we make meetings (online, in person and hybrid) inclusive and productive?	Suppliers How do we ensure our terms of business are designed to support both us and our suppliers' business needs?	AI and Machine Learning How do we employ AI and Machine Learning in our business?
Business Improvement Processes How do we introduce business improvement processes that facilitate change and innovation?	Vision And Value Propositions How can we ensure a shared understanding of the vision and value of the project?	Customer Perspectives How do we make the customer experience and their perspective central to the project?	Innovation Behaviours How do we make space to generate new ideas and experiment, learn and adapt?	Speed How do we accelerate project completion and implementation? How can we ensure team agility to shift focus when needed?	Team Makeup How do we ensure team member roles and accountabilities are clear and that we have the right people in the team?	Negotiation How do we engage productively to negotiate funds, resources, outcomes and timelines?	Data and Evidence How do we use real-time data to get information at the right time to improve decision-making?
Research and Evidence How do we access the research we need to inform our projects?	Intention How do we encourage a deliberate approach towards work so that every action is purposeful and aligned to broader goals?	Managed Dependencies How do we identify and address up and down dependencies of implementing projects?	Accountability How do we ensure responsibility for action from the individual and from the team as a whole?	Cooperation How do we build supporting structures to ensure the business adopts our innovations?	'Jobs To Be Done' How can we build a focus on solving customer problems? The 'Jobs to be done' approach flips traditional thinking on its head.	Transparency How do we crowdsource ideas or showcase innovations to customers and consumers in a safe way?	Technology How do we ensure we use technology well to communicate and collaborate internally and externally?
Project Leadership How do we provide capable leadership to deliver the project within scope?	Purpose How do we ensure that the project purpose and scope is aligned to company strategy?	Role Conflict How do we balance team members' job roles and project roles to ensure that we meet our milestones?	Managing Failure How do we manage the risk of failure to maintain our careers?	Habits and Practices How do we ensure that practices and habits reinforce our values and purpose?	Risk Management How do we identify and mitigate potential risks of the project?	Industry Sharing How do we adopt open innovation strategies to fit and learn, while protecting our commercial interests?	Sustainability How do we balance environmental, social and financial needs?
Business Case How can we develop a compelling and accurate business case for good ideas and projects?	Networks How do we encourage people to learn from external sources and develop strong links within and outside the organisation?	Managing Up How do we engage our executive and board and get their perspectives and support?	People Leadership How can we ensure our leaders inspire the team and champion the project widely?	Resistance To Change How do we ensure that our team don't resist new ideas or processes because they are comfortable with the status quo?	Incremental Vs Radical Innovation How do we balance our portfolio to accommodate incremental and disruptive innovation in the correct proportions?	Stakeholders How do we build positive relationships with stakeholders and partners?	Metrics How do we capture the value of our projects? How do we adopt actionable metrics to demonstrate the value of innovation?

Topic	Question	#
Speed	How do we accelerate project completion and implementation? How can we ensure team agility to shift focus when needed?	4
Technology	How do we ensure we use technology well to communicate and collaborate internally and externally?	4
Innovation Behaviours	How do we make space to generate new ideas and experiment, learn and adapt?	3
Data and Evidence	How do we use real-time data to get information at the right time to improve decision-making?	3
Managing Up	How do we engage our executive and board and get their perspectives and support?	3
Resilience and Grit	How do we ensure that we persevere even when times get tough?	2
Intention	How do we encourage a deliberate approach towards work so that every action is purposeful and aligned to broader goals?	2
Cooperation	How do we build supporting structures to ensure the business adopts our innovations?	2

Topic	Question	#
Project Leadership	How do we provide capable leadership to deliver the project within scope?	2
People Leadership	How can we ensure our leaders inspire the team and champion the project widely?	2
Capable People	How do we ensure we have the technical skills and attributes to deliver co-innovation projects?	1
Inspiration	How do we inspire others to believe that innovation is important?	1
Specialist Skills and Knowledge	How do we find the external specific technical skills and expertise needed in the project?	1
Storytelling	How can we better understand other perspectives through effective storytelling?	1
AI and Machine Learning	How do we employ AI and Machine Learning in our business?	1
Business Improvement Processes	How do we introduce business improvement processes that facilitate change and innovation?	1
Team Makeup	How do we ensure team member roles and accountabilities are clear and that we have the right people in the team?	1
Research and Evidence	How do we access the research we need to inform our projects?	1
'Jobs To Be Done'	How can we build a focus on solving customer problems? The 'Jobs to be done' approach flips traditional thinking on its head.	1
Purpose	How do we ensure that the project purpose and scope is aligned to company strategy?	1
Role Conflict	How do we balance team members' job roles and project roles to ensure that we meet our milestones?	1
Habits and Practices	How do we ensure that practices and habits reinforce our values and purpose?	1
Risk Management	How do we identify and mitigate potential risks of the project?	1
Industry Sharing	How do we adopt open innovation strategies to fit and learn, while protecting our commercial interests?	1
Business Case	How can we develop a compelling and accurate business case for good ideas and projects?	1

9 Appendix 5: 2025-2026 Program Participant List

PARTICIPANT	COMPANY	# SESSIONS
James Copley	AACO	2
Hamish Green	AACO	1
Joel Bentley	Australian Country Choice	2
James Goodrich	Australian Country Choice	3
Tom Harrington	Australian Country Choice	3
Claudia Morris	Australian Country Choice	1
Joanne Galletly	Bindaree Food Group	1
Joseph Hardy	Bindaree Food Group	1
Jarrood Lees	Camm Agricultural Group	2
Paul Shipley	Camm Agricultural Group	1
Adam Harris	Chieftns	1
Alex Owens	Chieftns	1
Zohair Iqbal	Coles	1
Dominic Borcena	Coles RROA	3
Jordan McIntyre	Coles RROA	3
Richard Gratte	Ethel Creek - Kalka	1
Kathryn Waltenberg	Geoscience Australia	1
Michelle Henry	GMP	3
Emily Stewart	GMP	1
Allan Ryan	Hargraves Institute	4
Kate Dodd	Intent Strategy	1
Kevin Jacobson	JBS	1
Maya Feidieker	Kilcoy Global Foods	1
Sophie Angus	Kinross Station/Endeavour Meats	4
Alister Hawksford	MLA	1
Alicia Waddington	MLA	4
Josh Whelan	MLA	4
Jessie Daniels	NTCA	1
Centaine Hussie	NTCA	1
Adam Armstrong	Russell Pastoral Operations	1
Jonathan Yang	Smithfield Cattle Co	2
Rick Torney		1

10 Appendix 6: 2025-2026 Program Evaluation: Comments and Feedback

Comments:

New to the program but really looking forward to continuing the journey. A great first meeting, thank you!

Well managed event as always, Alicia, Josh and Alan have created a great network and event framework that delivers network, ideation and skill building.

Just on question 11, would love to see what research has been happening (whether that's on transport, processing, packaging, breeding). Whether that's from people in the room, or from within MLA.

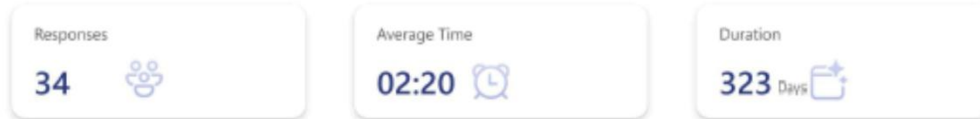
I believe managing up will be an important lesson for me simply because it'll teach me how to approach new ideas and present them to my managers

Feedback is copied onto the following pages, or available online at https://hargraves.in/MLA_25-26.

7/9/26, 11:49 AM

MLA Co-Innovation Program Post Event and Post Program Survey

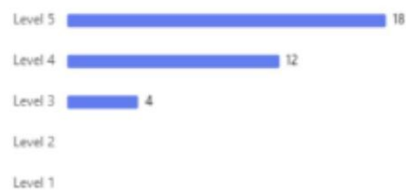
Responses Overview Active



1. Q1: How valuable did you find this event?



2. Q2: Please indicate how valuable you found the session: Business Improvement and AI



3. Q3: Please indicate how valuable you found the session: Business Improvement Processes In Action



4. Q4: Would you recommend this event to others?



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MLA Co-Innovation Program Post Event and Post Program Survey

5. Q5: Please share any comments or feedback about this event:

24
Responses

Latest Responses

"I really enjoyed the networking part of this. It was really good to come together a... *
"Really great insight into how we can utilise AI day to day - would love to share thi... *
"The content about data/AI and business improvement unlocked a lot of good dis... *
...

11 respondents (46%) answered best for this question.

innovation and projects
Great insights
session projects
AI
best
businesses
great lot
industries

6. Q6: As part of your Co-Innovation Program this year, have you achieved accelerated innovation adoption aligned with your plans?

● Yes 12
● No 0
● Other 2



7. Q7: As part of your Co-Innovation Program this year, have you achieved an improvement in the willingness of your company to innovate and/or change?

● Yes 13
● No 0
● Other 1



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MLA Co-Innovation Program Post Event and Post Program Survey

8. Q8: As part of your Co-Innovation Program this year, have you seen a reduction in timelines to innovation adoption?



9. Q9: As part of your Co-Innovation Program this year, have you achieved 80% of your documented innovation objectives for the year?



10. Q10: Would you recommend this program to others?



11. Q11: What would you like to see more of in future events?



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MLA Co-Innovation Program Post Event and Post Program Survey

12. Q12: Please share any comments or feedback about the 2025-2026 Program, or for planning of the 2026-2027 Program. (If relevant, please include your name in case we have any follow-up questions.)

7
Responses

Latest Responses

"I believe managing up will be an important lesson for me simply because it'll teach..."
"Just on question 11, would love to see what research has been happening (wheth..."
"Well managed event as always, Alicia, Josh and Alan have created a great network..."

...

2 respondents (29%) answered Thanks for this question.

ideation and skill
great first meeting Alan
transport
Thanks for organising
looking forward
breeding
great network
Thanks New
previous page
important lesson
people in the room
event framework
page sorry
comments
Josh
packaging
new ideas
New to the program