



# Final Report

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## **Co-Innovation program 5 Year Measurement and Evaluation** Final Report)

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## Abstract

Hargraves Institute was engaged to conduct a triple bottom line impact assessment of the MLA Co-Innovation program in addition to identifying opportunities and recommendations for future content delivery and structure to optimise the value of any future project investment. The program was assessed under MLA's Triple Bottom Line (TBL) Evaluation Framework, the sub-program contributes to social benefits via the Our People industry priority.

The three specific social impact KPIs which will be measured include:

- Increase in relevant capability (individual) (% from a baseline).
- Increase in relevant capability (organisation/corporate/business) (% from a baseline).
- Number of program participants who secure relevant employment in the sector and are retained within industry.

The Co-Innovation program product P00025 Collaborative Co-Innovation program (previously CISP) is a functional component of the Capability Building Program.

From eleven participating companies, twelve Co-Innovation Managers and nine managers of Co-Innovation Managers were interviewed. Those managers who didn't respond included one from a government department in Western Australia, involved in a project spanning several beef stations and aiming to equip personnel to run projects for adoption, for example in drought resilience and supply chains.

Ten companies returned the template which captured qualitative and quantitative feedback against Triple Bottom line key performance indicators.

The objectives of the evaluation were:

- To capture the impact and outcomes of the Co-Innovation program in participating enterprises based on both quantitative and qualitative data specifically against the MLA Triple Bottom Line Framework.
- 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 improvements to grow the value of the program for the industry as a whole and for individual enterprises.

This report shows:

1. That all participating companies achieved their outcomes and could show considerable impact from the program, depending on the scope of their engagement. Some could demonstrate considerable financial benefit, all could identify capability improvement in innovation and adoption, at both the individual and enterprise level supported by MLA and the Capability Development Program. Some identified significant cultural change, for example increased professionalism, greater enthusiasm for innovation and a heightened strategic focus on innovation. All the companies could identify environmental projects and positive impacts. All Co-Innovation Managers have been retained within the industry.
2. The intangible benefits from the program are demonstrated by the participating companies' ability and willingness to start the innovation process, guide long term and complex projects to delivering significant results and capturing the benefits.
3. This report identifies five recommendations to enhance the program over the next five years.

## Executive Summary

Meat & Livestock Australia (MLA) established the Collaborative Innovation Strategies Partnership Program (CISP), now called the Co-Innovation program, in 2007. It requires the co-development of comprehensive innovation strategies with individual enterprises, which meet commercial imperatives in addition to focussing on the implementation of key industry and government innovation priorities.

It was last evaluated in 2019-2020 and the report demonstrated the value of the program through outcomes in: professional development, collaborative innovation strategies, value chain innovation, customer alignment, innovation networks, and employee capability and mindset.

The Co-Innovation program aims to catalyse significant innovations in companies that are aligned to MLA's strategic priorities, to create a culture with the ability and confidence to adopt innovation and to provide learning for the industry as a whole.

It comprises three main elements:

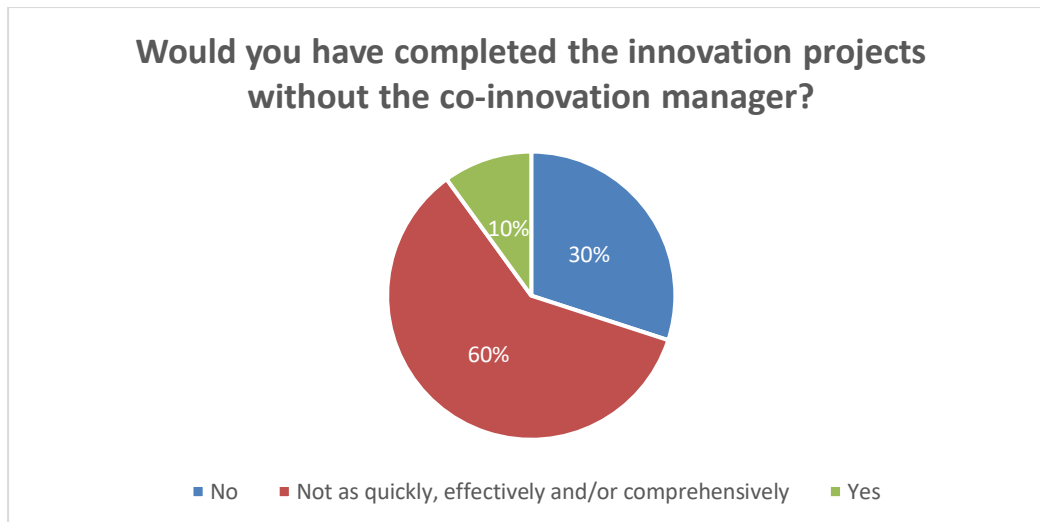
1. Co-funding for an innovation manager within partner organisations - The Co-Innovation Manager.
2. A Capability Development Program to provide learning and tools for business improvement, change, innovation and specific red meat industry skills and knowledge. It also provides a network of peers who share experiences and learning from a diverse mix of industry organisations.
3. MLA support in the form of access to research, contacts, expertise, support and funds for projects from a range of internal and external sources.

Partnering with the Co-Innovation program ensures that insights and learning from research is shared and facilitates innovation adoption across the industry.

*This evaluation has found that the Co-Innovation program has been beneficial in encouraging companies to start the process, to pursue long term projects, overcome obstacles and to deliver impactful outcomes.*

### Starting the innovation journey

This study has found that the Co-Innovation program was critical for starting the innovation projects. Three of the eleven companies would not have embarked on the projects without the program and six would have attempted some of the change, but it would have been slower, less comprehensive and less effective. These companies would have shied away from the elements of the innovation that were risky, but which ultimately proved to be transformational. They instead engaged because they could afford the Co-Innovation Manager, whose role is to research, explore and drive long term innovation projects. The managers would not have been employed in the dedicated role without the co-funding. Also, while the funding is a critical element, another key factor is MLA's commitment to investing. MLA's support signifies trust and belief that builds confidence among decision makers to broaden their vision and take the risks necessary to make transformational change.

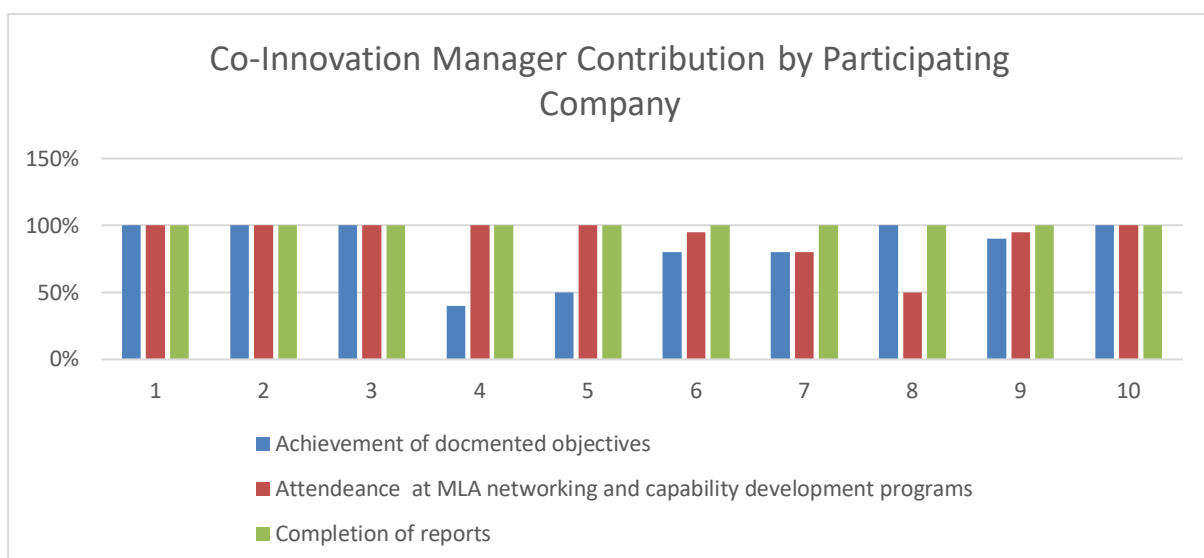


### Guiding complex and long-term programs to fruition

Participating companies demonstrated that they were willing to take on long term, impactful projects and pursue them, even when there were challenges and barriers. A major risk in change projects is the unexpected which derails progress and can lead companies to give up. To help companies stay the course and overcome obstacles, the Co-Innovation program provides:

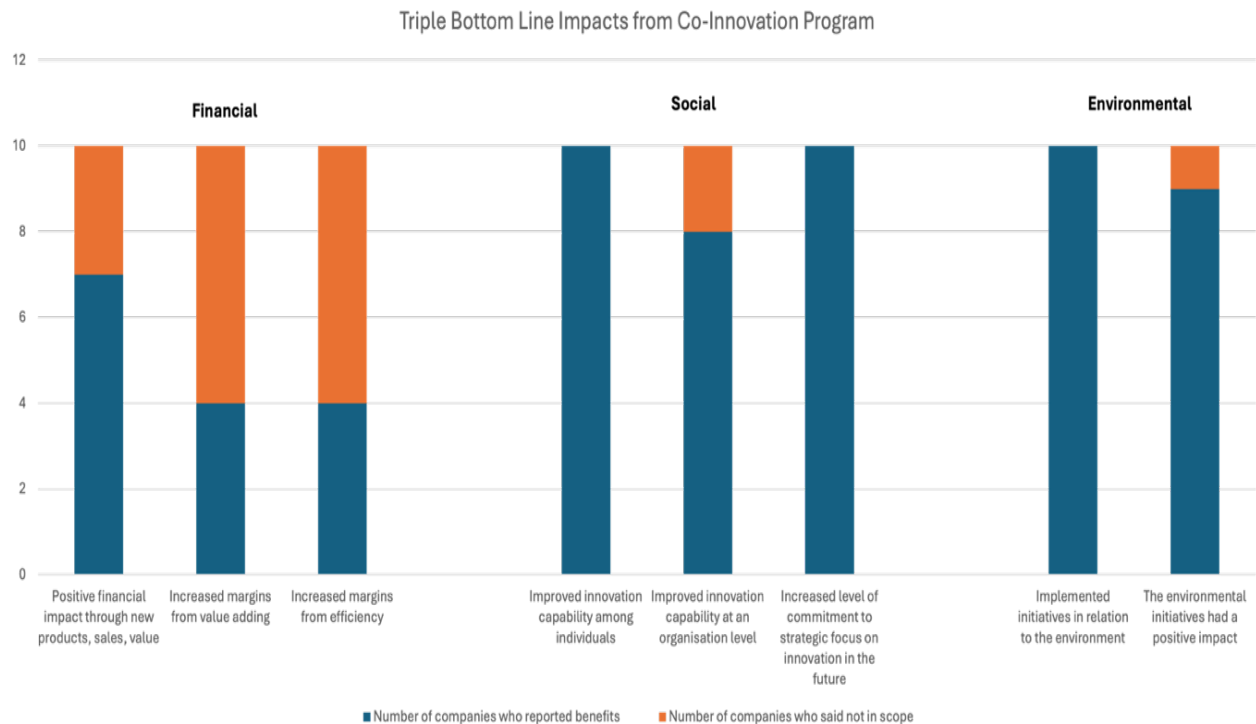
1. The leadership capability and focus through the Co-Innovation Manager position.
2. Process and skills through the Capability Development Program tools, processes and network.
3. The confidence and support provided by MLA investment and ongoing engagement, as well as research, ideas and guidance provided by the MLA Program managers.
4. The structure of the contract including quarterly reports, shared with the industry, which creates accountability.

The Co-Innovation Managers fulfilled the requirements of the contract which has underpinned the success of the program.



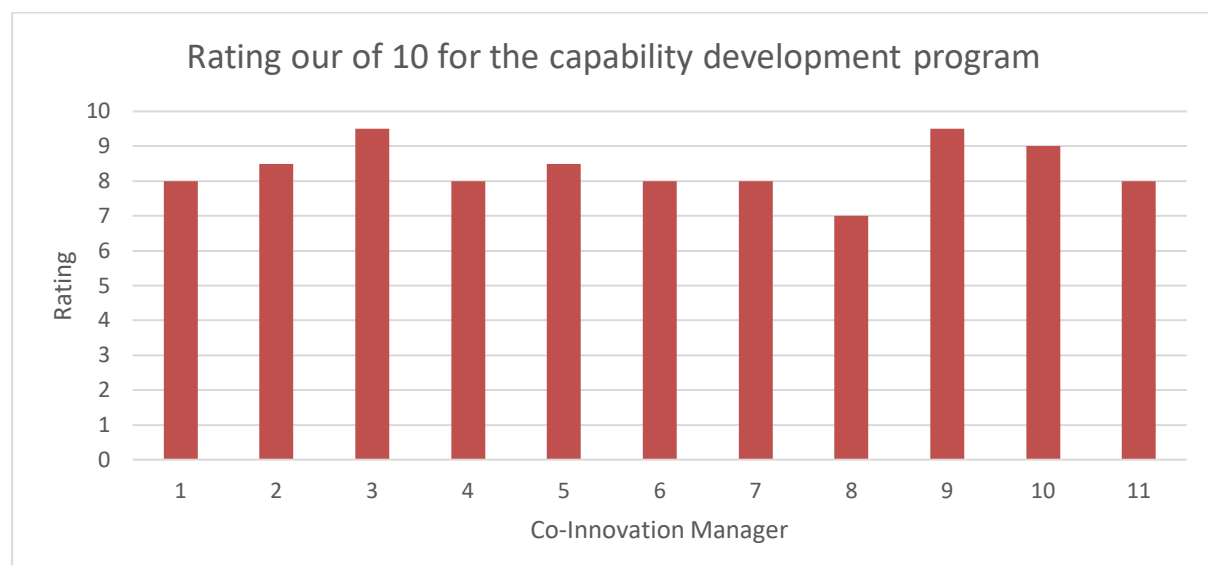
## Delivering innovation and results

The study found that the Co-Innovation program delivers impactful triple bottom line outcomes. The contractual process, which requires partners to think through their ambitions using the Strategy on a Page template provided by MLA, identify their ambitions which align with MLA strategic priorities and pursue change to achieve outcomes, is a sound structure for program delivery.



## Enhancing innovation capability

The Capability Development Program consists of quarterly workshops with learning modules on topics identified in a needs analysis by the participants. These sessions provide the skills and processes to help Co-Innovation Managers excel in their role. Because they occupy a new and unique role in the organisation, Co-Innovation Managers rely on the workshops, the MLA support and advice from the network to develop the change, innovation and business improvement skills they need to lead innovation projects within their company.



## RECOMMENDATIONS

This report confirms that the Co-Innovation Manager Program makes a difference to participating companies. Without it, companies are unlikely to start, to tackle big and complex issues, to work together, learn from each other and access MLA's overarching industry knowledge, connections and research.

Co-Innovation Managers bring diverse skills into the company and into the industry. They occupy a new and unique role within companies and are a catalyst for ideas and innovation.

This report recommends:

- 1. Continue and expand the program and the scope of the Co-Innovation Manager role.**
  - The Co-Innovation program continue to deliver workshops on a quarterly basis.
  - A forum of Co-Innovation Managers be created to explore and solve cross industry problems (industry black holes) and encourage collaborative projects across companies.
- 2. Maintain the diversity of companies and the external focus of companies in the program**
  - The mix of company size and purpose be maintained and the peer learning maximised.
- 3. Continue and update the Capability Development Program**
  - The Co-Innovation Capability Development Program be retained with quarterly sessions, two short online catch ups and two longer face-to-face sessions.
  - Participants be invited to co-create the curriculum to ensure that it meaningfully addresses their learning needs and working context.
  - At least one face-to-face session per year is held on a participating work site, accompanied by a tour of the operation and deep learning activity.
  - The schedule for the yearly sessions be distributed to allow time for Co-Innovation Managers to make the necessary arrangements,
  - Resources for travel and accommodation are made available for those who travel long distances.
- 4. Develop a manual for Co-Innovation Managers**
  - Existing materials from the past five years, plus additional session materials, be compiled into a Guide for Co-Innovation Managers - *The Co-Innovation Manager Playbook*. This is vital for new Co-Innovation Managers as they take on their role and useful for current Co-Innovation Managers to revisit tools and learning from workshop sessions.
- 5. Increase visibility and support from MLA**
  - MLA Program Managers' role be enhanced to ensure there is time available to provide the support to participants.
  - A research subscription service for Co-Innovation Managers be established to facilitate access to global and domestic research.

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# 1 Co-Innovation program background

The MLA Co-Innovation program seeks to partner with selected enterprises that 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 Introduction

Meat & Livestock Australia (MLA) launched the Collaborative Innovation Strategies Partnership Program (CISP), now called the Co-Innovation program, in 2007. It involves the co-development of comprehensive innovation strategies with individual enterprises, which meet commercial imperatives in addition to focussing on the implementation of key industry and government innovation priorities.

The objective of the collaborative innovation model is to catalyse the growth of an innovation culture within enterprises and to support the development of effective innovation strategies. Now in its seventeenth year after several years of research and refinement, and with eleven companies now actively engaged in the program, there is a requirement to review the model to assess effectiveness and recommend future development options.

The Co-Innovation program has delivered genuine value to individual companies and the industry overall. It was last evaluated in 2019-2020 and the evaluation report demonstrated the value of the program through outcomes in professional development, collaborative innovation strategies, value chain innovation, customer alignment, innovation networks, and employee capability and mindset.

The 2019 evaluation revealed that partners value the Co-Innovation program as an enabler of change, as well as in assisting partner companies in building capability, addressing their strategic concerns and accelerating the adoption of research and innovation. The evaluation captured both tangible and intangible benefits and demonstrated that the MLA Co-Innovation program is a proven and valued model for enabling transformative change by building capacity for innovation, collaboration and adoption.

The 2019 review highlighted four key areas of improvement for the Co-Innovation program that MLA has implemented:

- a closer alignment to MLA focus areas.
- clearer baseline and triple bottom line measures.
- dedicated communication plans for each agreement.
- the provision of capability development tools to assist Co-Innovation Managers to succeed in their roles.

The key objective of the current review is to evaluate the success of the Co-Innovation program from 2020-2025 to validate the investment and to commence planning objectives and deliverables to support MLA's next 5-year strategy.

It aims to review and evaluate the outcomes of the investment made by MLA in Co-Innovation collaborative activities with enterprises within the red meat based on Triple Bottom Line social benefits.

## **1.2 Objectives**

The specific objectives of the evaluation are:

- 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 improvements to grow the value of the program for the industry as a whole and for individual enterprises.

## 2 Methodology

### 2.1 Triple Bottom Line and KASA frameworks

The evaluation has been conducted against the Triple Bottom Line (TBL) framework for impact assessment and the KASA framework (knowledge, awareness, skills and attitudes) for assessing program delivery. The methodology was developed in consultation with MLA Co-Innovation program management and the Planning and Evaluation division.

Three specific TBL social impact KPIs that were measured are:

- The increase in Co-Innovation Manager capability (individual) (% from a baseline).
- The increase in relevant capability (organisation/corporate/business) (% from a baseline).
- The number of program participants who secure relevant employment in the sector and are retained within industry.

One TBL economic industry profitability KPI that was measured is:

- Per unit annual productivity and/or cost saving impact of adoption, measured in financial dollar terms.

Several TBL environmental sustainability KPIs were targeting for evaluation as per below, but only two proxy metrics were actually recorded.

- Number of emissions reductions practices implemented
- Number of climate adaptation plans implemented
- Number of climate adaptation practices implemented

Additional KPIs relating to the program outcomes and its delivery were also included in the assessment.

Evaluation activities to measure the above included:

- Interviews with the managers of the Co-Innovation Managers to capture feedback about the success of the program overall within their companies.
- Interviews with Co-Innovation Managers to explore their experience of the program and its impact on individual and organisational capability.
- Collecting data to quantify the impact in relation to the triple bottom line key performance indicators for the program.
- Recommendations for improving the program to deliver additional value in the future.

### 2.2 Co-innovation projects evaluated

12 projects representing 11 organisations were selected for evaluation for the 2021-25 evaluation period. These are shown in the Appendix – Evaluation Participants.

To date MLA has invested approximately \$27.5 million over 84 projects since 2007, with some but not all previous co-innovation projects assessed in 2019.

### 2.3 Interview questions for the Co-Innovation Manager's manager:

The following questions were emailed to the interviewees prior to the interviews, which took between thirty and forty-five minutes on Zoom.

- Details about engagement with Co-Innovation program - Why? When? For what?
- Overall impact of the Co-Innovation program for the company - number of projects, impact of projects - financial, social, environmental. (Template)

- Overall impact of Co-Innovation Manager contribution - how it has impacted capability - knowledge, attitude, skills, aspiration. (Template) Impact and nature of MLA contribution other than financial? What are your plans for innovation? Where to from here? Would you have completed the activities without a Co-Innovation Manager?
  - Yes
  - Yes, but not as quickly or as effectively
  - Maybe
  - No
- To what extent did the Co-Innovation Manager impact in the following areas as compared to not having a Co-Innovation Manager? (Complete template)

## **2.4 Interview questions for the Co-Innovation Manager**

The following questions were emailed to the interviewees prior to the interviews, which were between thirty and forty-five minutes on Zoom.

- How would you rate the following aspects of the Co-Innovation program:
  - Overall program structure
  - Relevancy and practicality of workshop content
  - Value of workshop case studies
  - Frequency of workshops
  - Length of sessions
  - Networking and collaboration opportunities
  - What is your overall rating out of 10 for the program?
- Was the information provided in workshops detailed and practical enough to help you understand the topic and apply learning?
- Has participation in the program and workshops helped you think about how to change and innovate?
- Has the program increased your confidence in leading innovation projects?
- What rating out of 10, would you give to the professional development program?
- What improvements would you suggest?
- What outcome have you been most proud of in your time as a Co-Innovation Manager? Explain.

## **2.5 Template completion**

Interviewees were asked to complete the template for their organisation based on a Triple Bottom Line assessment of the impact of the Co-Innovation Manager compared to not having a Co-Innovation Manager in relation to finances, social and environmental impact.

## 3 Findings

### 3.1 Overview

The Australian Red Meat Industry is driven by strategic market diversification and improved market access. The program acknowledges this multi-faceted sector with a mix of companies represented in the Co-Innovation program, from family companies to multinational corporates, from feedlots to vertically integrated supply chains, from producers to processors.

#### 3.1.1 Co-Innovation Managers

The program also supports a range of experience and varying levels of professional development. Co-Innovation Managers have been engaged in the program for between seventeen years and a few months. Some hold senior positions in the company, others are relatively junior. They come from a variety of backgrounds and a range of qualifications, from PhDs in food science to qualifications and experience in marketing, sales, technology, and sustainability.

In other words, there are no pre-requisite formal qualifications for Co-Innovation Managers; they are selected based on their suitability for the role within the specific company.

Many feel quite isolated in their role and for most organisations, the Co-Innovation Manager is the sole guardian of innovation in the company (apart from the CEO). This is why the MLA support program and network is crucial. While all engagements are co-funded by MLA and Co-Innovation Managers are offered professional development, each role is unique and aligned to the needs of the company.

Over the last five years, the participants have formed a bond that has been crucial for their success and ability to manage their projects. The opportunity to build and establish a professional network within the Red Meat industry is a credit to the program. Participants are interactive at the workshops and have established a support system to liaise on complex challenges that may arise when testing or implementing innovative concepts.

#### 3.1.2 Company program goals

The program is customised to match the specific business and innovation goals of participating enterprises and their value chains, with a deliberate focus on partners who share MLA's strategic innovation focus to succeed in a highly competitive environment.

Each company has an explicit focus for the program. For example, in one case, they sought capability improvement; in others, it was about digital transformation. For others, it was exploring blue sky options, launching a new brand or products, or reducing the impact on the environment and sustainability.

Each co-innovation contract is at a different stage of the engagement cycle, so it was difficult to obtain consistent comparisons about progress and impact in relation to goals. For some, this is the first engagement, and the company is halfway through the three-year contract. Other companies have completed multiple cycles.

However, the flexibility in relation to goals and timelines provides one of the greatest benefits of the Co-Innovation program in that it gives scope to research and develop projects thoroughly without the pressure of delivering an immediate commercial return on investment. This provision supports properly exploring, testing, iterating and implementing.

*"The Co-Innovation program absorbs the blow initially and takes away a lot of the risk. If it wasn't for co-funding, you'd stick to what you know and are good at and not venture too far. It's a major driver for innovation and trying new things."*

It also means that it can be difficult to quantify the impact of the program in the early stages.

### 3.2 Triple Bottom Line results

Ten of the eleven companies returned their templates, nine managers of the eleven companies and all twelve Co-Innovation Managers were interviewed.

One organisation has concluded the engagement with the Co-Innovation program and was not available to provide feedback.

Another manager was also not available because the project is unconventional, and the co-funding comes from a government department acting as a liaison between the Co-Innovation Manager and the partnering mining company. The project aims to engage several regional stakeholders (personnel of several stations) in extension and research activities through mini projects to encourage diversification from the mining into the beef industry. The manager's manager survey questions were not relevant to this situation, however the Co-Innovation Manager participated in the interview.

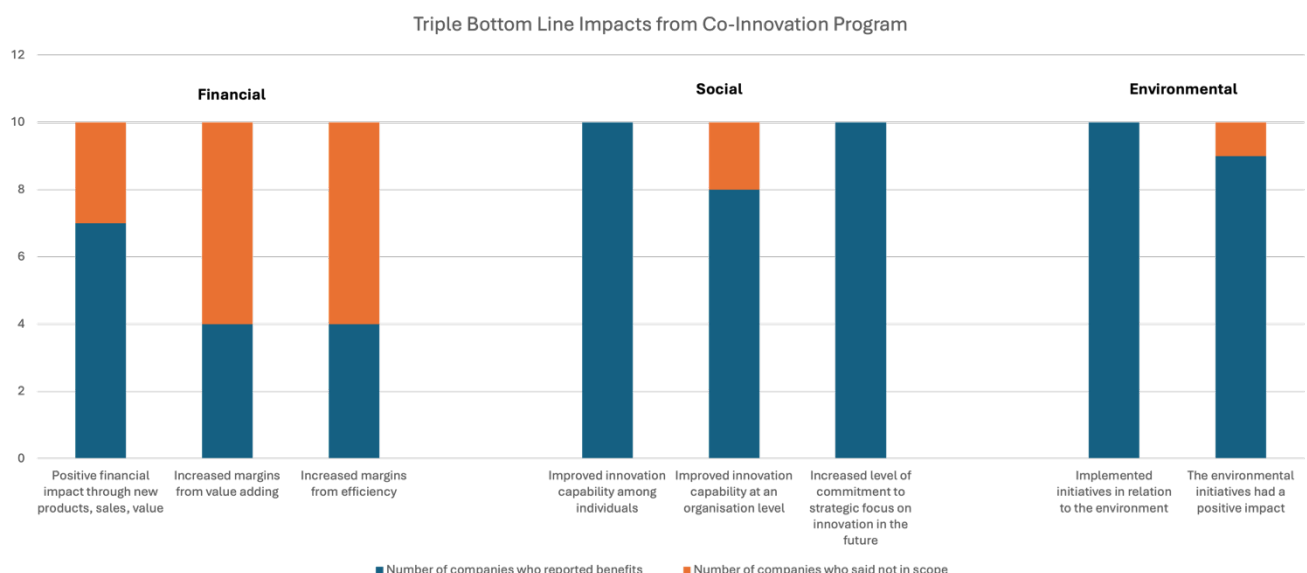
The interviewees answered questions in the interview and then completed the Triple Bottom Line template offline.

Respondents completed template items when:

- the item was in the scope of their Co-Innovation program.
- it was at a stage of the project to capture quantifiable results.
- it was possible to attribute a quantifiable or qualitative impact, given the complexity of project teams or the nature of their focus.

Each company responded in ways meaningful to them and clarified their responses with a comment, when appropriate.

This chart represents organisation's responses to the question: *To what extent did the manager impact in the following areas as compared to not having a Co-Innovation Manager?*



The following tables and discussion provide the detailed feedback from organisations in response to the questions.

### 3.2.1 Triple Bottom Line - Economic benefits

#### KPI 1 - Economic Return on Investment (ROI) comprising of:

- KPI 1.1: New red meat products, increasing sales & sales value
- KPI 1.2: Increased margins from value adding
- KPI 1.3: Increased profit margins from productivity gains

Companies answered the financial impact questions in relation to the focus of their engagement. Some were focused on new idea exploration, others on efficiency, capability, sustainability or new product launches. They answered only the questions relevant to their goals, scope and stage of engagement.

#### 3.2.1.1 KPI 1.1: New red meat products, increasing sales & sales value

Companies agreed that because innovation takes time to develop and commercialise, quantifying the financial benefit of projects can take longer than the three-year cycle. Further, it can be difficult to define the attributable contribution of a Co-Innovation Manager because they work together with the CEO and others within the company. However, as indicated in the table below, the majority have identified significant economic benefits that are attributable to the work of the co-innovation manager

Company	Co-innovation attribution	Comments
1	High	Relates specifically to the launching of a new lamb brand
2	Difficult to quantify	Helped shore up supplier contracts Value added for customers
3	Medium	158 new product development launches, 180 tons of red meat uplift
4	Medium	Dedicated resource
5	Medium	Volume increase from Nov 22 (165MT/week) to Dec 24 (240MT/week) New customer (Major) New products (Hong Kong retail brand, Bone-in, Lamb, Sous Vide)
6	High	Increase in value of red meat through regenerative beef brand
7	N/A	Not in scope of the role
8	Not ready to quantify	Carbon projects (apart from beef herd) yet to produce ACCUs
9	Medium	Would contribute half of the new sales to deep diving into the possibilities of Value Adding beef
10	High	Boosted sales through improved client services. 2 new leading quality lamb brands

#### Interviewee quotes:

*“The Co-Innovation Manager is responsible for launching the brand and (after three years of research and development) seeing an exponential growth in revenue with an extensive global market.”*

*“The program was instrumental in accelerating projects by up to 12 months. We did 158 new product launches, 89 new initiatives with 5-6 funded projects over three years.”*

*“The impact has been significant for our clients, because of stable pricing, operational technology, and extra money for producers.”*

*“Getting the new plant established has quadrupled volume in 18 months.”*

### **3.2.1.2 KP1 1.2: Increased margins from value adding**

Four of the companies interviewed focused their co-innovation project on value-adding through:

- Different ways to process and package red meat.
- Using unused parts of the carcass for new and innovative purposes.
- Packaging meat products in customer-friendly ways.
- Higher quality products.

For six companies value adding was not a strategic ambition in their co-innovation projects.

Company	Co-Innovation attribution	Comments
1	Yes - High	If you accept the premise that without the co innovation manager none of it would have happened
2	N/A	Not in scope of the role. Value adding was not part of the agreed co-innovation strategy.
3	N/A	Not in scope of the role. Value adding was not part of the agreed co-innovation strategy.
4	N/A	Not in scope of the role. Value adding was not part of the agreed co-innovation strategy.
5	Yes - High	Value Add products include sous vide, marinated, burger development in progress
6	N/A	Not in scope of the role. Value adding was not part of the agreed co-innovation strategy.
7	N/A	Not in scope of the role. Value adding was not part of the agreed co-innovation strategy.
8	N/A	Not in scope of the role. Value adding was not part of the agreed co-innovation strategy.
9	Yes - High	The new value add plant has grown by 4 times in the first full year of going live
10	Yes - High	Higher value rams through improved carcass feedback.

#### **Interviewee quotes:**

*“The challenge is getting the right people and continuing to add value to the red meat industry. We’ve done a lot of work in sous vide- cooking in small pouches to break the muscle down and retain the integrity of the meat.”*

*“We have accelerated adoption, improved our reputation and we are perceived as professional.”*



*“We are adding value to low value products, such as offal. We want to add value to every part of the carcass and be sustainable to lessen the impact on the environment, some of the results aren’t quantifiable yet.”*

### 3.2.1.3 KPI 1.3: Increased profit margins from productivity gains

Several companies identified how new technologies introduced through the Co-Innovation program and/or direct MDC funding has increased the efficiency of operations, for example:

- RFID technology for real-time inventory tracking.
- Streamlining supply chain processes.
- Creating a single source of truth and reducing wasted time.
- Technology transformation, that is, replacing manual processes with digital processes for the benefit of supply chain partners, customers and employees.
- Better use of technology by training staff to use technology.

Half of the companies realised increased efficiency from the projects managed by the Co-Innovation Manager. For the other five, efficiency was not a stated strategic priority. This table shows the benefits to the companies as a result of projects managed by the co-innovation manager.

Company	Co-Innovation Attribution	Comments
1.	N/A	Not in scope of the role
2.	High	\$106,236 per annum productivity improvement- helped lead initiatives that saved over 68.1 hours per week across the organisation
3.	High	18% reduction in conversion cost (Cost/kg)
4.	N/A	Not in scope of the role
5.	Not ready to quantify	Projects underway which will impact this number include: <ul style="list-style-type: none"> <li>▪ Crust tunnel for yield improvement</li> <li>▪ Nitrogen chilling of trim</li> <li>▪ Rinse and Chill tech – project on hold.</li> </ul>
6.	N/A	Not in scope of the role
7.	N/A	Not in scope of the role
8.	N/A	Not in scope of the role
9.	Medium	The new plant has been designed solely based on flexibility of process and efficiency in each line
10.	High	Using data collected we have been able to adjust specifications for the brands that has led to more efficient processes all round.

#### Interviewee quotes:

*“The Co-Innovation Manager and the transformation project has improved efficiency- created a single source of truth, eliminated manual data, automated reporting with suppliers and provided access to nearly real time data and many more insights. We wouldn’t have employed a dedicated person without the program and therefore wouldn’t have transformed.”*

*“This program is a good opportunity to develop the business improvement and research skills.”*

*“The program aimed to streamline the supply chain process from order to delivery, enhance it and test new components in the consumer world.”*

### 3.2.2 Triple Bottom Line-Social benefits

There was reportedly a marked improvement in innovation readiness in all companies interviewed. The Co-Innovation program introduced new skills, tools, research and data through a combination of the professional development workshops, the tools and through networking and support from MLA.

#### **KPI 2 – Social impacts comprising the following:**

1. KPI 2.1: Improved innovation capability at an individual level
2. KPI 2.2: Improved innovation capability at an organisational level
3. KPI 2.3: Organisational commitment to future innovation strategic focus
4. KPI 2.4: Long term retention of employees

#### **3.2.2.1 KPI 2.1: Improved innovation capability at an individual level**

There was agreement that although it was hard to quantify, the program had enhanced the capability of Co-Innovation Managers, and they have passed their learning on to others in the organisation, thus lifting innovation readiness.

Specifically:

- The professional development program had introduced and/or reinforced important skills for engaging others in the innovation process.
- It has provided structured approaches to innovation, which has helped move ideas to implementation.
- Learning from others in a similar role in diverse organisations has provided important insights which can be applied in the workplace.
- Co-Innovation Managers with specialist qualifications (who would not be employed in the organisation without the Co-Innovation program) become a source of knowledge and advice for others.
- The professional development is important because it helps train and retain quality staff.

Company	Co-Innovation Attribution	Comments
1.	Significant	Has engaged managers in operations to help them understand the importance of new technologies and how to use them, resulting in 99.9 % read rate on RFID hooks (average is 70-80%)
2.	Highly valued	Culturally has had a tremendous impact-able to share more information with more people.
3.		3 resources trained in innovation capabilities
4.	30%	Shared learnings
5.	Yes, but difficult to quantify	Innovation Manager capability improvement. Nov 2024, IM role elevated to senior level with increased access, bigger team and ability to influence

Company	Co-Innovation Attribution	Comments
6.	Yes, but difficult to quantify	1 new role dedicated to innovation
7.	20%	
8.	Yes, but difficult to quantify	Co-Innovation Manager has developed significant skills in stakeholder management and communication
9.	90%	
10.	Yes, among client base	In 2024 we supported a client trial of a new feed supplement which pushed IMF to a staggering 7.3% average (industry average is 4.2%).

Co-Innovation Managers and the managers interviewed reported that the program has improved their innovation and change capability - how they think - as well as their confidence in leading innovation projects.

Many with a science background appreciated learning the people skills necessary for change management.

The ways in which it was helpful were:

- Engaging people in the change process.
- Learning management and leadership skills and tools, especially relevant for more junior staff.
- Understanding the systems and practices required for innovation.
- Learning from others in a variety of companies about how they innovate.

#### Interviewee quotes:

*"I've developed a set of skills that I otherwise wouldn't have. It's been very useful."*

*"It was part of my growth in confidence- the knowledge helped and then I succeeded, and my confidence grew. Not so much causation but correlation."*

*"Yes, definitely to both my capacity and the organisation's capacity to innovate."*

*"Yes, three levels- strategic, tactical and practical. I can assure you that I am using parts of the program every day in my work."*

*"Yes, I'm new to the industry and to professional work in general. One of the most valuable things I learned was how people in different-sized companies innovate."*

*"Networking with different people provides a different perspective on innovation."*

*"When I started, I didn't have any managerial skills. The workshops helped me step up to a management role."*

*"The program strengthened and reinforced my knowledge of innovation."*

*"Yes, getting people to come on the ride with you."*

*"It has helped us to win over others. Our managers are supportive because of the support from MLA. It's hard to recall how I thought. It's probably changed in ways that I don't explicitly acknowledge, it's become implicit. As a team, it has changed how we think things through."*

*“The exposure our Co-Innovation Manager has had through the program and the workshops has allowed her to structure her approach to innovation. It doesn’t just remain an idea; she uses concrete steps to achieve it.”*

### 3.2.2.2 KPI 2.2: Improved innovation capability at an organisational level

The Co-Innovation Manager has lifted capability across the organisation, according to interviewees. Evidence that the Co-Innovation Manager has enhanced the capability for innovation across the organisation includes:

- The Co-Innovation Manager becomes a resource for others seeking to verify research, test new ideas, and seek advice about processes.
- The application of learning to introduce or improve processes for innovation providing a structure for innovation and change.
- The expansion of the innovation team to be better positioned to influence strategic decisions and better provide advice.
- The development of a strategic plan that includes innovation initiatives.

Company	Co-Innovation Attribution	Comments
1.	Significant	The Co-Innovation Manager is a resource for innovation-speedy, accurate advice, accelerates solutions
2.	86% (4.3/5 in survey of 20 managers)	New technology and innovation have helped in daily work according to survey
3.	Yes	89 initiatives leading to five major projects
4.	5%	Diluted due to size of the organisation
5.	Not ready to quantify	Not yet established
6.	100%	
7.	20%	
8.	N/A	
9.	90%	
10.	Yes	Having a manager to focus solely on the brands and to drive the day-to-day operations as well as future growth has been pivotal to current success

#### Interviewee quotes

*“Culturally it has had a tremendous impact on the organisation, able to share more information more readily with more people.”*

*“The co-innovation management team is a resource for other teams, facilitating collaboration and knowledge sharing.”*

*“The Co-Innovation Manager program definitely helped with organisational decision making through Co-Innovation Manager’s clarification of research, evidence and data.”*

*“The Co-Innovation Manager has significantly improved capability- finds and assesses research, answers questions, find solutions and assists operations to find and implement new solutions. She can filter and evaluate for internal staff. This also extends to producers – she helps them understand feedback and achieve the standards.”*

*“People in the organisation are proud of the innovation we’ve achieved. We’ve had some very good wins, and you get buy-in, particularly carbon neutral certification.”*

*“We are a much more professional operation now and it’s improved our reputation. The program has accelerated adoption, and the digital transformation has improved reporting to customers.”*

*“Absolutely lifted capability...we have a team who can learn through the Co-Innovation Manager...The financial underpinning is nice, but the support lifts people into a new echelon.”*

### **3.2.2.3 KPI 2.3: Organisational commitment to future innovation strategic focus**

Every company has plans for innovation in the future. The Co-Innovation program and the relationship with MLA have been instrumental in focussing companies on innovation and they expect to continue into the future.

- Two companies at least intend to increase the size of the innovation team.
- In one company, the role of the Co-Innovation Manager has been elevated to have greater influence with the executive leadership, and a bigger team to service innovation needs.
- Another intends to consolidate and deliver on several projects which are in their early stages.
- Another, constrained by limited internal funding, intends to work collaboratively with MLA in areas where there is a shared interest. They will also expand the Co-Innovation program to boost innovation capability.
- Others have included innovation as a strategic priority.

As the table below demonstrates, the MLA Co-Innovation program has contributed to a significant degree, the company’s ongoing strategic focus on innovation.

Company	Co-Innovation Attribution	Comments
1.	Very high	(The Co-Innovation Manager) Has set us up for innovation. In the early days it looked like we’re not doing much. The Co-Innovation program takes the pressure off innovative companies who are minded to do doing stuff like this.
2.	Yes, but difficult to quantify	The Co-Innovation program enabled us to have a champion dedicated to innovation. This was critical in helping facilitate projects that otherwise would not have proceeded.
3.	Yes, but difficult to quantify	3-year strategic plan across 5 pillars co developed with the MLA
4.	40%	
5.	Yes, but difficult to quantify	Senior exec appointed to Chief Strategic Development role
6.	30%	30% of dedicated role towards R&D
7.	20%	

Company	Co-Innovation Attribution	Comments
8.	Yes, but difficult to quantify	Hard to quantify, but recent strategic planning has reinforced ongoing commitment to innovation in reducing emissions and technology deployment.
9.	90%	This was one of the draw cards of the program being able to apply focus to future innovation for the business.
10.	Yes	There is a strong commitment to a future focus on innovation to continue to grow new client services.

**Interviewee quotes:**

*“Without the Co-Innovation program there may be some impact (on our innovation strategy). We are trying to find some capacity to continue, but (without it) it makes it much harder to spend time on relationships, building a business case, experimentation, the blue-sky stuff.”*

*“We want to be on the edge. We also want to grow the industry. We are making sure that whatever we do is achievable and can be done within our structures.”*

*“We always have a pipeline of projects, and we look for funding when there is an R&D component.”*

*“We are in an expansive phase at the moment. We need to demonstrate to customers that we are investing in innovation otherwise we lose our competitive edge.”*

*“Going forward our Co-Innovation Manager will focus on sustainability.”*

*“Innovation remains a priority.”*

**3.2.2.4 KPI 2.4: Long term retention of employees**

At the time of review, of the 12 co-innovation program partnerships assessed, all 12 co-innovation managers remained employed in the role delivering a 100 % retention rate. Employment retention rates remain high with previous participants remaining employed and active in the Australian Red Meat Industry.

Further investigation on whether the long-term retention of the 12 co-innovation managers would continue if funding was unavailable requires strategically planned interview questions applicable to the specific co-innovation line managers. This line of questioning is recommended for application in future measurement and evaluation programs however and will not be assessed for this 5-year period

**Interviewee quotes:**

*“Culturally, it has had a tremendous impact on the company. It’s helping us to deal with transparency, helping us to communicate with our workers about what we want them to concentrate on.”*

*“We’re now at a point where there’s an appetite for innovation. There’s a generation change in which we’ve moved from gut feel decision making to data led decision making...prove or disprove a hypothesis- more experimentation.”*

*“People are proud of innovation-we’ve had some very good wins, and you get buy-in, particularly carbon neutral certification.”*

This table shows the time duration of the Co-Innovation Manager’s role within the project.

Company	Time as Co-Innovation Manager	Comments
1.	7 years	Two cycles of the Co-Innovation program
2.	18 months	Replaced a person who was head hunted for a role in a different company
3.	6 years	
4.	9 months	2.5 years at company
5.	2 years	Was part of the program in a different company. Since November the role has been elevated to have more strategic input.
6.	18 months	Has moved to a new role in a related company as the cycle concludes
7.	17 years	The company has recently engaged two additional Co-Innovation Managers
	9 years	
8.	3 years	
9.	6 years	10 years at company
10.	3 years	

### 3.2.3 Triple Bottom Line-Environmental benefits

#### KPI 3 - Environmental – improvements in environmental sustainability:

- Number of emissions reductions practices implemented
- Number of climate adaptation plans implemented
- Number of climate adaptation practices implemented
- KPI 3.1 - Number of sustainability initiatives
- KPI 3.2: Nature and impact of the sustainability initiatives

Five of the twelve co-innovation roles relate specifically to the MLA Sustainability program area with detailed CN30 pillars and applicable project KPIs. All 5 companies could identify attributable sustainability outcomes however, the remaining 7 roles had defined focus areas that aligned with agreed pillars that did not specifically reference CN30 initiatives. These roles did not provide results that could be applied specifically to emission reduction and climate adaptation practices; however, they all were able to confidently provide detailed information on project deliverables and contributions that support sustainable outcomes.

The following KPIs were used instead of the standard TBL sustainability KPIs.

#### 3.2.3.1 KPI 3.1 -Number of sustainability initiatives

As the table below shows, every participating company has invested in at least one project designed to increase environmental sustainability and have realised benefits. Some projects were funded externally, others were internally funded. Some are also in partnerships with universities or with MLA.

Company	Number of projects	Comment
1.	#2	Responsibility was shared among the CEO, Co-Innovation Manager and Plant manager
2.	#5	The result of innovation and technology change

Company	Number of projects	Comment
3.	#4	87.4% recyclable packaging, 45% renewable electricity sources, 36% emissions reductions, 86.7% solid waste diverted from landfill
4.	#4	
5.	#4	<ul style="list-style-type: none"> <li>• Flow wraps packed mince</li> <li>• Packaging – recycled content</li> <li>• Packaging – paper based</li> <li>• Collaboration with UQ Environment Management honours cohort</li> </ul>
6.	#4	2 ERF Carbon Projects, Biodiversity site, UTAS Life cycle analysis
7.	#5	
8.	#17	Focussed on emissions reduction, capacity building and productivity gains
9.	#1	
10.	#2	

### 3.2.3.2 KPI 3.2: Nature and impact of the sustainability initiatives

For producers, the emphasis for environmental improvement is on:

- Soil science
- Drought resistance
- Emissions reduction
- Methane reduction

Processors have focussed on:

- Packaging
- Wastewater and recycling
- Solid waste reduction
- Innovative uses of carcass
- Energy consumption
- Biodiversity
- Value adding to low-value products

All the companies report positive outcomes from environmental initiatives, when it has been possible to capture and quantify the final impact.

Company	Impact	Comment
1.	Successful	<ul style="list-style-type: none"> <li>• Irrigation</li> <li>• Screening wastewater</li> <li>• Reducing waste by managing lean meat yield. Don't reward excess fat.</li> </ul>
2.	Successful	Average initiative impact to value added either internal or external according to survey results- (3.8/5) 76%
3.	Successful	87.4% recyclable packaging, 45% renewable electricity sources, 36% emissions reductions, 86.7% solid waste diverted from landfill



Company	Impact	Comment
4.	Successful	Certified carbon neutrality
5.	Successful	Flow wrap launched (a first in Australia) – 70% less plastic Recycled content packaging launched - 60% recycled content average.
6.	Successful	1.7% baseline reading for soil carbon with 2% targeted increase. 190ha of biodiversity conservation established. Emissions intensity reported at 12.2kg CO <sub>2</sub> -e/kg LW.  We have also been able to connect these initiatives to the customer through marketing of our beef products to highlight the work we are doing on farm.
7.	Successful	
8.	N/A	
9.	Successful	Reduction in packaging in Boning room due to conversion to thermoform packaging. This has reduced airy rate and minimal plastic offcuts.
10.	Successful	These initiatives have had an environmental/animal welfare focus. Clients now have to be global Animal Welfare accredited- regarded as the gold standard for animal welfare in the USA_ a big customer.

#### Interviewee quotes:

*“We have 3 bio-plants- certified as Carbon Neutral because of biogas, renewable energies and adding value to low value products.”*

*“Our focus has been land as an asset and included for example wind farms, soil research, and methane. The Co-Innovation program allowed us to retain focus, and we wouldn’t have been able to do it without it.”*

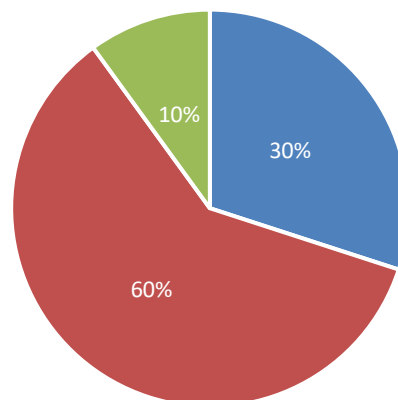
*“We want to add value to every part of the carcass and be sustainable, to lessen the impact on the environment. We have three bio-plants certified carbon neutral because of biogas, renewable energies and adding value to low value products.”*

### 3.3 Perceived value of Co-Innovation program to companies

While most of the companies may have undertaken some of the projects without the Co-Innovation program, they mostly agreed that it would have been more difficult, mostly slower, not as effective and not as thorough. There would also have been limited application of the learning. They agreed that to truly innovate, time and mental space are needed to pursue meaningful change, which cannot be afforded within current staff and resource constraints in most companies.

This graph shows that without the MLA Co-Innovation program, 90% of companies would not complete innovation initiatives as quickly, as effectively, or at all.

### Would you have completed the innovation projects without the Co-Innovation Manager?



■ No ■ Not as quickly, effectively and/or comprehensively ■ Yes

The Co-Innovation program allowed them to be bold and address big picture issues, according to the companies interviewed. They cited the following barriers to innovation which the Co-Innovation program helps to overcome:

- Gaining approval for an innovation manager from the board or executive team would be difficult, if not impossible, because, given the nature of innovation, it is impossible to guarantee a return on investment within a budget timeline. This was particularly true in smaller companies, which could not envision funding a role dedicated to innovation.
- If innovation were to be included in a company funded role, it would be about 10% of the duties, as opposed to 100% as it is now.
- Current staff in the companies don't have the necessary skills to lead innovation and change in terms of researching, engaging others, developing capability and following a structured innovation and change process.
- Innovation takes time to do properly and thoroughly. While many companies said they would have completed some of the projects to a lesser degree, they would have been more risk averse and therefore would not have achieved the transformational results.
- Implementing change is challenging. It requires a special type of leadership. While CEOs in most companies are supportive and enthusiastic about the innovation projects (which is why they've engaged with the Co-Innovation program) they do not have the time and bandwidth to devote to the process of making change happen. They need a dedicated champion.

The Co-Innovation Managers minimise risk and deliver significant change which is particularly important in smaller organisations. They also facilitate sharing insights from projects with other companies. The Co-Innovation Manager Program not only boosts innovation within companies but also lifts innovation across the whole industry.

### Would you have completed the activities without the Co-Innovation Manager?

Company	Rating	Comment
1.	No	If we didn't have funding, we'd still have to retain the employee, but her job would be different. Only 10-20% of her time would be spent on innovation capability. It would be a luxury and she'd be doing more value-added tasks. Without the funding there'd be more pressure from Board and leadership team without funding.

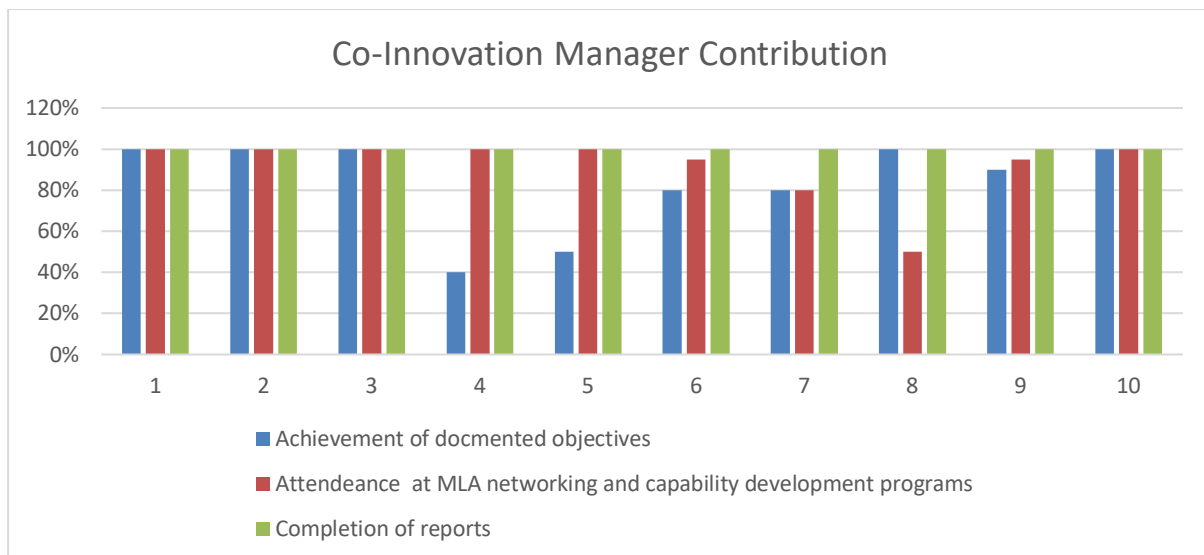
Company	Rating	Comment
2.	No	Wouldn't have employed a dedicated person without the program and therefore wouldn't have transformed.
3.	Yes, but not all and not as quickly	A whole subset not at all, another subset not as quickly or as well.
4.	Yes, but delayed and not as comprehensively	The projects were implemented sooner. The program makes the decision much simpler. It absorbs the blow. Whether you'd risk taking the step without the assistance or put it off until tomorrow, I think you'd put it off.
5.	Yes, but probably not as effectively.	We've benefitted from diverse ideas and research from MLA. It's much more than the money.
6.	Yes, but definitely not as quickly or as well-	Not as well informed/researched.
7.	Yes, but not as thoroughly.	In some ways the Co Innovation Program slows things down. It would have been scaled back a bit. We would have been a bit more focused if we were doing it alone. The Co-Innovation Manager means that the outcomes are more broadly applicable and available to others in the industry.
8.	Yes	Wage subsidy was a component but would have done it without it.
9.	No	Without the funding the partnership and the projects would not happen.
10	Yes, but not as quickly or effectively	The funding has been very important, also the information for MLA-a lot of input about technologies, and new research

### 3.3.1 Measuring the Co-Innovation Manager's contribution & obligations

Co-Innovation Managers have mostly fulfilled their obligations in terms of reporting and attendance to a very high degree. The contracted obligations provide a structure which creates accountability and ensures that projects are completed. Some are midway through a cycle which is why the graph shows less than 100% of documented objectives achieved.

One, who only attended online sessions, couldn't make it to the face-to-face- because of childcare commitments.

Another, who is not represented in this chart, lives in Western Australia and attended only one online session and none of the face to face due to resource and logistical challenges.



### 3.3.2 Impact and nature of MLA's contribution other than funding

MLA is a valued resource for most companies interviewed. It is seen as a valuable partner to boost innovation across the industry – a marriage of ideas from the research with the implementation resources provided by the companies. The results are shared to the benefit of the whole industry.

They noted the advantages of working with MLA staff who can become:

- A catalyst for ideas.
- A sounding board for ideas.
- A provider of access to valuable research and expertise.
- A provider of access to funds.
- A partner for mutually beneficial innovation projects.
- A guide for progressing projects.

Some suggested that more engagement with MLA would be appreciated. For example, one Co-Innovation Manager, from Western Australia, sought more communication from the program and MLA in general, and advice about how to access the research as she found the database difficult to use.

Some suggested that MLA interaction at different levels of the organisation.

#### Interviewee quotes

*"I've been in the industry for many years, in other countries and I've been amazed by a government agency that is as interested and helpful and leading the way in the industry. There are no hidden agendas. They want us to succeed and grow. No other country comes close."*

*"The program's effectiveness lies in providing a structured approach to innovation, including funding, professional development and industry partnerships. MLA is very visible."*

## 4 Evaluating the delivery of the Co-Innovation program

### 4.1 2020 program recommendations

The evaluation of the Co-Innovation program (2020) recommended that MLA provide ongoing support and networking opportunities for partner companies participating in the Co-Innovation program.

It recommended:

- Training and development in innovation and business improvement processes.
- Opportunities to share knowledge and build trust among the network participants.
- Increased access to MLA research and strategy.

In response, the project team, comprising Hargraves Institute and the MLA Co-Innovation team, designed a program which was initially delivered online during the COVID pandemic. However, in each subsequent year, two workshops have been delivered face-to-face and two online.

The topics for the workshops were identified at each June workshop for the coming year. The workshops included a training session in a specified topic, an illustrative case study from one of the participating companies or from MLA, or a consultant.

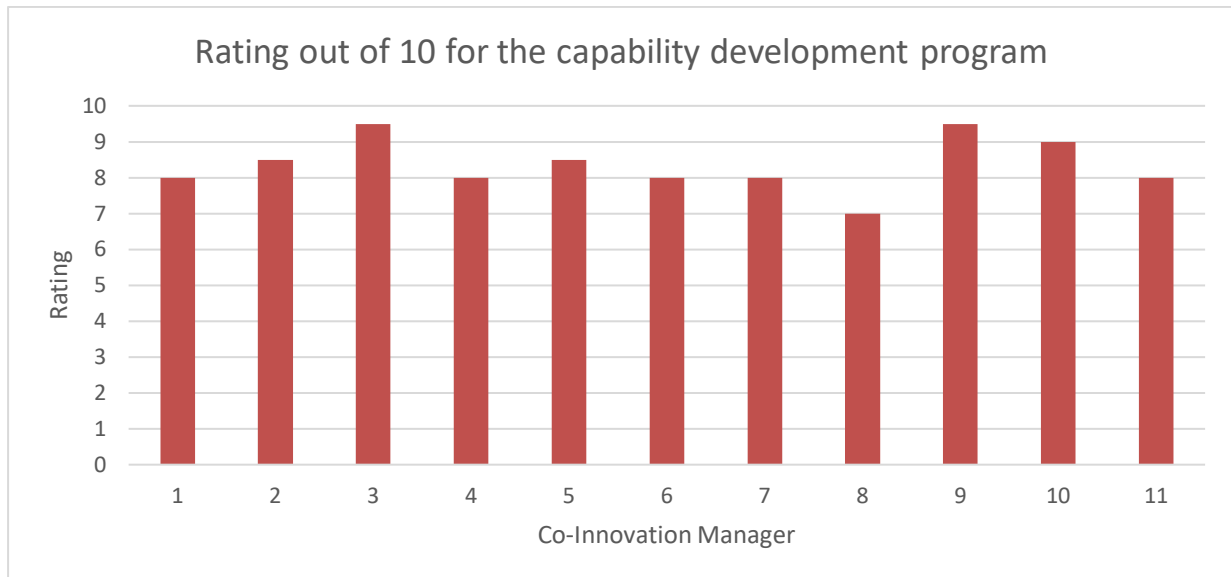
Workshop topics over the five-year period have been:

- February 2021: Co-Innovation: Collaborate to prosper sustainably.
- June 2021: Making Change Happen
- October 2021: Leading from Behind-How to lead change through employee engagement
- February 2022: Sharpening the Axe- The Principles of Project Management
- June 2022: Pitching to Win
- September 2022: Responding to Unexpected Challenges
- November 2022: Establishing and Maintaining Strategic Research Partnerships: Case Study: Working together to solve sustainability and Communicating sustainability to customers and consumers- Grant Gilmore Beanstalk
- March 2023: Keeping Collaboration Alive- Actively Maintaining Cross-Industry Collaboration
- June 2023: Building a Business case- Using Forecasting and Financial Analysis- Case Study- ACC Farm Factory, Markets
- September 2023: Radical vs Incremental Innovation
- November 2023: Metrics and Business Improvement: Case Study 1 Metrics and Business Improvement- Brendan Elliot, Stan broke. Case study 2: MEQ Live animal assessment- Dean Gutzke
- March 2024: People Leadership and Role Conflict
- June 2024: Industry Sharing and Transparency Case study: Faster, Fresher Flows in red Meat- RROA
- September 2024: AI and Machine Learning
- November 2024: Systems for Innovation and Adoption: Case study: Jon Marten

### 4.2 Co-Innovation program rating

In response to providing a rating for the program out of 10, the participants scored the program as indicated below:

- Eleven participants answered.
- One participant didn't provide a rating as she hadn't attended any of the face-to-face workshops.
- One participant attended only one workshop (online). He was not able to attend face-to-face meetings because of childcare responsibilities and provided a lower-than-average rating (7).



Qualitative feedback about the program overall is summarised in the following table:

Overall program structure	<ul style="list-style-type: none"> <li>• Extremely beneficial</li> <li>• MLA's great.</li> <li>• Used to have lot of contact with MLA but there's been a noticeable decrease in support from MLA in the last 4 years.</li> <li>• Very useful. Both relevant and useful and the opportunity to network adds value. Opportunity to discuss with other innovation managers.</li> <li>• Great to work within- a singular contact at MLA is useful.</li> <li>• The program is essential- supporting individuals who drive change. The participants support the program- not for the funding- it's the facilitation of making business more efficient and more effective.</li> <li>• Worked very well for us. The program really helped.</li> <li>• Couldn't attend face-to-face sessions because of child caring responsibilities.</li> <li>• Very effective- funding processes very smooth, MLA provides prompts for projects that align with their strategy.</li> <li>• Our industry partner is very happy to have funding for the Co-Innovation Manager. Without it the partnership wouldn't have happened</li> <li>• Quarterly check ins and milestone reports are a good opportunity to consolidate and plan for the future.</li> <li>• A good stepping stone for innovation. Would like more support from MLA.</li> <li>• I would like more contact with MLA</li> </ul>
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<p>Relevancy and practicality of the workshop content</p>	<ul style="list-style-type: none"> <li>• Great to get access to knowledge of the industry, workshops well organised, structured and engaging do a really good job of bringing people together.</li> <li>• The context has always been really good. The tools are really good, and I've shared them with others at work.</li> <li>• Some more than others. Introduces a topic and we talk about it even over lunch- very valuable.</li> <li>• Yes, have used the tools- particularly the business case materials. All very useful</li> <li>• Professional development workshops are fantastic- a big part of the value I get from the program, got something out of everything we did workshop content always useful. The facilitation – getting people to think things through, rather than being spoken at- is a large reason the workshops are successful.</li> <li>• It's important to turn up and participate actively with energy. They're training in the purest sense.</li> <li>• Really good. 30% wasn't really relevant but a lot of it was helpful in reframing what we did. The learning helped us develop a strategy.</li> <li>• Workshops are always relevant and practical, interesting, always take something away from them.</li> <li>• The modules have helped us build skills in reporting. The content is fantastic. A fantastic way of facilitating- connects everyone. Appreciate Allan's tips. Over the five years the program has grown from strength to strength- a very cohesive group, great relationships - a testament to Hargraves pulling people together.</li> <li>• Have only attended one online session – haven't received invitation, or too late to organise, the times don't suit and can't afford long distance travel for the workshops.</li> <li>• Sometimes it takes me a bit of time to process the content and work out how to apply in my situation (with a very small team).</li> <li>• The training helped immensely. It was very relevant for my position. I used the tools to explain and get the owner and executive team on board and had no rejections.</li> <li>• Presentations were really good, very clear and to the point and engaged everyone.</li> </ul>
<p>Value of workshop case studies</p>	<ul style="list-style-type: none"> <li>• Relevant but depends on what we're doing, good to be exposed to other ideas and things happening, like that there are different people and expert presenting on different topics.</li> <li>• Really good can see how it actually applies.</li> <li>• A necessity to have an industry case study.</li> <li>• Number one most valuable part of the program- its directly applicable to the situations we face. It feels a lot realer.</li> <li>• Bring different perspectives- really important part of it. Hearing what others are achieving is important for the group-trust building.</li> <li>• All relevant, as an adjunct to the workshops, they are very important.</li> <li>• The best thing for me-hearing about innovations in other parts of the industry was really helpful.</li> <li>• Good to see things from a different perspective.</li> <li>• I love those – always want to find out what is going on in the industry and other industries.</li> <li>• N/A</li> <li>• Really enjoyed the case studies</li> </ul>
<p>Frequency of workshops</p>	<ul style="list-style-type: none"> <li>• I like the face-to-face, hard to engage online.</li> <li>• About right, prefer face-to-face.</li> <li>• Longer face-to-face and shorter online sessions.</li> <li>• Good but I would prefer 3 face to face sessions- they are incredibly valuable to easy to be distracted online, the engagement isn't there.</li> <li>• Face-to-face workshops are important.</li> <li>• Works well</li> <li>• Perfect</li> <li>• Couldn't fault.</li> </ul>

	<ul style="list-style-type: none"> <li>• Every quarter about right. Face-to-face much better than Zoom- lose the serendipitous conversations.</li> <li>• N/A</li> </ul>
Length of sessions	<ul style="list-style-type: none"> <li>• Prefer two full days of face-to-face.</li> <li>• Agree with making them longer.</li> <li>• Face-to-face workshops could go a bit longer- a lot of content packed into a day. People fly in so could go for longer.</li> <li>• Perfect,</li> <li>• Face-to-face well-structured for those who must travel. Dinner good for networking. Online a good length</li> <li>• Could be two days in person.</li> <li>• Couldn't fault.</li> <li>• Agree that longer face-to-face workshops would be good.</li> <li>• Good- agree that longer face-to-face would be good- still good to have Zooms.</li> <li>• N/A</li> </ul>
Networking and collaboration opportunities	<ul style="list-style-type: none"> <li>• I have had one connection. I know there are other opportunities, though.</li> <li>• Networking useful from a personal perspective, quite easily pick up the phone to others.</li> <li>• MLA used to be very good at harbouring the relationships. Networking sessions very useful.</li> <li>• Good for knowledge sharing.</li> <li>• Some opportunities from networking</li> <li>• Very important.</li> <li>• Definitely helpful to talk to others.</li> <li>• Not really helpful for me because I only met online. Would like more interaction with MLA.</li> <li>• Participants are happy to be with others in the same situation. They are often quite isolated in their workplace and the network and MLA support provide the guidance to do the Co-Innovation Manager's job.</li> </ul>

## 4.2.1 Workshop evaluation

### 4.2.1.1 Delivery

Respondents were very positive about the workshop delivery, with participants noting that the delivery was effective in that:

- It is concise.
- Is a catalyst for group conversations, to put "meat on the bones".
- It encourages knowledge sharing among the group.
- Is not too much- "it tops up not tips in."
- They were not being spoken at through PowerPoint for 8 hours straight. It doesn't feel draining.
- Anecdotes and examples from other industries bring the topic alive.

All participants particularly liked the group work, although they found it less effective in online sessions.

Overall, the Co-Innovation Managers felt that the style of delivery worked to build connections among the participants and was effective for learning.

Six interviewees suggested that the face-to-face sessions could be two days rather than one day and that the online sessions should continue, but for follow up and sharing information, rather than trying to run a new topic workshop. Overall, they appreciated the frequency of catchups.



#### 4.2.1.2 *Topic areas*

Participants understood that there are diverse needs in the group, from different types, sizes and stages of maturity of organisations. It is therefore not possible to tailor the content to the specific needs of every participant. Most agreed that even if it wasn't relevant or new to them, they learned something from every workshop.

For those who have been part of the program for a long time, it sometimes felt repetitive, however they understood that the content was important for newer participants.

Some participants mentioned specific skills that they valued, for example, the soft skills to encourage adoption and change among others, ways of thinking such as reframing, systems and strategies for organisational innovation.

Those who are new to the red meat industry particularly valued the industry context and discussion as it enhanced their understanding of the industry as a whole.

There was general agreement that updates about research and activities in the MLA more broadly would be appreciated.

#### 4.2.1.3 *Pitch*

While most agreed that the sessions are pitched at the right level for managers, there were those for whom specific management skills were not relevant, for example, team building strategies when they didn't lead a team. However, they acknowledge that the skills would be useful for their career development.

Others felt the pitch of some of the sessions was below their level but recognised that it was important for others and appreciated the opportunity to reinforce and strengthen existing skills.

#### 4.2.1.4 *Tools and templates*

Participants generally appreciated the tools and templates that accompanied each session. Many said they had used them in the workplace, although some found it difficult to introduce to a small group. Nevertheless, the tools, tips, and frameworks acted as reminders in the workplace and prompted different thinking and behaviours.

### 4.2.2 **Program skill development**

#### 4.2.2.1 *Mindset for innovation*

All participants interviewed said that participation in the program has helped them to think about how to change and innovate, for the following reasons:

- Increased individual organisational capacity to innovate.
- Learning how people innovate in different sized companies, the systems to develop ideas to implementation.
- Introduces approaches at three levels- strategic, tactical and practical.
- The sessions around change management have been particularly helpful.
- "Aha" moments- that's what I need to be doing
- Hearing about other peoples' experiences.
- It has made innovative thinking implicit.
- Reinforced and strengthened my knowledge.

#### 4.2.2.2 *Leading innovation projects*

They also agreed that the workshops had contributed to their confidence to lead an innovation project with feedback including:

- Getting people on the ride with you
- Helps to win others over

- The tools and other perspectives build confidence, hearing other peoples' experience builds confidence
- Helped me step up to a management role
- Part of my growth in confidence in the role
- Insights, networks, innovation, engagement and people skills
- Definitely, the learnings, the tools to implement.
- My background is science, didn't have much to do with innovation, so absolutely.
- Helped in how to interact with people, how to liaise to get results, different styles of management.

### **4.3 Recommended workshop related improvements**

While there was a high level of satisfaction with the program and its workshops, participants also had suggestions for improving these.

#### **4.3.1 Session modes**

The sessions are currently two half-day online workshops and two one-day face-to-face workshops. Participants agreed that quarterly meetings were beneficial and appropriate, however there was general agreement that the face-to-face workshops should be longer and more extensive and the online sessions shorter, with a greater focus on information sharing and follow up activities.

Many agreed that it would be more efficient to lengthen the face-to-face workshop and get more value from the time and cost of travelling, as well as more in-depth capability development.

It was generally agreed that it is important to retain the online catch ups, but many find the learning and group work less satisfying online, so this time could be used to follow up the two-day training, hear about updates in the industry from MLA, or other information updates. One person suggested that the number of meetups be increased.

#### **4.3.2 Workshop content**

Workshop content is established at the end of each financial year by asking participants to identify priorities for the coming year. Overall, interviewees were happy with the content provided in the workshop.

It was suggested that the industry can become insular, and it would be good to hear how other industries approach innovation.

There was also a call for MLA to present more information at the workshops about current research, market updates and also remind the Co-Innovation Managers about the program and their job.

One person suggested that Co-Innovation Managers give an update about their work or share problems or insights on a regular basis.

Two of the Managers suggested that the workshops could include a focus on mental health and well-being for employees in the agricultural industry. They commented that many people suffer from the isolation and insecurity and strategies for boosting wellness would be helpful.

Another suggested that a focus on strategies and management for increasing safety practices would also be beneficial and also strategies for increasing productivity.

#### **4.3.3 Location of workshops**

All the participants valued hearing from other organisations, and it was recommended that the face-to-face sessions be complemented by a site visit to a specific facility or organisation. The organisation could host the workshop and provide a tour or experience relevant to the learning.

#### **4.3.4 Participation requirements**

One of the strengths of the Capability Development Program is the bonds formed between the participants. When a substitute attends, it can alter the dynamic of the group. Often the substitute is not at the right level, doesn't understand the purpose of the program or is unsure why they are there. This can detract from the experience for others in the group. It was recommended substitutes be discouraged, but, if necessary, they should be properly briefed and introduced to the group.

#### **4.3.5 Co-creation of sessions**

While the program broadly meets the needs of the group, it was suggested that it could be even more relevant if Co-Innovation Managers co-created the sessions with MLA and the contractor. A subcommittee of participants could help design the learning, provide relevant and up-to-date research and case studies and provide a highly tailored curriculum for the group. This would not only be more targeted but would increase buy-in from the group.

#### **4.3.6 Publish workshop materials - "Co-Innovation Manager Playbook"**

It was also recommended that session materials be bundled and produced as a manual for Co-Innovation Managers. This could be retrospective and include all the materials, tools and templates from the sessions over the last four years. The advantage of providing this Co-Innovation Manager guide would be that the learning and tools would be accessible to all, and new entrants could have a ready resource to help establish themselves in the position.

#### **4.3.7 Increase MLA support and input**

The participants highly value the MLA and the co-innovation team, however there was a suggestion that they could be even more visible and accessible. It was noted that they are less visible now than five years ago. Many of the Co-Innovation Managers feel quite isolated and rely on their interactions with MLA. It was also suggested that MLA provide context and "remind us why we're here" during workshop sessions.

One manager suggested a deeper level of engagement with MLA and different levels of conversation across the organisation.

#### **4.3.8 Funding for short-term projects and associated activities**

It was observed that co-funded innovation managers work on large-scale, long-term projects. It was suggested that there could be funding available to work on short improvement projects as well.

While networking and collaboration are promoted, there were few examples of companies working together to solve problems. Yet, the Co-Innovation Managers are ideally placed to create a forum for working on industry blackholes, for example, traceability. This would benefit both the industry and the people.

It was suggested that a "rainbow chasers club" be established with Co-Innovation Managers to work collaboratively and explore solutions and to set up company partnerships to test ideas.

#### **4.3.9 Access to non-MLA research content**

A core role for Co-Innovation Managers is to access, absorb and evaluate a wide range of relevant research. However, access to journals and subscriptions is expensive. It would be beneficial if MLA could manage a subscription service for Co-Innovation Managers to facilitate access to research.

#### **4.3.10 Actively include Co-Innovation Managers in remote settings**

One of the Co-Innovation Managers managing a partnership program in the Pilbara has not felt included. Theirs is an unusual program as the partnership includes the Western Australian DPIRD and Rio Tinto, and its focus is finding ways to boost the red meat industry across the region by engaging the stations and equipping personnel to run adoption projects, for example in drought resilience and supply chains.

The Co-Innovation Manager has only attended one online session as she says she hasn't received the invitations, or they are at an inconvenient time. She reports that there are no funds to pay for quick trips to face-to-face workshops. She supports lengthening the training sessions and site visits and recommends that MLA fund travel bursaries to cover the costs. She would very much like to be included and learn with the group.

## 5 Conclusions & recommendations

The Co-Innovation program focusses on strategic rather than operational problems within red meat companies. It seeks to find solutions for complex problems and is future oriented. Typically, it will deliver outcomes for technology adoption, new products, services and markets, value-adding, digitisation, sustainability, capability and culture through a cross-functional suite of projects.

The outcomes from these action research projects are shared across the industry through reports, presentations and networking which accelerates adoption throughout the industry.

### 5.1 Co-Innovation program

The program itself comprises three elements:

- Co-funding of a dedicated innovation manager.
- A capability development workshop program for Co-Innovation Managers.
- Support and networking through MLA.

#### 5.1.1 The Co-Innovation program is critical for the innovation process in participating companies

All the companies interviewed stated categorically that the Co-Innovation program has been critical to the innovation outcomes achieved within their company. It has been the catalyst for tackling consequential issues and embarking on the path to a more professional company, ready to thrive in a complex world. The program is valued because:

- For many, particularly smaller and family-owned companies, the co-funding is essential for affording a dedicated innovation manager position. This is also true, to some extent, of bigger companies. Innovation, by its nature, takes time, requires flexibility and the outcome cannot be assured. It is therefore very difficult to predict, and harder to capture the ROI in the early stages. This makes it a challenging proposition for a Board or executive team to support.
- The skills Co-Innovation Managers bring, the processes they apply and the bandwidth for creativity and research they enable create a strategic focus on innovation for better products, services, operations, capability and the environment, which, in turn, enhances the company's reputation and delivers prosperity.
- The people recruited to these positions, whose qualifications and experience are varied, drive years-long projects to achieve significant outcomes. They also add a new dimension to the company. They become important to other employees as a source of advice, a means to accelerate the evaluation of research, and a sounding board for ideas. They are instrumental in lifting the capacity to adopt and innovate across the company.
- A major benefit is that the investment demonstrates confidence in the company and the proposed initiative. When decision makers understand that not only are they getting practical support, but that MLA has "skin in the game" - which demonstrates trust and belief in the company's capacity - they are more likely to agree, and the company is more likely to succeed.
- The structure of the Co-Innovation program, through a negotiated contract and quarterly milestone reports, creates discipline and accountability which helps to drive projects through moments of doubt or difficulty, a common occurrence in innovation. The dedicated Co-Innovation Manager provides the leadership, skills and a process for a structured approach to guide the innovation and maximise the chances of success.

Sixty percent of the companies interviewed believe that even if they had pursued some of the initiatives, they would have been less effective, slower and not as rigorous. One described that outcome as "tin-pot".

Thirty percent claim they would not have pursued any of the initiatives and only one said that they would have, but they were motivated to solve something for the industry with MLA.

Only one of the companies interviewed believes they would have pursued the scope of activities without the program.

For most companies, if they were to retain an Innovation manager, their role in innovation would be significantly reduced to justify the expenditure.

The Co-Innovation program creates the permission structure, confidence, discipline, resources and capability for companies in the red meat industry to innovate. Without it, many participating companies would not take the risk, would minimise risk by only attempting a small part, or would give up when things get tough.

Without the Co-Innovation program, companies would continue innovating, but would not be as ambitious, as effective and willing to take the long-term risks.

### **5.1.2 The Co-Innovation program funding facilitates higher level and more impactful outcomes from innovation projects.**

Excellence in innovation requires a combination of attributes, which the Co-Innovation program provides.

First, it needs great and relevant ideas and, according to participants, there are several ways in which the program helps to generate ideas.

- The Capability Development workshop program offer industry case studies, examples from other companies and industries and MLA research updates, which participants take back to their organisations.
- The quarterly sessions offer a forum for sharing and learning from peers, the opportunity to exchange ideas on the day as well as the confidence to make contact after the session. Over five years, the program has created a cohesive yet diverse network and a safe environment which is conducive to honest conversations among a variety of organisations.
- MLA research is a significant source of ideas and data for participants. Companies can face difficulties finding what matters most to them. MLA's updates and conversations guide them to the right place. The ongoing one-to-one conversations with the MLA Co-Innovation program Managers and the quarterly updates, produce insights and contacts which are invaluable.

Second, it needs the means to carry ideas through development to implementation.

- The Capability Development workshop program content, the support from MLA and the advice and insights from other companies, helps individual managers steer projects to fulfillment. Few red meat industry companies employ people with the business improvement and innovation system skills required to manage an innovation project and the change management process, which means the innovation managers rarely get internal guidance about the innovation and change process. The structure provided by the Co-Innovation program acts as a coach and mentor for participants.
- As mentioned previously, the engagement with MLA – the investment, the belief, the quarterly reporting structure and the ongoing support - provides the impetus and momentum to keep going, even when things get tough.
- The dedicated innovation management role means they are not diverted by business as usual. Their focus remains on the projects and on achieving their milestone commitments.

70% of the companies interviewed would have attempted and partially succeeded in meeting the project goals. However, the vast majority concede that their attempts would have been smaller.

### **5.1.3 The Co-Innovation program lifts the level of innovation both within companies and across the industry**

The Co-Innovation program ensures that participating companies align with industry objectives, share their learning and insights and collaborate with MLA and other companies to tackle shared challenges. The Program invites companies to step out from behind closed doors and face the big issues, such as technology adoption, sustainability, changing customer preferences and global and geopolitical movements.

Partnering with MLA, aligning to industry's strategic goals and solving critical problems for the industry, are central tenets of the program. While each company identifies its own priorities, they need to demonstrate that the program will not only benefit them but will also provide leadership for the industry.

According to interviewees, there are several ways in which the Co-Innovation program elevates in-company projects to relevance across the industry:

- In consultation with MLA companies work through a process to identify the priority pillars for the Co-Innovation program. The Strategy on a Page is a template used by Meat & Livestock Australia (MLA) to create a roadmap for their Co-Innovation program. It's a one-page summary of the key components of the program. This process aids in aligning with MLA strategic priorities for the industry. It also guides companies to think through their aims and plans for innovation.
- The reports provided by companies as part of the program are shared with the industry through the research portal. These reports inform other companies which seek to address similar issues.
- As part of the program, participants are asked to present on their issues in industry forums to educate others.
- MLA connects people from different companies who are working on similar problems, and in some cases, establishes collaborative projects to solve problems and develop solutions.
- MLA partners with companies and provides hands on assistance in the innovation process.

### **5.1.4 The capability development focus is instrumental in lifting capability and driving innovation in companies**

The workshop-based capability development area of the program was instigated in 2020 and has become a highly valued element of the program. Because innovation managers need "industry credibility, business improvement skills and high-level interpersonal skills for both internal and external collaboration" the previous study (2020) recommended training and development to "keep abreast of the tools and processes for innovation and collaboration and to develop deep bonds with others in the industry to increase the flow of ideas and insights within the industry."

The program started during the COVID pandemic and consisted of four online workshops. When permitted, the program became two face-to-face workshops (one day with a networking dinner) complemented by two short online workshops.

Each workshop includes:

- A short introduction from MLA
- At least one industry case study
- A facilitated workshop with a focus on capability for business improvement, change and innovation with topics selected by participants.

The workshops are highly interactive with case studies, tools and group activities to encourage maximum engagement with others and ease of application to their real-world situations.

Participants in the program have rated the workshop program highly, both in this study (8.4/10) and in the ongoing feedback from the quarterly sessions. (Over eleven workshops from 2021 to 2024, there were 118 positives, 4 maybes and zero negative responses to the question: Would you recommend this workshop to others?)

While each participant is at a different stage of the cycle, has different qualifications, is working on diverse projects, and in a range of companies, with a variety of work experiences and seniority in the company, the overall feedback suggests that:

- The content and presentation of the workshops are well regarded and appropriate for the mixed group.
- The learnings, particularly in change management and people engagement, innovation systems and tools, innovation mindset and business case development, have helped Co-Innovation Managers perform their role.
- The tools and templates are transferable to work situations and are used.
- The group work and conversations are enlightening and helpful and much preferred to power point presentation style workshops.
- The pitch is appropriate, even if there are some for whom it is not immediately applicable.

Importantly, the capability development program helps Co-Innovation Managers keep up to date with both industry issues and business improvement, tools and knowledge.

While those who have been on the workshop program for multiple cycles find some of the sessions too easy, those new to the role find the sessions helpful, if sometimes a bit remote from their current position.

All the participants expressed positive sentiments about the group relationships and bonds which formed in the sessions and said that they learned from the interactions within the workshops and in the informal settings of dinner and breaks.

They all endorsed the case studies, and many said they would like to hear more from different companies through short presentations.

All the Co-Innovation Managers could cite instances where they had applied the learning to projects and/or with others in their team.

Because the group is knitted together, it was observed that substitute attendees can change the dynamic. Very often they are not well briefed and not well integrated into the group.

Participants had several suggestions for the capability development program going forward:

- Most of the participants suggested longer face-to-face sessions, while retaining the online sessions. They valued the quarterly catch ups, but many find the online sessions less engaging and useful for group work and learning. However, they find online a useful medium for information exchange, MLA updates and for follow up sessions after the face-to-face workshops.
- The idea of site visits to other companies was received positively. Participants agreed that if they take time away from work and pay for travel and accommodation, it is more productive to extend the workshop time and networking to get greater value.
- To achieve even greater ownership of the curriculum, the program could find ways to co-create the workshop content with participants.
- To ensure that new Co-Innovation Managers have access to the information they need, and current Co-Innovation Managers have ongoing access, the past and ongoing workshop content and tools should be compiled into a guide for Co-Innovation Managers.



### 5.1.5 MLA input and support is highly valued

An essential component of the program is the support from MLA. Interviewees spoke highly of the organisation, with one manager recently arrived from an international destination praising MLA's leadership in the red meat industry, unequalled by any country in the world.

Some, who have been a part of the program for multiple cycles, commented that MLA staff had been more visible previously, but because of staff cuts to the program, they are less available now.

All participants wanted more interaction with the MLA, both in the sessions through updates and information and in the ongoing project activities, to provide contacts, access to research and guidance.

One interviewee would like easier access to journals and the latest research; however, the subscriptions are expensive, and they would like to be part of a collaborative subscription service funded by the MLA.

## 5.2 Recommendations

This Co-Innovation Manager Program makes a difference to participating companies. Without it, they are unlikely to start, tackle big projects, work together, learn from each other and access MLA's overarching industry knowledge, connections and research. Co-Innovation Managers bring diverse skills into the company and into the industry. There is an opportunity to use those skills by establishing a forum for ideas for the industry.

### 5.2.1 Continue and expand the program and the scope of the Co-Innovation Manager role

There seems little doubt that the Co-Innovation program provides the underpinning confidence and capability for participating companies to embark on innovation, maintain focus over long term projects and achieve more successful outcomes than they would have without it.

While there are some examples of collaboration between companies, there would seem to be opportunities for greater collaboration to address industry "black holes" through a Co-Innovation Managers ideas forum - a "rainbow chasers" club." Ideas generated could be funded as a collaboration with seed funding to generate and test ideas.

- It is therefore recommended that the Co-Innovation program continue and grow the numbers of participating companies.
- It is also recommended that a forum of Co-Innovation Managers be created to explore cross industry problems and encourage collaborative projects.

### 5.2.2 Maintain the diversity of companies and the external focus of companies in the program

The Co-Innovation program ensures that companies have an external focus and learn from others.

The consensus from interviewees is that being part of the Co-Innovation program keeps participants up to date through the case studies, industry updates and the make-up of the program participation. They agreed that even though there is a variety of companies in size and purpose, a strength of the program is getting the full picture of the red meat industry and the different perspectives each company brings.

The relationships in the network provide support and guidance and grow participant confidence to address challenging problems in a strategic way.

There are opportunities to maximise the value of this diversity, through site visits and deeper learning opportunities about the different parts of the industry.

- It is therefore recommended that the mix of company size and purpose be maintained and the peer learning maximised.

### 5.2.3 Continue and update the Capability Development workshop program

A key challenge for Co-Innovation Managers is keeping up to date with information and business improvement tools so they can help their company adapt to the evolving challenges around them.

Co-Innovation Managers are employed with a diverse range of qualifications and experience, although mostly with few skills in business improvement, innovation and change.

Because their role is unique in the employer company, there is little guidance in these areas and so they rely on external support from the Capability Development workshop program, their network and MLA.

While they may come from the red meat industry, many come from different parts of the supply chain or completely different industries, and they need to understand the whole red meat industry.

The Capability Development workshop program needs to cater to each of these learning needs and has proven successful over the past five years, according to the participants, who particularly liked the pitch and style of delivery.

They particularly valued the face-to-face sessions because they were highly engaging and provided genuine opportunities to build relationships with other companies. Nevertheless, they also felt it was important to have online catch ups between sessions to maintain contact. It was suggested that the online sessions should be a follow up to the face-to-face, rather than a stand-alone learning session, and could also include MLA updates on research and market information.

Interviewees suggested several ways to fine-tune the program to make it more impactful, including creating a more structured curriculum with greater input from participants, longer face-to-face sessions, site visits and additional short presentations from participants.

- It is therefore recommended that the Co-Innovation Capability Development Program be retained with quarterly sessions, two short online catch ups and two longer face-to-face sessions.
- That participants be invited to co-create the curriculum to ensure that it meaningfully addresses their learning needs and working context.
- That at least one face-to-face session per year is held on a participating work site, accompanied by a tour of the operation and deep learning activity.

While there was a generally high level of attendance, it is noted that for those in remote locations, it was difficult obtain funds for travel or organise the logistics to attend the face-to-face sessions. It was also noted that substitutes at the sessions were often ill-prepared and detracted from the learning environment.

- It is therefore recommended that the schedule for the yearly sessions be distributed to allow time for Co-Innovation Managers to make the necessary arrangements, and that resources are available for those who travel long distances as part of the contract negotiation.

### 5.2.4 Develop a manual for Co-Innovation Managers

A significant number of learning session and tools have been developed specifically for Co-Innovation Managers over the past five years. According to interviewees, these materials are very valuable to Co-Innovation Managers to perform their role, but they are not easily accessible to new entrants.

- It is therefore recommended that existing materials from the past five years, plus additional session materials be compiled into a Guide for Co-Innovation Managers - The Co-Innovation

Manager Playbook. It can be in a format that is easily updated online and printable for those who want to download.

### **5.2.5 Increase visibility and support from MLA**

MLA is highly valued by participants, not just for the funding they provide for the Co-Innovation Manager. They are perceived as an invaluable source of ideas, research, and contacts, critical for the success of the program overall.

While there is often good and ongoing communication between the MLA Co-Innovation program management team and the company, some participants would like to have greater access. It was noted that the MLA team has been reduced, and some managers find it harder than in previous cycles to maintain contact.

Some companies would also like to expand the contact with MLA to different levels in the organisation, for example, to have regular strategic conversations.

Access to up-to-date industry research is crucial for Co-Innovation Managers, and they appreciate that the Program facilitates access to MLA funded research. However, it is also important to keep up to date with local and global published research. Subscriptions to journals are expensive and the idea of MLA hosting a subscription service for program participants was raised.

- It is therefore recommended that MLA Program Managers' role be enhanced to ensure that there is time available to provide the support to participants
- It is also recommended that a research subscription service for Co-Innovation Managers be explored to complement the access to MLA research.

## 6 Appendices

### 6.1 Appendix A – Evaluation Participants

Code	Company	MLA Project Code	SAP Project Code	Co-Innovation Manager	Reports to
1	GMP	J20529	P.PSH.1326	Michelle Henry	Will Barton
2	Smithfield Cattle Company	J20818	P.PSH.1342	Jonathon Yang	Andrew Shearer Smith
3	Coles RROA	J20534	P.PSH.1332	Suvir Salin	Jordan McIntyre
4	Kilcoy Global Foods	J22875	P.PSH.1496	Maya Feidieker	Johann Mocke
5	Bindaree Food group	J21119	P.PSH.1412	Joanne Galletly	Andrew Simpson
6	Argyle Foods group	J20535	P.PSH.1331	Samuel Johnston	Naomi Leahy
7	Australian Country Choice	J21174	P.PSH.1384	Paul Gibson	Des Woolfield
		J20563	P.PSH.1308	Joel Bentley	Merrick Studders
8	Paraway Pastoral	J21035	P.PSH.1402	Paul McDougall	Stuart Johnson
9	Stanbroke	J20536	P.PIP.0588	Brendan Elliot	James Friis
10	Kinross Station	J21024	P.PSH.1455	Sophie Angus	Tom Bull
11	Pilbara Innovation Partnership program	J21036	P.PSH.1404	Liz Moss	Trevor Price

## 6.2 Appendix B – Summary of interviews with Co-Innovation managers

Sophie Angus- Lambpro-Kinross	
How would you rate the following aspects of the Co-Innovation program:	
Background	<p>Worked with Kinross since 2022 on Lambpro.</p> <p>Seed stock business, breed rams, sell to clients who then produce lambs, and they sell them back...given them genetics and a market creating a premium lamb brand- markets in Asia and Australia and one brand in US and Canada.</p> <p>Implementing a similar grading system to GMP... And launching a new brand Kinross Station 7% Plus. Do service kills- contract processing. Focus on genetics, breeding and marketing.</p> <p>Goals of program:</p> <ul style="list-style-type: none"> <li>Integrating objective measurement</li> <li>Advance the breeding program and the traits for high quality lamb.</li> </ul> <p>The program has created a new role.</p>
Overall program structure	<p>Good</p> <p>Yes-quarterly check-ins and reports are a good opportunity to consolidate and plan for the future</p> <p>Good to network with other companies</p> <p>Feels like we were a very small fish in a very big pond ...very interesting to be in the room and hear what they have to say about everything.</p>
Relevancy and practicality of workshop content	Sometimes it takes me a bit to process. As a smaller operation it takes me a bit to work through the content and work out how to apply in my situation. I'm not leading others I'm leading myself.
Value of workshop case studies	It's good to hear what other areas of the supply chain are doing.
Frequency of workshops	Works well. I still haven't made it to a Brisbane workshop. Two online ones are good.
Length of sessions	Good
Networking and collaboration opportunities	Fantastic. Able to talk to Michelle from Gundagai as we have installed the same probe. Have been invited to GMP to have a look at how they are doing things.
Was the information provided in workshops detailed and practical enough to help you understand the topic and apply learning?	Definitely. The delivery, activities and examples are very helpful for thinking about how to apply the learning.
Has participation in the program and workshops helped you to think about how to change and innovate?	The way the workshops are run are very helpful for getting people to participate. Builds confidence.
Has the program increased your confidence in leading innovation projects?	Yes, the program has built my confidence
What rating out of 10 would you give the program?	9/10. A very rewarding program
What outcome have you been most proud of in your time as a co-innovation manager? Explain	Objective measurement of lambs and giving feedback. Client services is what I'm most proud of.
What would you recommend to improve the program?	Would like more updates from MLA- market information, research etc.

## Samuel Johnstone- Argyle

How would you rate the following aspects of the Co-Innovation program:	
1. Background	<p>Just moved to a new job. Using learning from Argyle for job with Fresh Earth</p> <p>Masters in Sustainability from Sydney Uni</p> <p>Explaining agriculture to tech people</p> <p>CER Compliance Lead- a focus on registering carbon projects.</p> <p>At Argyle came up with structure and procedure for registering carbon projects.</p> <p>On the co-innovation program about 18 months</p> <p>Carbon project officer focus on carbon projects, general sustainable R&amp;D...became the sole manager of the carbon projects</p> <p>Setting up the procedures for carbon projects for Argyle</p> <p>Discovering carbon research, grants and opportunities</p> <p>KPI- reducing emission intensity, needed a way to measure</p> <p>Focused on 3 strategies-beef herd management, soil carbon, environmental planting</p> <p>Uni Tasmania did a life cycle analysis which provided a base emissions intensity number – cattle, pastures. Has to be measured over a year. Didn't get a raw figure but got recommendations about strategies for reducing emissions.</p>
Overall program structure	Worked very well for us. There was no one specifically focused on sustainability. The program helped. They wouldn't have employed me at the point that they did, eventually they would have. The program nudged them to do it sooner
Relevancy and practicality of workshop content	Really good. 30% of the time wasn't relevant– we're a lot smaller, and I'm the only person in the company focused on innovation-but a lot of it was helpful in reframing what we did. The learning helped us to develop a strategy.
Value of workshop case studies	The best thing for me- I didn't have a background in agriculture- so hearing about the innovations in other parts of the industry very helpful
Frequency of workshops	Couldn't fault
Length of sessions	Couldn't fault
Networking and collaboration opportunities	Definitely helpful to talk to others. Good diversity with the different companies, wide range of ages and company sizes- younger and more experienced. A lot of generations
Was the information provided in workshops detailed and practical enough to help you understand the topic and apply learning?	<p>Some of it relevant to smaller and others relevant to bigger.</p> <p>Some of the management and leadership not immediately relevant-e.g. team building but may well be in the future.</p> <p>The reframing and thinking about how to strategize innovation very relevant...helped me to be the driving force in Argyle. Building a business case.</p> <p>Relevant skills to have regardless.</p> <p>Good for career development</p>
Has participation in the program and workshops helped you to think about how to change and innovate?	<p>Yes...one of the most valuable things I've learnt ...new to the industry and to professional work in general was learning about how people innovate in different sized companies. The difference between a start-up (with freedom to innovate- it's their main objective) and an established company. Networking with different people provides a different perspective on innovation, e.g. RROA</p> <p>The life of innovation and how it changes and what makes it change- the systems develop around ideas, becomes a system itself.</p> <p>The variety was very interesting.</p> <p>Argyle operates as a start-up- freedom to take the</p> <p>The program has helped me think about how things change over time</p>
Has the program increased your confidence in leading innovation projects?	When I started, I didn't have any managerial skills. The workshops helped me step up to a management role.
What rating out of 10 would you give the program?	<b>8/10</b>

What outcome have you been most proud of in your time as a co-innovation manager? Explain	Sustainability report- the workshops helped to frame it with an innovation.
What would you recommend to improve the program?	Questions framed around what the co-innovation program managers are doing in their work. Perhaps participants could give an insight into day-to-day work- more focus on that. Give experience in presenting

## Suvir Salins and Jordan McIntyre- RROA

How would you rate the following aspects of the Co-Innovation program:	
Overall program structure	<p>Very effective overall. Funding processes very smooth compared to other sources. From idea to requirements to project, with professional development to build own capabilities and network, through to running the project, reporting, very useful support and well done. MLA is very visible at conferences, connecting through. Difficult to know when we should ask or put projects into the pipeline. Everyone's on different time cycles.</p> <p>MLA gives us things that they are interested in. Not only our pipeline. We would actively look for innovation that aligns with MLA. They provided prompts. Depended on the MLA manager helped us with the paperwork, always good to have a manager who got into the detail and is hands on. Also, as a resource to connect with what is most relevant to the industry.</p> <p>Overcommunication can be a barrier. Third party source to help us frame the communication better. Where the funding is.</p> <p>Overtime, we've harmonised the reporting process so that relevant information and data is captured and can use it for multiple audiences.</p>
Relevancy and practicality of workshop content	<p>The modules have helped build skills in reporting, so now there is less commentary on the process.</p> <p>The content has been fantastic.</p> <p>Compared to expert facilitators in Coles, I reflected on Allan's tips to keep people engaged. Not only on the topics, but the facilitation- you don't get the same level of polish. A fantastic way of facilitating- connects everyone. We invest a lot on training and compared to others you do it very well.</p> <p>Over the five years its grown from strength to strength – a very cohesive group, great relationships- a testament to Hargraves for pulling people together.</p>
Value of workshop case studies	I love those...always want to find out what is going on in the industry, and other industries as well. I particularly like case studies.
Frequency of workshops	Every quarter probably right. Face to face much better than Zoom. Lose the serendipitous conversations.
Length of sessions	Good- agree that longer face to face would be good with check-ins online. Still good to have the Zooms. Hard to do the face to face too often
Networking and collaboration opportunities	I hear that the participants are happy to be with others in the same situation. They are often quite isolated in the network. The network and MLA support provide the guidance to do the co-innovation manager's job.
Was the information provided in workshops detailed and practical enough to help you understand the topic and apply learning?	<p>Definitely detailed and helpful but repetition is good, because you can get information overload. Good to know best practices. A manual with all the modules. I usually grab it and put it into the latest milestone but finding it can be difficult. Good to have at hand.</p> <p>Anecdotes and stories about how it's used in other industries to bring it alive.</p> <p>We definitely use the strategic canvas. We've got quite mature systems, but we use bits and pieces. It's probably more helpful for smaller companies.</p>
Has participation in the program and workshops helped you to think about how to change and innovate?	<p>Its hard to recall how I thought. It's probably changed it ways that I don't explicitly acknowledge, its become implicit.</p> <p>As a team it has changed how we think things through. We present as a common front when we present to other groups.</p>
Has the program increased your confidence in leading innovation projects?	It's helped us to win others. Our managers are supportive because of the support from MLA.
What rating out of 10 would you give the program?	8/10



What outcome have you been most proud of in your time as a co-innovation manager? Explain	Being able to connect so many great ideas and implement them in our plant which is cutting edge. Funding cutting edge technology that keep us cutting edge. Having the support of different stakeholder. Getting everything enthused. Despite being a state-of-the-art plant, being able to bring further enhancements, which we wouldn't be able to do in another company without the support of MLA. I hope it's going ahead. I disagree with the philosophy that this program is training wheels. I thinks it an essential basis for innovation in companies.
What would you recommend to improve the program?	If you bundled it together with illustrations of how the learnings have been used that would take it to the next level. The practical applications in other industries as well as the red meat industry. You can get a bit too insular. Others doing things very well. From our industry as well. Hargraves does a great job of getting everyone involved – very tight and very friendly. People feel confident... regular and a core of people.

## Paul MacDougall-Paraway

How would you rate the following aspects of the Co-Innovation program:	
Background	Paraway, a diversified producer of sheep, cattle and crops, 28 stations in a portfolio fund Macquarie Bank since 2007. joined in 2022. The company decided wanted to be a leader in carbon reduction strategies. Internally funded projects, working with MLA and hosting field days for farmers. Paul is a facilitator and communicator. Carbon calculator, strategies- feed supplements, vegetation, carbon capture
Overall program structure	Paul is often unable to attend in-person workshops due to child caring responsibilities. Attends the online sessions. Overall, the program is good and enables us to give extra focus on the initiatives. Soil science background
Relevancy and practicality of workshop content	Goods workshops are always relevant and practical. Pitched at the right level. Very helpful. The workshops are really interesting, always take something away from them.
Value of workshop case studies	Good to see things from different perspectives. Even though they're different, but very transferable,
Frequency of workshops	Good, although agree that longer face to face and shorter online and has the potential to be really good,
Length of sessions	See above. If you're travelling anyway, it's good to get more value from longer sessions
Networking and collaboration opportunities	Not really because only meet online. Josh has been very helpful, but would like even more interaction with MLA
Was the information provided in workshops detailed and practical enough to help you understand the topic and apply learning?	Yes, very good, reinforces knowledge and change management strategies.
How would you describe the program?	Enables us to put extra focus on carbon reduction initiatives and find new things to do. Ongoing innovation and improvement in carbon reduction.
Has participation in the program and workshops helped you to think about how to change and innovate?	Reinforced and strengthened my knowledge. Serve as a resource for others in the organisation.
Has the program increased your confidence in leading innovation projects?	Getting people to come on the ride with you, to support you
What rating out of 10 would you give the program?	7/10- only for online sessions, haven't attended face to face, would give it a higher mark if I'd had the opportunity to network
What outcome have you been most proud of in your time as a co-innovation manager? Explain	Paraway choosing to take an active leadership role in carbon reduction strategies, driven by investor demand.
What would you recommend improving the program?	Longer face to face sessions Shorter online sessions Bundle workshop content- that would be really valuable, useful to do a lunchtime session with employees at work, so that anyone can come to me and get an update. Co creation of workshop content- really good for buy in Site visits, e.g. field day at Paraway, would be even better MLA provide more context us and remind us why we're there. More interaction with MLA- working in an isolated space that others in the organisation don't understand. Helpful to have MLA input.

Paul Gibson-ACC

How would you rate the following aspects of the Co-Innovation program:	
Background	<p>Longest serving co-innovation manager. In various forms have been funded 7-8 cycles. (about 21 years)</p> <p>Administration of all MLA the projects- project management is separate</p> <p>Funding and facilitating people in roles to lead change</p> <p>Technology projects</p> <p>Process projects</p> <p>Systems etc.</p> <p>About 10 projects at a time</p> <p>In the last few years, the focus is on people in roles – positions</p> <p>R&amp;D has taken a back seat, and positions have been the focus.</p> <p>MLA feedlot program a partnership to serve both organisation's purpose</p> <p>Extreme value for both. MLA needed access to a commercial feedlot, and we gave them that. Three-year deal.</p> <p>Sustainability project was also a partnership with MLA.</p>
Overall program structure	<p>The program is essential, supporting individuals who drive change- science, technology, processes, products for an efficiency and effectiveness impact- doing it better and cheaper and if we're not doing it cheaper only one side of the equation- the gross margin changes. Effect cost of production or the cost.</p> <p>The participants support the program- not about funding it's the facilitation of making the business more efficient and more effective. They're the smart ones. Essential in this industry because they bring positive change.</p> <p>All the MLA programs that fund people are bringing about change. They lift the capability through networks, access to research and better skills. Not one strict element it's about all the things (that Co-Innovation program). It's not what you know it's who you know.</p> <p>The program accelerates change and growth. It takes time.</p> <p>Without this program you cannot accelerate change.</p> <p>The facilitation is the real value of the project. Respected within the company</p> <p>Over the decades the professionalism in the company has increased in part because of the program. It has lifted the bar. The industry has started attracting educated people which brings a level of professionalism, and the industry is being taken more seriously. Showing leadership. The leading companies lift others. AI is the fourth dimension.</p>
Relevancy and practicality of workshop content	<p>It's important to turn up and participate actively with energy.</p> <p>They're training in the purest sense.</p>
Value of workshop case studies	All relevant. The value of case studies as an adjunct to the workshop. They are very important.
Frequency of workshops	Perfect
Length of sessions	Could be two days for in person.
Networking and collaboration opportunities	Very important
Was the information provided in workshops detailed and practical enough to help you understand the topic and apply learning?	<p>I use parts of the program every day.</p> <p>Never had a problem with the content and how it is packaged and delivered.</p> <p>Hargraves is very concise in the delivery. Very happy the message gets across very well. It's consolidated and concise.</p> <p>The group work puts the meat on the bones. Very effective for learning.</p> <p>Go with the expectation to learn one special thing that's going to change how I do things.</p> <p>Loved every minute of Adoption and Innovation session- its core.</p> <p>It verifies and validates how I do things, and it helps me focus on new things.</p>
How would you describe the program?	<p>The program is about people...developing the capability to innovate- relationships are the key</p> <p>It's a way to accelerate innovation and change.</p>
Has participation in the program and workshops	<p>Yes, absolutely.</p> <p>Yes on 3 levels- strategic, tactical, and practical. You need structures</p> <p>I can assure you that I am using parts of the program every day in my work.</p>

helped you to think about how to change and innovate?	
Has the program increased your confidence in leading innovation projects?	Yes definitely.
What rating out of 10 would you give the program?	<b>8/10</b>
What outcome have you been most proud of in your time as a co-innovation manager? Explain	Getting the discipline to be strategic, tactical and practical in innovation.
What would you recommend improving the program?	<p>We need to look at the program for next year. Take a cross section of the squad to become a working group to help build the program. Develop a curriculum. Build more modules. Publish all the modules completed over the years and turn into a manual for Co Innovation managers- a bible to drive innovation in the company. It's training and with input from co innovation managers both relevant and context. - the rule book, the bible.</p> <p>Have different companies host the session.</p> <p>It needs shaking up</p> <p>Get out of the office.</p> <p>Dinner in the pub worked very well.</p> <p>Rainbow chasers club- bring people together to work on black holes, for example traceability What's happening that the innovators need to think about?</p>
Are you a resource for others in the organisation?	Yes. Respected by management in the company. I approach the job now in a more disciplined way.
Sustainability	Yes
Would the job exist?	It would have been much slower without the co-innovation manager.

Michelle Henry-GMP

How would you rate the following aspects of the Co-Innovation program:	
Overall program structure	<p>Great to work within. Garry McAlister very helpful- a singular contact made it easier. Someone always there to help. Bumpy when he left because it was a surprise, no-one to blame.</p> <p>It would be good to have more lamb industry people, but it's been good to see what beef are doing especially ACC because they're doing a lot of innovating.</p> <p>When different companies send substitutes, a lot more junior, it's not so great. It's important to keep the same people coming, and at the same level. Other people can feel like intruders and erodes trust. Companies should have enough respect for the program to send the same people to build group cohesion. Consistency of personnel is important. You can bring extras but not switch yourself out. If its unavoidable, prepare them. Sometimes they don't know why they're there. It's pitched at manager level, and substitutes are too junior.</p>
Relevancy and practicality of workshop content	<p>Professional dev. workshops fantastic. A big part of the value I get from the program. In a small business hard to get access to the skills. Two face-to-face meetings are fantastic- important to have access to people from different areas, e.g. packaging. Building relationships and hearing how they structure things. Developing relationships is such an important part. Hard to quantify in terms of value for mental health, enjoyment of what you do.</p> <p>Workshop content – got something out of everything that we did, different ways of thinking. The way the workshops were facilitated, rather than being spoken at, getting groups to think things through- really really important. A large reason that it's been successful rather than being talked at.</p>
Value of workshop case studies	Bring different perspectives, the case studies are a big reason for the success of the workshops. Really important part of it. Hearing what others are achieving is important for the group- trust building. Valuable on several levels- content, and confidence
Frequency of workshops	Works well
Length of sessions	<p>F-to-f well-structured for those who have to travel. Dinner good for networking and early departure.</p> <p>The online are a good length- hard to get people to sit in front of the computer for too long.</p>
Networking and collaboration opportunities	E.g. RROA reached out to me- to get a contact- good and easy and helped them get what they needed.
Was the information provided in workshops detailed and practical enough to help you understand the topic and apply learning?	<p>Pitched at the right level.</p> <p>Use a number of the tools- getting the structure in place.</p> <p>The tips on how to think things through really helpful</p> <p>Very useful to hear how other companies approach issues and challenges, e.g. uptake of innovation. You can get stuck in what you do in your company.</p> <p>Content extremely valuable and the conversations that result from the content is as helpful or more helpful.</p> <p>The amount of information is enough... "top up not tip in". Facilitated exercises to process the content are helpful.</p>
How would you describe the program?	<p>Funding for looking at different things in different ways through the co innovation role. Hard to achieve in a small company without the investment.</p> <p>Relationship with MLA- access to research</p> <p>Networking and workshops are extremely important</p>
Has participation in the program and workshops helped you to think about how to change and innovate?	<p>Yes definitely to both my capacity and the organisation's capacity to innovate</p> <p>Coach my team, QA team, managers.</p> <p>GMP has always been very innovative. It's changed a lot since I've been here. Starting our own brand and working with producers is pretty specials. Definitely been a change in terms of how we engage with</p>

	<p>producers to facilitate change. Helping producers innovate as well. This mindset has really changed over time.</p> <p>Producers often don't understand the feedback. It's easy to get stranded on expert island. Important to step back and help them and this has been a shift. We engage as much as we can.</p>
Has the program increased your confidence in leading innovation projects?	Yes - tools and other perspectives and suggestions definitely gives confidence. Hearing other people's experience, issues builds confidence
What rating out of 10 would you give the program?	<b>8.5/10</b>
What outcome have you been most proud of in your time as a co-innovation manager? Explain	The value based marketing and how we're doing it – transparency and trust we've created and no one else is doing it,.
What would you recommend to improve the program?	<p>Create a way to provide access to journal papers and subscriptions and encourage co innovation managers to use research in an affordable way.</p> <p>Monitor who attends the workshops to ensure they know why they are attending and they are at the right level.</p>

Maya Feidieker-Kilcoy

How would you rate the following aspects of the Co-Innovation program:	
Background	<p>Been a co-inn manager for 9 months, 2 and a half years Kilcoy.            Replaced Ben Roberts            Actively lead a project nutraceuticals- fortified powders            Diversification and value adding            Commerce- marketing and international business in Auckland            Mostly sales            Dairy            Health and Beauty            Supermarkets, Chemist Warehouse            95% of revenue comes from primary products            80% exports            5 years ago, shareholders decided to invest in ways to diversify            Pilot plant            1 year ago opened a new plant to process value added projects            The powders are aimed at diversifying their product range, targeting both animal and human nutrition markets. The powders are currently sold as ingredients in 20-kilo bags to pet food manufacturers and multivitamin manufacturers.            However, challenges remain, particularly in terms of palatability for human consumption. The team is exploring ways to improve palatability while maintaining nutritional benefits. They are also considering partnerships with universities or research institutions to solve these problems.            The ultimate goal is to supply their own branded products, but they are open to private label options depending on commercial discussions.            The job would exist, the project on top of day job.</p>
Overall program structure	<p>The overall structure works.            Funding – 9/10            The funding is extremely beneficial, means going ahead. A lot of projects wouldn't exist without funding and support from MLA</p>
Relevancy and practicality of workshop content	<p>8/10            Because I'm new to the industry, it's been great to get access to the knowledge in the industry. Also being able to connect with other co-innovation managers- especially because they're all from different areas- technology, livestock, processing.            Suvir invited me to see their facility.            The workshops are well organised and structured. Very engaging, doesn't feel draining, like 8 hours of power point.            Do a really good job of bringing people together, have a talent for breaking down barriers between people.</p>
Value of workshop case studies	<p>Relevant, but depends on what we're doing. Good to be exposed to other ideas and things happening. Like it that there are different people and experts to present on different topics</p>
Frequency of workshops	<p>It works- like the face-to-face ones. Hard to engage online.            Haven't attended the online sessions.</p>
Length of sessions	<p>Two days would be good,</p>
Networking and collaboration opportunities	<p>Suvir. I haven't acted on other opps. I know that they're though.</p>
Was the information provided in workshops detailed and practical enough to help you understand the topic and apply learning?	<p>Yes, I think so. The challenge is to cater to the range of needs in the group. You can't tailor to specific needs., There's a good balance between sharing knowledge and frameworks and the tools that help us work on projects.            Definitely taken on key learnings.</p>

	A place where we can collectively solve problems and sharing knowledge so we can all be better, more efficient, reduce waste, be more sustainable
Has participation in the program and workshops helped you to think about how to change and innovate?	Yes, also hearing from other people about their experience. We encounter a lot of roadblocks which are project specific.
Has the program increased your confidence in leading innovation projects?	My background is in science. Didn't have much to do with innovation prior to joining Kilcoy. So absolutely yes. Feel that I have lifted innovation capability in the company. Access to the right people through MLA. Can be hard to access the right people. e.g packaging...ask Alicia Also opened up more opportunities through discussions with MLA.
What rating out of 10 would you give the program?	<b>8/10</b>
What outcome have you been most proud of in your time as a co-innovation manager? Explain	We've come along way, despite the roadblocks. It's a unique product. It's bold and no one in the world is doing it like we are...commercialising it. We know where we want to go, we've put the work in to put in the basics and we've made good progress.
What would you recommend improving the program?	How do we break down the barriers between innovation managers? More regular meet ups.



Liz Moss- Pilbara

How would you rate the following aspects of the Co-Innovation program:	
Background	Liz is funded as co-innovation manager through the MLA and DPIRD WA on a project in partnership with Rio Tinto. The focus is to build a profitable and sustainable beef industry in the Pilbara to diversify from mining. The project spans a number of stations and aims to equip stations personnel to run projects for adoption, for example in drought resilience and supply chains. Its focus is in stakeholder engagement, extension- through research to identify gaps and establish mini projects with stakeholders.
Overall program structure	Rio Tinto is very happy to have the co-innovation manager to oversee the projects which they fund. Without the funding the partnership and projects would not happen.
Relevancy and practicality of workshop content	Liz has only attended one online session- hasn't received invitations, or too late to organise, the times sometimes don't suit and can't afford travel to face-to-face workshops. Would very much like to be part of the PD program going forward.
Value of workshop case studies	N/A
Frequency of workshops	N/A
Length of sessions	N/A
Networking and collaboration opportunities	
Was the information provided in workshops detailed and practical enough to help you understand the topic and apply learning?	N/A
How would you describe the program?	Just the funding. Doesn't have much to do with MLA, would like more engagement. Finds the data base very difficult to use.
Has participation in the program and workshops helped you to think about how to change and innovate?	N/A
Has the program increased your confidence in leading innovation projects?	N/A
What rating out of 10 would you give the program?	N/A
What outcome have you been most proud of in your time as a co-innovation manager? Explain	Stakeholder engagement.
What would you recommend improving the program?	Bursary for travel and accommodation Site visits- longer periods to justify travel expense Link workshops to other events

## Jonathon Yang- Smithfield

How would you rate the following aspects of the Co-Innovation program:	
Background	18 months at Smithfield. Group Business Intelligence Manager. Focus on technology innovation. Spread quite thin, very fluid, dynamic. Deliver innovation and efficiency through technology. Like most red meat companies. Specialty B.I and Data, cloud technologies, Machine learning. AI Smithfield 140 staff – 2 feedlots – custom feeding.
Overall program structure	Very useful. Both content and delivery very relevant and opportunity to network adds value. Opportunity to discuss with other innovation managers
Relevancy and practicality of workshop content	Yes, have used tools- Business case materials, we're often asked to make the case, framed in practical context... a lot of useful knowledge as well about AI, and Suvir talking about their experience...genuine knowledge learning
Value of workshop case studies	Number 1 most valuable part of the program- its directly applicable to the situations we face. They feel a lot realer
Frequency of workshops	Good- but would prefer 3 x face to face- they are incredibly valuable. ...too easy to be distracted online- the content may be there without in-person facilitation, the engagement isn't there.
Length of sessions	Perfect
Networking and collaboration opportunities	Not yet in a commercial sense, but good for knowledge sharing. It's the right forum to find partners. Haven't quite aligned yet
Was the information provided in workshops detailed and practical enough to help you understand the topic and apply learning?	The pitch is right- perfect for managers- concepts, but not abstract
How would you describe the program?	I haven't used the MLA resource as much as I should have. Looking back, I didn't tap them enough. MLA has great resources and they're super friendly. I should have reached out once every six months to hear about what MLA is doing.
Has participation in the program and workshops helped you to think about how to change and innovate?	Some of the sessions around change management have been very helpful. How to get change management through was particularly helpful
Has the program increased your confidence in leading innovation projects?	It was a part of my growth in confidence. – the knowledge helped and then I succeeded, and my confidence grew. Not so much causation but correlation. I help facilitate other people's project through a technology lens to get things started. I provide back up to stay on track on the innovation program they're trying to deliver. The innovation focused role would not exist without the subsidy. Very hard to justify. In the past tried to resource internally, it doesn't get the same traction. You need a champion for innovation...a dedicated person makes a big difference. Other things – doing research that operational guys don't have the time for, answering questions with data- objective truth- sometimes you have to go back 2,3, 5 years of data. They haven't got time to synthesize I manage technology infrastructure and automation across the business. Help operators optimize through a technology lens.
What rating out of 10 would you give the program?	<b>9.5/10</b>
What outcome have you been most proud of in your time as a co-innovation manager? Explain	Being successful in winning people over. It's been quite a challenge, I'm not from ag. I'm a city boy, grew up in Brisbane. Not easy to understand the feedlot world. Helping people on horses feeding. Seeing people appreciate technology- a challenge and a reward at the same time.

What would you recommend to improve the program?	Only thing I recommend would be 3 face-to-face and no online sessions (As described above.) Content is always spot on but what really creates the value is the in-person delivery. It's hard to engage online.
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## Joel Bentley-ACC

How would you rate the following aspects of the Co-Innovation program:	
Background	<p>Been on the co-innovation program since 2016.</p> <p>Started as an agri-business data analyst with focus on on-farm activities</p> <p>Promoted to Group Manager – whole supply chain analytics</p> <p>Also took on sustainability.</p> <p>GM of Sustainability and Analytics</p> <p>Using objective data to drive better decision making to drive.</p> <p>Would have existed when we first started without Co-Inn program. The first role of this type in the company.</p> <p>Maybe 4 co-innovation managers in ACC now</p>
Overall program structure	<p>For me, everyone's different depending on their role in the organisation. networking.</p> <p>Used to have more contact with MLA. - they've really dropped off in the last 4 years.</p> <p>We used to have a lot of interaction, if we had a problem Dean would find someone to solve it. Noticeable decrease in support from MLA</p>
Relevancy and practicality of workshop content	<p>Some more than others. Fairly well targeted.</p> <p>Hargraves introduces a topic and theory and then we talk about it in a group, even at lunch or after. Very valuable</p>
Value of workshop case studies	Necessity to have an industry case study
Frequency of workshops	Face to face workshops could go a bit longer. A lot of content to pack in in an 8-hour day. People fly in and they could go longer
Length of sessions	Perhaps longer face to face and online more of a check in,
Networking and collaboration opportunities	<p>MLA used to be very good at harbouring the relationships. I don't feel like it the same now.</p> <p>Networking at the sessions is very useful.</p> <p>No collaborations- probably the nature of ACC</p>
Was the information provided in workshops detailed and practical enough to help you understand the topic and apply learning?	<p>Theory a catalyst for conversation,</p> <p>Pitch is appropriate. A challenge to get the right pitch for everyone. Some are very basic because I do them very day, while others find it useful. Got the data and finance side.</p> <p>The soft skills stuff is very useful. I get a lot out of the soft skills stuff.</p> <p>Have used some of the tools and templates but can be hard to introduce to others who haven't used it before.</p>
How would you describe the program?	<p>From the beginning the program helped me build skill sets, problem definition, design, soft skills. A big gap in organisations with a lot of skilled people, don't know how to execute what's in their heads because they don't know how to bring people with them. The biggest takeaway is the soft skills and the networking</p>
Has participation in the program and workshops helped you to think about how to change and innovate?	<p>I've developed a set of skills that I otherwise wouldn't have. It's been very useful.</p> <p>I've helped develop the skills of my team.</p> <p>Also breaking through the barriers with workers has facilitated the introduction of digital tools. If I hadn't learned how to engage, we wouldn't have got where we are today. Built relationships, got the information we needed. Has change how the business is run, able to pinpoint where improvement is needed.</p>
Has the program increased your confidence in leading innovation projects?	<p>Yes, around information and analytics...the flow of information.</p> <p>Yes, probably but hard to quantify.</p> <p>Introductions to people across the industry. Networks, insights into innovation, engagement and people skills.</p>
What rating out of 10 would you give the program?	<b>8/10</b>
What outcome have you been most proud of in your time as a co-innovation manager? Explain	<p>Growing the team and developing their skills</p> <p>The power of what a team can achieve</p> <p>The team has grown because of achievements</p> <p>Watching individuals grow and success is very rewarding.</p>

What would you recommend to improve the program?	<p>Longer face to face – more content to go over two days</p> <p>In-depth case study that's commercially relevant to our industry</p> <p>Given a problem</p> <p>Agrees that site visits are a good idea</p> <p>More channels into MLA</p>
Are you a resource for others in the organisation?	<p>Yes. Multiple departments come to me outside of my day to day. Work with every department., We help with finance, safety, hr, operations C-Suite.</p> <p>Help with data, business improvement,</p> <p>Problem solving</p>
Sustainability	<p>Carbon accounting to understand what our footprint is</p> <p>Carbon intensity</p> <p>Processing- water efficiency Energy audit</p> <p>Waste projects</p> <p>Promote sensing company around ground cover to tell the story of healthy paddocks</p>
Would the job exist?	<p>Definitely now</p> <p>Wouldn't have initially without funding</p> <p>Have accepted that the role is critical in the company</p>

Jo Galletly- Bindaree

How would you rate the following aspects of the Co-Innovation program:	
Background	<p>Been at Bindaree for 5 years and have been promoted from R&amp;D manager now head of Technical for the Group.</p> <p>2 years as co-innovation manager.</p> <p>Previously more around product development. Finished product focus.</p> <p>Going forward, especially after last week “ahha” moment, more access to senior exec. There’s a lot of innovation happening, no collaboration, no shared language. We’d benefit from an innovation steering committee. Business that’s acquired businesses and we’re at the point where we need to bring it all together.</p> <p>2000 people two abattoirs, feedlot, cold store, retail ready site, offices in Hong Kong and China and UK.</p> <p>30% family owned and the rest owned by Chinese company Focus on products and R&amp;D.</p> <p>Science background- food science and biochemistry.</p> <p>The role would exist and would be similar, however the skills learnt throughout the sessions makes the role more effective.</p> <p>The way the business is going, at the point where the co-innovation program is valuable because we can bring it all together. Use examples like Coles and GMP looking for the horizons.</p> <p>Excited about the new job and to tackle the need to systematize innovation, more collaboration with other sites.</p>
Overall program structure	
Relevancy and practicality of workshop content	Yes. The context has always been really good. The purpose and relevance. The tools are really good. I did UQ course, but it was all theory and not no practical tools. The tools shared through the program are really good. I’ve shared the tools with other groups, e.g canvasses.
Value of workshop case studies	Really good- can actually see how it is applied in the industry
Frequency of workshops	About right. Prefer the face-to-face. Agree with making the face to face longer.
Length of sessions	
Networking and collaboration opportunities	<p>Suvir. –sharing work he’s been doing around shelf-life extension. Networking useful from a personal perspective.</p> <p>Quite easily pick up the phone to others there.</p> <p>MLA’s great.</p>
Was the information provided in workshops detailed and practical enough to help you understand the topic and apply learning?	Yes. Plenty of detail. The practical part of it is important. Some gave me more Aha moments. Business Case was good. The tools are especially valuable.
How would you describe the program?	The key part is the professional development because there aren’t people in the business who understand and drive innovation. Always had reasonable access to MLA, so it’s more about the PD. Networking
Has participation in the program and workshops helped you to think about how to change and innovate?	Yes. Aha moments...that’s what I need to be doing. Hearing about the Innovation Steering Committee for another organisation gave me the information I needed to take to the exec committee. In our roles we are trying to push an innovation culture and growth mindset in the business, the company is so BAU focused and the time’s not spent and innovation prioritised.
Has the program increased your confidence in leading innovation projects?	Definitely...the learnings and the tools to be able to implement.
What rating out of 10 would you give the program?	<b>8/10</b>
What outcome have you been most proud of in your time as a co-innovation manager? Explain	Getting the new job and the opportunity

What would you recommend improving the program?	Managing up. Maybe in the workshops spend time working on own strategy. Maybe getting co innovation managers to present and ask for help
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Brendan Elliot- Stanbroke

How would you rate the following aspects of the Co-Innovation program:	
Background	
Overall program structure	Great, but need to be able to focus, however have struggled to balance day job and co-innovation manager, so much going on at the plant, building a team. Focus is the new value add plant. But also support functions: People and skills plant wide Value add products Digital and data- modernizing reporting and making it visual Customers and marketing A good steppingstone for the changes. Gary was very good., would like more support from MLA
Relevancy and practicality of workshop content	The training helped immensely. It was very relevant for my position. It helped to justify the introduction of new things. Used the tools to explain and get the owner and exec team on board and had no rejections.
Value of workshop case studies	Really enjoyed the case studies Face to face work workshops were more effective. Easy to be distracted online
Frequency of workshops	Quarterly good
Length of sessions	Longer face to face would be good, shorter online
Networking and collaboration opportunities	The industry is siloed but found in the workshops people were much more open Suvir is very helpful and open
Was the information provided in workshops detailed and practical enough to help you understand the topic and apply learning?	Presentations were really good, very clear and to the point. Everyone engaged. I used the learning in my job. Pitched well from my situation
How would you describe the program?	A good steppingstone for change
Has participation in the program and workshops helped you to think about how to change and innovate?	Yes. It helped in how to interact with people, ways to liaise with people to get results, different styles of management
Has the program increased your confidence in leading innovation projects?	Yes, absolutely a successful project
What rating out of 10 would you give the program?	9.5/10- pretty close to perfect
What outcome have you been most proud of in your time as a co-innovation manager? Explain	Getting the new plant established, which has quadrupled in volume in 18 months.
What would you recommend to improve the program?	Longer face to face Support from co-innovation team in MLA
Sustainability	Focus of the next cycle- definitely on the horizon



Sophie Angus- Lambpro-Kinross	
How would you rate the following aspects of the Co-Innovation program:	
Background	<p>Worked with Kinross since 2022 on Lambpro. Seed stock business, breed rams, sell to clients who then produce lambs, and they sell them back...given them genetics and a market creating a premium lamb brand- markets in Asia and Australia and one brand in US and Canada.</p> <p>Implementing a similar grading system to GMP... And launching a new brand Kinross Station 7% Plus. Do service kills- contract processing. Focus on genetics, breeding and marketing.</p> <p><b>Goals of program:</b></p> <ul style="list-style-type: none"> <li>Integrating objective measurement</li> <li>Advance the breeding program and the traits for high quality lamb.</li> </ul> <p>The program has created a new role.</p>
Overall program structure	<p>Good</p> <p>Yes-quarterly check-ins and reports are a good opportunity to consolidate and plan for the future</p> <p>Good to network with other companies</p> <p>Feels like we were a very small fish in a very big pond ...very interesting to be in the room and hear what they have to say about everything.</p>
Relevancy and practicality of workshop content	Sometimes it takes me a bit to process. As a smaller operation it takes me a bit to work through the content and work out how to apply in my situation. I'm not leading others I'm leading myself.
Value of workshop case studies	It's good to hear what other areas of the supply chain are doing.
Frequency of workshops	Works well. I still haven't made it to a Brisbane workshop. Two online ones are good.
Length of sessions	Good
Networking and collaboration opportunities	Fantastic. Able to talk to Michelle from Gundagai as we have installed the same probe. Have been invited to GMP to have a look at how they are doing things.
Was the information provided in workshops detailed and practical enough to help you understand the topic and apply learning?	Definitely. The delivery, activities and examples are very helpful for thinking about how to apply the learning.
Has participation in the program and workshops helped you to think about how to change and innovate?	The way the workshops are run are very helpful for getting people to participate. Builds confidence.
Has the program increased your confidence in leading innovation projects?	Yes, the program has built my confidence
What rating out of 10 would you give the program?	9/10. A very rewarding program
What outcome have you been most proud of in your time as a co-innovation manager? Explain	Objective measurement of lambs and giving feedback. Client services is what I'm most proud of.
What would you recommend to improve the program?	Would like more updates from MLA- market information, research etc.

## 6.3 Appendix C – Summaries of interviews with co-innovation manager's manager

Tom Bull-Kinross

Questions	Answer
Details about engagement with Co-Innovation program- Why? When? For what?	<p>Family farm. Started a genetics business in the early 2000's.</p> <p>New approach and helped to change the industry. Using MEQ technology to grade carcasses.</p> <p>Aim to introduce a culture of improvement and innovation using data. Helping producers to improve and innovate by providing feedback.</p> <p>Owner of Lambpro and Kinross station. 7 employees plus Sophie.</p> <p>We're taking a new approach, learning from what beef is doing.</p> <p>GMP is doing it as well.</p> <p>Data based classification and give feedback to producers.</p> <p>Produce lambs that haven't existed before. Replacing visual classification.</p>
Overall impact of the Co-Innovation Program for the company- number of projects, impact of projects- financial, social, environmental- (Template)	<p>Sophie has enabled the feedback, helping producers, formatting the feedback so it's easy to understand.</p> <p>This is a very green area. Her focus is how to assess technology and research, also look broadly at issues raised by the data which goes into making the product better and the producers make more money.</p>
Overall impact of co-innovation manager contribution-how it has impacted capability- knowledge, attitude, skills, aspiration? (Template)	<p>For our clients the impact has been significant. Stable pricing, technology operational- extra money for producers</p> <p>New products, markets, and improved efficiency.</p> <p>Understanding the variables of what drives meat quality. You can control the variables before the lamb is born.</p> <p>Improved innovation capability among producers. Without a doubt it has improved also among our staff.</p> <p>Cultural change.</p> <p>Theres a lot of mental health issues, Having direct connection between producer and market is very beneficial for mental health.</p> <p>Innovate or stagnate.</p> <p>Environmental initiatives: Soil measurement</p> <p>Carbon benchmarking</p> <p>Animal welfare certification</p>
Impact and nature of MLA contribution other than financial	Good relationship with MLA- want to improve it with more interaction.
What are your plans for innovation? Where to from here?	Consumer focus. Adapting to consumer needs and expectations.
Would you have completed the activities without a co-innovation manager:	<p>Yes, but not as quickly or effectively.</p> <p>Tin pot in terms of having enough capital to do it. The funding has been very important- 100%,</p> <p>Also, information from MLA- a lot of input from technologies, research, via MLA and also Sophies assessment of research and data.</p>

Stuart Johnson-Paraway

Questions	Answer
Details about engagement with Co-Innovation program- Why? When? For what?	<p>Was in a different role when we signed up.</p> <p>Paraway is big levy payer, and our stakeholders were looking for us to come up with a net zero plan. Trying to solve something for the industry together with MLA. Trying to do something good for us and the industry.</p> <p>Money was beneficial but not the main driver.</p> <p>Focus on net zero – to determine baselines.</p> <p>Some projects funded internally and some by MLA.</p> <p>A few projects were on the stations- “truthing up” some of our assumptions.</p> <p>We now know more than we did before- a good education process.</p> <p>We have strengthened relationships with MLA which is good. Would like more structured get togethers with MLA in the future. Different levels of conversation with MLA</p>
Overall impact of the Co-Innovation Program for the company- number of projects, impact of projects- financial, social, environmental- (Template)	<p>There is definitely evidence of impact on the social side. Can demonstrate improved capability among staff</p> <p>5 or 6 environmental projects.</p> <p>2 soils carbon projects,</p>
Overall impact of co-innovation manager contribution-how it has impacted capability- knowledge, attitude, skills, aspiration? (Template)	Focused on CN 30 innovation and therefore lifted the capability in the business.
Impact and nature of MLA contribution other than financial	<p>No other impact.</p> <p>The PD program might have had an impact, but difficult to specify exactly, because Paul has been on a lot of other activities and programs.</p>
What are your plans for innovation? Where to from here?	<p>Safety- supervising safety practices- elevating young people into supervision position, they need training. Work with horses, cattle and people.</p> <p>Cost of production- productivity</p> <p>Wellness- mental health in the agriculture industry.</p>
Would you have completed the activities without a co-innovation manager:	<p>Wage subsidy had a component.</p> <p>Yes, would have done it anyway.</p>

Jordan McIntyre and Suvir Salins-RROA

Questions	
Details about engagement with Co-Innovation program- Why? When? For what?	<p>The program started six years ago and was a response to the need to keep the facility running and to stay at the forefront of technology. Looking for relationships and a desire to continue to lead in technology. The program aimed to connect the value chain from end to end, leveraging the data and research from the facility. RROA started as a joint venture and ended with direct ownership by Coles and has been a positive experience. The first retail manufacturing facility... but now there are four.</p>
Overall impact of the Co-Innovation Program for the company- number of projects, impact of projects- financial, social, environmental-(Template)	<p>The program was instrumental in accelerating projects by up to 12 months and enabling the implementation of innovative technologies that wouldn't have been possible without it. The program allowed for an agile approach to project management, enabling quicker testing and implementation of new ideas.</p> <p>"From my perspective...A lot of the innovative technologies wouldn't have got off the ground without MLA support, specifically the Co-Innovation manager because to have the dedicated time to put together the business case, the proof of concept and pilot programs- the only way we were going to fund that was through the co-innovation program if we didn't have that we wouldn't have had the dedicated resource to do those programs to launch that project. Unless it was a program that was going to definitely going to happen and Coles had put the business case together- the water jet trimmer, looking for plastic, the digital dashboards weren't on anyone's radar and wouldn't have been pushed." (Suvir)</p> <p>Even if some of the projects had happened, it wouldn't have been with the speed. A difficult cash flow and approval process to be able to budget for innovation and dedicate a pool of funding. They would have been in the next financial year. We were able to accelerate initiatives, prove the concept and learn the quickly and overall reduced the end state spend because we could learn from iteration.</p> <p>Either the project wouldn't have happened, or we have reduced time and budget.</p> <p>We did 158 new product launches, 89 new initiatives with 5-6 funded projects over the three years. An uplift of 180 tons of red meat over the 3 years.</p> <p>Wish to continue to the workshops for learning and networking. Would also like to continue co-innovation program – it facilitates getting the MDC funding.</p>
Overall impact of co-innovation manager contribution-how it has impacted capability- knowledge, attitude, skills, aspiration? (Template)	<p>The co-innovation management team is a resource for other teams, facilitating collaboration and sharing of knowledge. The Faster Fresher Flows project aimed to streamline the order-to-delivery process through technology and digital innovation. The project involved bringing together different groups to develop a customised solution for the red meat industry, which was then made easily modifiable for others.</p> <p>The success of their RFID project, which is being used as a case study for other industries. RFID technology allows for real-time inventory data tracking without the need for line-of-sight scanning, providing transparency and quick reporting throughout the supply chain. They also discussed the potential for this technology to improve traceability</p>

	<p>and reduce theft. Worked collaboratively with a range of vendors to customise and then made available to suppliers. We were the first processor to evaluate the RFID system.</p> <p>Collaboration in general, with other teams. License free technology available to the industry without IP incumbrance. This one is customised to the red meat industry. Got learnings out of which helped us improve Coles systems- blend outcomes from silos- standardise. Lifted the process across the board.</p> <p>Awareness of innovation in manufacturing in general and partnerships and sharing with others in the red meat industry in the interests of making Coles processes more efficient.</p> <p>Always thinking collaboratively and reaching out to other teams. They reach out to us to find people in the industry to solve the problem beyond red meat, approached by other business units from florists, fruit and veg. Every different sector. We organise tech breakfasts for different business units.</p>
Impact and nature of MLA contribution other than financial	The program's effectiveness in providing a structured approach to innovation, including funding, professional development, and industry partnerships. MLA is very visible.
What are your plans for innovation? Where to from here?	<p>We always have a pipeline of projects, and we look for funding when there is an R&amp;D component. Coles has been a first mover and specifically in the red meat industry in RFID. (a pilot project allows us to explore possible use cases). Globally people like Tesco are looking at Coles.</p> <p>Without the Co-Innovation program, there may be an impact. We're trying to find some capacity to continue to innovate. Makes it so much harder to spend time on relationships, the building, the experimentation, the blue-sky stuff. There's been a step change now that Suvir has been put on BAU projects, rather than the trials. If something's not been funded, it won't happen.</p> <p>We want to use this information to tell a great story internally</p>
Would you have completed the activities without a co-innovation manager:	<p>Not all and not as quickly</p> <p>A whole subset not at all, another subset not as quickly or as well.</p>

## Naomi Leahy-Argyle Food Group

Questions	Answers
<p>Details about engagement with Co-Innovation program- Why? When? For what?</p>	<p>2017- focus on processing. Business changed to supply management. 90% exported to US. Regenerative beef-grass fed is a small section of their market but potentially massive for Australia.</p> <p>Last 18 months, hired a local in the USA to build the market.</p> <p>This cycle started in 2020- now more supply chain management- paddock to plate.</p> <p>Vertically integrated, outsource the processing and buy in the livestock</p> <p>Land as an asset – alternative revenue sources</p> <p>Very much focused on farm. Started in 2020 with the intention of jump on the opportunity of carbon credits, but it was too early. Contradictory advice.</p> <p>How do we create opportunity in the carbon market with a focus on practicability on farm? Windfarms, biodiversity, growing trees</p> <p>Evolved over time, registering carbon projects, alongside growing beef.</p> <p>Mitigating the risk of farming alternative revenue streams. Balancing environmental and livestock- how to farm sustainable and be profitable?</p> <p>Had to ask more basic and challenging questions- Is it sustainable to have livestock? How do you justify grazing? How do we justify marketing sustainability?</p> <p>The role of the Co-Innovation manager allowed us to focus on it- it's very complex and takes a lot of time to research. It's very easy to be distracted by the day-to-day issues. The Co-Innovation program allowed us to maintain focus- even during the livestock crash last year and other challenges. We wouldn't have been able to do it. The Co Innovation program meant that we didn't let go of all the work, even if our focus shifted to the livestock crash, from the highest it's ever been (and overvalued) to -70.</p>
<p>Overall impact of the Co-Innovation Program for the company- number of projects, impact of projects- financial, social, environmental-(Template)</p>	<p>Sam is the co-innovation manager – a Masters in Sustainability but no previous agricultural experience. Hard to find the right person with the ability to be both be adaptive and not get bored. Initially tried to get a senior- absence of people- wanted someone who was passionate about the business. Chose Sam- couldn't get anyone better- very intelligent and wanted to learn. Wanted to be hands-on in the carbon space and agriculture.</p> <p>He's very good at self-teaching.</p> <p>He is moving to a company which Lachie is invested in – a land investment company- to utilise the research done in the company. They buy land and then develop it to be sustainable.</p> <p>Those who have cattle on the land, have a supply chain pathway through Argyle- a supply chain business- help suppliers comply with US requirements- buy the cattle, process them through an outsourced processor, the market and transport them to the US.</p> <p>Sam's focus was to identify all the things a farm needs to do to be actually sustainable and test on Argyle's livestock and Lachie's properties- a test bed for how we were going to define sustainability for the broader supply chain...developing and registering soil carbon projects, biodiversity, all the broader things we can do on farm to justify to our customer that we are sustainable.</p> <p>Justification- the world needs to produce food, all agriculture produces emissions, we need to find ways to be more sustainable, livestock is really important for capturing carbon, you need a growing plant, keeping the plant growing keeps sequestering carbon (to a certain point). You can't graze the way we used to, have to keep plants in the ground. Important for soil health to have livestock and our focus is grass fed.</p>

Overall impact of co-innovation manager contribution-how it has impacted capability-knowledge, attitude, skills, aspiration? (Template)	<p>There have been impacts- (see template)</p> <p>Definitely helped with decision making. Fed evidence and data into the decision-making process. When we had different views, Sam could clarify through research.</p> <p>Industry was telling us that we could be carbon neutral (CN30), when I could see that it wasn't possible, for example put CN on marketing. Sam was able to provide clear evidence-based advice. Key information came from Sam that was critical to our success on farm and marketing.</p> <p>We wouldn't have employed someone in that role without the co-innovation program. It would have been hard to justify ... his work is long term and can't see the immediate impact. Especially when our cash flow was decimated overnight, last year.</p> <p>Have just updated standards for regenerative grazing and waiting for approval from Ausmeat.</p>
Impact and nature of MLA contribution other than financial	<p>Definitely for someone like Sam, the workshops and development were really good- helped in develop skills he needed. He learned about the industry more broadly- helped him understand the bigger picture.</p> <p>The development program helps us to keep in contact with MLA, builds the relationship.</p> <p>Our final report has been well received. Wanted MLA to know the real commercial barriers so put everything in the report.</p> <p>Our focus was land as an asset and included, for example, wind farms.</p> <p>Others focused on soil research and methane, which we did as well. Sam spent a lot of time looking at what can be done now, and found nothing was available for grass fed now. Solar doesn't stack up as well.</p> <p>Improvements:</p> <p>Farm and processor visits for co-innovation managers would be useful. Co-innovation managers aren't across the whole industry and first-hand experience would be very helpful. E.g.: When people actually visit Hill View and see the benefits that wind farms will bring, it hard to argue against it.</p> <p>Perhaps more engagement with MLA project managers- up to MLA to assess the relative benefits of investing in this.</p>
What are your plans for innovation? Where to from here?	<p>Applied the research results to livestock and properties owned by Argyle and Lachie. Intend to advise the land company about how to develop land sustainably.</p> <p>If we had to figure out how to become carbon neutral, we would require someone in the Argyle team</p>
Would you have completed the activities without a co-innovation manager:	Yes, but definitely not as quickly or as well- not as well informed.

Johann Mocke-Kilcoy

Questions	Answers
Details about engagement with Co-Innovation program- Why? When? For what?	<p>Just three months in the job. Been in the meat processing industry for quite a few years in South Africa...chicken, beef and lamb.</p> <p>Some of the projects are close to adding commercial value. None are profitable at this stage. We need to create new markets because it's innovation. A lot of work to work up a robust commercial model.</p> <p>Co-Innovation Program absorbs the blow initially and takes away a lot of the risk. If it wasn't for co-funding, we'd stick to what we know and what we're good at and not venture too far. It allows you to take a blue-sky approach. It's a major driver for innovation and trying new things.</p> <p>Ben's moved on to a promotion (previous co innovation manager) he's done very well.</p> <p>Background- marketing, sales development for multinational. Focus on improvement.</p>
Overall impact of the Co-Innovation Program for the company- number of projects, impact of projects- financial, social, environmental- (Template)	<p>The exposure that Maya has had through the program and the workshops has allowed her to structure her approach to innovation. It doesn't just remain as an idea...concrete steps into achieving it.</p> <p>Programs with MLA:</p> <p>Nutraceuticals</p> <p>Tallow</p> <p>Acoustic dehydration of bones- literally infant stages, a lot of work to decide if viable. Not in Australia at all, in the Netherlands</p> <p>The approach, (the workshops is very good. It would be tough to increase the frequency without impacting the day job of the Co-Innovation manager</p>
Overall impact of co-innovation manager contribution-how it has impacted capability- knowledge, attitude, skills, aspiration? (Template)	<p>Maya has applied her learning over the last three months...simplified initiatives into bite sized chunks which are achievable.</p> <p>Some of the figures aren't quantified yet.</p> <p>There is massive value in the program which may not yet be measurable in output yet, but on inputs it is.</p> <p>Adds value to an offal which is great for animal and human nutrition.</p> <p>Adding value to a low value product. We want to add value to every part of the carcass and be sustainable and lessen the impact on the environment.</p> <p>We have bio plants- certified, as Carbon Neutral at 3 plants because of biogas, renewable energies, adding value to low value products...every part of the carcass</p> <p>Similar thing with tallow</p> <p>Wagyu tallow- premium product.</p> <p>Certain elements are supported by MLA.</p> <p>Definitely lifting the capability across all her projects. A resource for others in her division...sales.</p> <p>People are proud of innovation- we've had some very good wins, and you get buy-in, particularly carbon neutral certification.</p>
Impact and nature of MLA contribution other than financial	<p>I've been in the industry for many years, in other countries, and I've been amazed by a government agency that is as interested and helpful and leading the way in the industry. I've never experienced anything like this.</p> <p>For example, Information sharing and the research they do.</p> <p>Could go to the website and find the information I needed to understand the local industry.</p> <p>Amount of detail and updating is great.</p> <p>No other country comes close.</p>



	<p>They are leading the industry in the nation.</p> <p>There are no hidden agendas. They want us to succeed and grow.</p> <p>Shared learnings from other companies help us.</p>
What are your plans for innovation? Where to from here?	<p>Role of Strategic Project Manager to consolidate the projects with an efficient focus. Maya only works on one of the projects, and don't have a co-innovation manager on other projects.</p> <p>Kilcoy wants to be on the edge.</p> <p>Making sure that whatever we do is achievable and can be done within our structures.</p> <p>We also want to grow the industry,</p> <p>My role is to embed the initiatives. Get 3 projects over the line. Maybe others in the future.</p> <p>First big order from USA. Success brings success and builds confidence.</p> <p>Looking to do the same with wagyu tallow- processed fat – great frying medium for premium dishes...good fats, microbials, but very expensive, in the process of carving out a niche market to achieve a balance between commercially viable quantities and the market. Established in other countries but not in Australia. The product is very expensive. A very luxurious product. Wagyu tallow is better than plant-based oils in terms of cholesterol—good fats similar to avocado.</p>
Would you have completed the activities without a co-innovation manager:	<p>It makes the decision much simpler. It absorbs the blow. The projects right now are environmentally friendly. It drives the future we want to be proud of. Whether you'd risk taking the step without the assistance or whether you put it off until tomorrow, I think you'd put it off until tomorrow.</p> <p>The projects were implemented sooner because of it.</p> <p>Yes, but might have delayed and not as comprehensively.</p>

## Will Barton-GMP

Questions	Answer
Details about engagement with Co-Innovation program- Why? When? For what?	<p>Always been open to Innovation-attitudinally</p> <p>Acknowledgement by the business that we needed internal support to maintain investment in technologies like DEXA and MEQ probe</p> <p>Identified Michelle and went looking for funds to support the role</p> <p>Employed Michelle in 2018</p> <p>As CEO, didn't have the bandwidth personally to enable adoption of the sortation technology, RFID hook tracking DEXA and needed someone to focus on it to see it reach its full potential- integrating the science with the reality</p> <p>Michelle brought experience with sheep CRC exposed to a lot of relevant experience, PhD in animal health and science- passion for the industry</p> <p>GMP- 60% toll processing – fee for service for Coles</p> <p>10% for Hewitt Cattle Australia's lamb program</p> <p>30% for our own trade, of which 50% is Gundagai Lamb the brand.</p>
Overall impact of the Co-Innovation Program for the company- number of projects, impact of projects- financial, social, environmental-(Template)	<p>Michelle has been responsible for launching Gundagai Lamb the brand, and GLQ5+ (Premium product) specifically- additional sales revenue from GLQ5+ over the last three years is \$1.3 million from zero- from \$26,000.00 in year 1 to \$950,000 in the third year with extensive global market</p> <p>Attributing her role is subjective. "Could say that without Michelle we wouldn't have done any of it."</p> <p>Adopting and commercialising research from over 25 years to launch a high-quality brand which Michelle is responsible for.</p>
Overall impact of co-innovation manager contribution-how it has impacted capability- knowledge, attitude, skills, aspiration? (Template)	<p>Every week we get specific technical questions...what would happen if, why... would it be better, what ...?and we go to Michelle- what's the research tell us? She'll use her academic network to find the answer. Her ability to read a scientific paper, to distinguish between fact and opinion, collate the data, find the right research and people- capability and network has allowed us to adopt and commercialise research that already exists. She understands our commercial imperatives and strategic objectives, e.g., helping producers understand the importance of nutrition and help the company.</p> <p>The Co-Innovation meetings connect her to other people doing innovation. A good co-innovation manager is the one who can straddle two worlds of commerce/enthusiasm and also evidence/ rigour. Nerdy research into real world outcomes.</p> <p>The role of co-innovation manager can be quite isolating in a small business. Important that they have a network</p>
Impact and nature of MLA contribution other than financial	<p>25 years of research</p> <p>Couldn't afford the quality of Michelle without 50% support funding- as a relatively small company</p>
What are your plans for innovation? Where to from here?	Innovation remains a priority. Have re-contracted with the Co-Innovation program.
Would you have completed the activities without a co-innovation manager:	<p>No</p> <p>If we didn't have funding, we'd still have Michelle, but her job would be different, only 10-20% of her time would be spent on</p>

	<p>innovation capability. It would be a luxury and she'd be doing more value-added tasks. Without the funding there's be more pressure from Board and leadership team without funding. Hard to quantify her contribution...would have got there but it would have been slower.</p> <p>Her leading our value-based marketing has unlocked education and bonuses for producers. Enormous upskilling for producers. We pay a bonus if they can meet quality objectives which incentivizes them. The \$2 million in bonuses in last two years because of support and facilitation from Michelle.</p>
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## Des Woolfield- ACC

Questions	Answers
Details about engagement with Co-Innovation program- Why? When? For what?	<p>Been with ACC for three years, Chief Technology Officer. IT, systems and R&amp;D functions. Not been a participant...more big picture perspective.</p> <p>ACC engagement ambition is multi-faceted- using funding for the roles around research opportunities. Rather than getting people with academic background, picking up good people internally with practical, operational industry skills and exposing them to research methods and innovation. Have promoted Tom building capability within organisation in research.</p> <p>This program is a good opportunity to develop the business improvement skills and possibly research.</p> <p>Focus: feedlot partnership and innovation centre for 3 years- co-solving problems with MLA for the wider benefit of industry as well as beneficial for ACC. Bringing in university and research centres. Working well for us and MLA. Problems include- sustainability, methane reduction, using camera technology. 6 months in.</p> <p>Joel's focus is sustainability and Paul's is everything to do with food processing- from slaughter to retail ready.</p>
Overall impact of the Co-Innovation Program for the company- number of projects, impact of projects- financial, social, environmental- (Template)	<p>How do we grow the people in our business to be well rounds to drive innovation?</p> <p>Suggest the need to bundle all the workshop materials for innovation managers...e-learning, manual.</p> <p>Exposure to innovation projects builds capability.</p> <p>Agri industry has certain constraints that have held us back.</p> <p>We're now at a point that there's a lot of appetite for innovation.</p> <p>There's a generation change in which we moved from gut feel decision making to data led decision making,</p> <p>Opportunity to be more agile, and work on short term experimentation, proof of concept projects.</p> <p>We work on things that a big scale. Small scale ongoing innovation, short cycle, what does that tell you?</p> <p>Prove or disprove a hypothesis...more experimental</p>
Overall impact of co-innovation manager contribution-how it has impacted capability- knowledge, attitude, skills, aspiration? (Template)	See template
Impact and nature of MLA contribution other than financial	<p>Helpful</p> <p>3-year strategy road map, 12 monthly operating plan, work with others across MLA. Some of it falls into co-innovation manager. MLA can provide ideas, research and then we decide if it's in our interest areas.</p> <p>Don't get budget for internal R&amp;D. We have to be commercial and build a business case.</p> <p>Improvements: Small scale focus</p> <p>Packaging a syllabus – e learning modules, manual for new innovation managers.</p> <p>What I heard second hand- Tom and Claudia, the first time, had positive things to say, whereas Paul and Joel said the content was a bit repetitive.</p>
What are your plans for innovation? Where to from here?	<p>No huge amounts of funding internally. Has to be commercially viable.</p> <p>Clear succinct view of what our problems are and share with MLA. Working more collaboratively ... keen to trial in the year ahead.</p>

	Understand where there's joint interest.
Would you have completed the activities without a co-innovation manager:	<p>Yes, but not as thoroughly. In some ways the co innovation program slows things down. It would have been scaled back a bit.</p> <p>We would have been a bit more focused if we were doing it alone.</p> <p>The co-innovation manager means that the outcomes are more broadly applicable.</p>

Andrew Simpson-Bindaree

Questions	Answer
Details about engagement with Co-Innovation program- Why? When? For what?	Engaged 3 years ago. Integrated supply chain with a ready retail operation at the Gold Coast which serves Coles and Aldi- 22 years. Enhancing the system of the new products and process into customer accounts. Get the interlink between what we create and the up take. We see the commercial success within a week of delivery- instant
Overall impact of the Co-Innovation Program for the company- number of projects, impact of projects- financial, social, environmental- (Template)	The program aimed to streamline the supply chain process from order to delivery, enhance it, and test new components in the consumer world. The dedicated resource, Jo, had been instrumental in this process. The COIP underpins the security of the role- the financial support, interaction with like-minded colleagues, the ability to create and deliver something to the consumer. One of the few who can test case the whole supply chain, with full ownership of feedlot, factory, retail with customers like Coles and Aldi. Getting the right people into it and continue to add value to the red meat industry. We would have done it under our own auspices, good to see the industry getting behind these things. I've seen a lot of money misdirected and not into something as streamlined as this. This is real. It generates product, immediate feedback, continues to develop ideation at multiple levels and adds value. Absolutely targeted funding towards a tangible outcome.
Overall impact of co-innovation manager contribution-how it has impacted capability- knowledge, attitude, skills, aspiration? (Template)	Emphasised the program's role in talent retention and its financial underpinning. MLA's valuable resources and the importance of partnerships between MLA and commercial operators. The program is a partnership between idea generation and implementation, with the potential to quantify its value to the industry. Can definitely show impact. Absolutely lifted capability...have a team who can learn through Jo. The support from others is critical. Now have a team of 4 with plans to expand to focus on international markets. The team is instrumental on taking us on a journey. We also have internally funded projects. For MDC have to do something new, e.g packaging to reduce plastics...we're looking for international ideas and will look at that. A lot of work in sous vide pressure cooking in small pouches- breaks the muscle down and retain integrity of the meat. Have a duty to keep smart people. The professional development helps retention. The financial underpinning is nice, but the support lifts people into a new echelon. MLA has done us a service. Adding value to meat, which is a key KPI for MLA.
Impact and nature of MLA contribution other than financial	No doubt about it. MLA have a huge library of ideas and research...they need commercial operators to commercialise...co- dependent. This program is why it is working a partnership between the idea and implementation.
What are your plans for innovation? Where to from here?	We want to develop a much bigger team, increasing the asset structure, bringing on more team members. We are in an expansive stage at the moment. We need to demonstrate to customers that we are investing in innovation otherwise we lose the competitive edge. Adding a commercial manager for exports. Improvement: more hands-on relationship following through to the commercialisation understanding why its winning and losing. Can be done

	<p>collectively. Seeing MLA more on site would be good. The learning curve on both sides- share the office space.</p> <p>MLA needs to see what competitors are doing in the white meat industry. I'd rather see more money in this space (innovation capability) than marketing. I don't need MLA to market my brand, the customers do that. Money wasted on the "gilded area of marketing overseas".</p> <p>New Zealand does this better than us, they have a smaller budget but put it all into innovation capability.</p> <p>MLA is a wonderful organisation, better to put money into a smart house of IP rather than marketing. Need to show farmers how important innovation is. It comes down to packaging and appeal.</p> <p>We've got so much more to do in this space. We're a dinosaur – all of our cuts going out as primal. We don't want to be talking about primal, but instead ready meals.</p> <p>I'm a fan of MLA and would like to see more support like this. The retention of young people depends on it.</p>
Would you have completed the activities without a co-innovation manager:	Yes, but probably not as effectively. We've benefitted from diverse ideas and research from MLA. It's much more than the money.

## Andrew Shearer-Smith -Smithfield

Questions	Answers
Details about engagement with Co-Innovation program- Why? When? For what?	<p>Family business, feedlot established in 1980s. 2016 bought Sapphire feedlot and has grown significantly. More than doubled in the last six years. JBS biggest customer. Totally independent, not affiliated.</p> <p>110 employees, some casual.</p> <p>Introduced by Jason Strong, when he was MD. Spoke to Josh Whelan, 3 years ago.</p> <p>Why? Innovation is important. Want to be seen as professional.</p> <p>Looking a lot at data and analytics. – the low hanging fruit. Jono is the second Co-Innovation Manager- Rowan chapman was the first, and he got head hunted by Rio.</p> <p>Would not have employed anyone to focus on data and analytics- The subsidy and program was the catalyst for focus on innovation.</p>
Overall impact of the Co-Innovation Program for the company- number of projects, impact of projects- financial, social, environmental- (Template)	<p>Haven't been able to pinpoint a financial sum. The Co-in program and the work that they have done is helping to transform the company from a family owned with heavy dependence on paper manual data input to one that is highly automated and much more professional. Culturally it has had a tremendous impact on the company, able to share information more readily with more people. Helping us deal with transparency, helping us to communicate to our workers about what we want them to concentrate on. Have been challenges in terms of change management with employees who've been with us for 20 years it's been a significant transition from paper to technology.</p> <p><b>Efficiency</b></p> <p>We have created data portals for one of our customers and that is a value add and an opportunity, but we haven't rolled it out to all our customers. We've got automated reporting to suppliers. No dollar value, but we've increased efficiency, eliminated manual data entry, administrative efficiencies for sure. But we've not been able to reduce admin staff..</p> <p>We would have not employed Rowan without the program and we wouldn't have transformed the data and analytics. We've always had good metrics, but only a handful of people got access, now everyone has access. Also get great insights sooner rather than later. Also has accelerated access to real time data.</p>
Overall impact of co-innovation manager contribution-how it has impacted capability- knowledge, attitude, skills, aspiration? (Template)	<p>Increases due to value added. Improved reputation, perceived as a professional.</p> <p>Accelerated adoption, and more people have access to information and data, which presumably improves how people do their job. Access to insights helps reporting to customers and suppliers.</p> <p>Improved capability.</p> <p>We are a much more professional operation now because of the analytics and it's improved our reputation because we can display data. There are not a lot of feedlots who do what we do.</p>
Impact and nature of MLA contribution other than financial	<p>Jonathon values the program workshops and meeting people and learning from other companies.</p> <p>Has increased his capability. Gets enthused about what we are doing benchmarking with others.</p> <p>Commits a lot of time and energy to reports and meeting milestones.</p>
What are your plans for innovation? Where to from here?	<p>Going forward, Jono has been working with Jason on environmental issues such as use of worms, focus on sustainability, treatment of methane, and new methods, manure treatment, CN30 anti-microbial stewardship.</p> <p>Co innovation management has increased our focus on strategic innovation.</p>



Would you have completed the activities without a co-innovation manager:	No
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## **6.4 Appendix D - Template information against Triple Bottom Line KPIs**

## Stanbroke

To what extent did the co-innovation manager impact in the following areas as compared to not having a co-innovation manager?

KPIs	Measures	Result	Comment
<b>1. Financial – Return on Investment (ROI) comprising of:</b>			
New products, sales, value	% increase attributed	50%	Would contribute half of the new sales to deep diving into the possibilities of Value Adding beef
Increased margins from value adding	% increase attributed	200%	The new value add plant has grown by 4 times in the first full year of going live
Increased margins from efficiency	% increase attributed	95%	The new plant has been designed solely based on flexibility of process and efficiency in each line
<b>2. Social – Demonstrated evidence that the program investments accelerated innovation adoption:</b>			
Improved innovation capability among individuals	% increase attributed	90%	
Improved innovation capability at an organisational level	% increase attributed	90%	
Level of commitment to strategic focus on innovation in the future	% increase attributed	90%	This was one of the draw cards of the programme being able to apply focus to future innovation for the business.
<b>3. Environmental – improvements in environmental sustainability:</b>			
Number of initiatives	# over period	1	Reduction in packaging in Boning room due to conversion to thermoform packaging. This has reduced airy rate and also minimal plastic offcuts.
Nature and impact of the initiatives	# over period	1	
<b>4. A measure of the Co-Innovation Manager's contribution</b>			
Achievement of documented objectives	% over period	90%	
Attendance at MLA networking events and capability development program	% over period	95%	
Reporting completed	% over period	100%	

## RROA

To what extent did the co-innovation manager impact in the following areas as compared to not having a co-innovation manager?

KPI's (date of joining program.....)	Measures	Result	Comment
<b>1. Financial – Return on Investment (ROI) comprising of:</b>			
New products, sales, value	% increase attributed	26% increase	158 NPD launches, 180T uplift
Increased margins from value adding	% increase attributed	N/A	
Increased margins from efficiency	% increase attributed	18% deduction in conversion cost	(Cost/kg)
<b>2. Social – Demonstrated evidence that the program investments accelerated innovation adoption:</b>			
Improved innovation capability among individuals	% increase attributed	3 resources trained in innovation capabilities	
Improved innovation capability at an organisational level	% increase attributed	89 initiatives leading to five major projects	
Level of commitment to strategic focus on innovation in the future	% increase attributed	3 year strategic plan across 5 pillars co developed with the MLA	
<b>3. Environmental – improvements in environmental sustainability :</b>			
Number of initiatives	# over period	87.4% recyclable packaging, 45% renewable electricity sources, 36% emissions reductions, 86.7% solid waste diverted from landfill	
Nature and impact of the initiatives	# over period		
<b>4. A measure of the Co-Innovation Manager's contribution</b>			
Achievement of documented objectives	% over period	100%	
Attendance at MLA networking events and capability development program	% over period	100%	
Reporting completed	% over period	100%	

## Smithfield

To what extent did the co-innovation manager impact in the following areas as compared to not having a co-innovation manager?

KPI's	Measures	Result	Comment
<b>1. Financial – Return on Investment (ROI) comprising of:</b>			
New products, sales, External value-added (customers, suppliers)	\$ Value p.a.	Difficult to quantify	Helped shore up supplier contracts in being a preferred customer as well as delivering additional value to our customers and helping them achieve their objectives. It is difficult to put a value on customer satisfaction.
Increased margins from value adding	% increase attributed		
Increased margins from efficiency Internal value-added (productivity, cost savings)	\$ Value p.a.	\$106,236 p.a.	Helped lead to initiatives that saved over ~68.1 hours per week in time across the business. Using a conservative average wage of ~\$30/hour, this equated to \$106,236 p.a of productivity improvement.
<b>2. Social – Demonstrated evidence that the program investments accelerated innovation adoption:</b>			
Improved innovation capability in organisation	% increase attributed Qualitative score (1-5)	4.3	Overall, the business has benefited significantly from the introduction of innovation & technology across all operational areas. Surveyed key department managers (~20 responses) to give a score of 1-5 of whether innovation and technology has helped them in their daily work.
Level of commitment to strategic focus on innovation in the future	Qualitative commentary around Co-Innovation Program impact	N/A	The Co-Innovation Program enabled us to have a champion dedicated to innovation. This was critical in helping to facilitate projects that otherwise would have not proceeded, as operators are often too focussed on running the day to day of the business to dedicate time to execution of innovation projects.
<b>3. Environmental – improvements in environmental sustainability :</b>			
Number of major initiatives	# of initiatives, qualitative score (1-5) for impact of each initiative	5 initiatives	Over the program period, there were 5 major initiatives across areas that were a result of innovation and technology change.
Nature and impact of the initiatives	Average score of all major initiative impacts (1-5)	3.8	Over the program period, a qualitative assessment of the impact of each initiative was conducted (5 initiatives total). The average initiative impact score was 3.8/5, with impact defined as its impact ("contribution") to the value-added (either internal/external).

<b>3. Measure of Co-Innovation Manager's Contribution:</b>			
Achievement of documented objectives	% over period	100%	All documented objectives were completed during the innovation program.
Attendance at MLA networking events and capability development program	% over period	100%	The Co-Innovation Manager attended 100% of MLA quarterly meetings and program.
Reporting completed	% over period	100%	The Co-Innovation Manager completed 100% of all reporting requirements, in addition to a final report.

Paraway

To what extent did the co-innovation manager impact in the following areas as compared to not having a co-innovation manager?

KPI's (date of joining program...AUG 2022.....)	Measures	Result	Comment
<b>1. Financial – Return on Investment (ROI) comprising of:</b>			
New products, sales, value	% increase attributed	0	Carbon projects (apart from Beef herd) yet to produce ACCUs
Increased margins from value adding	% increase attributed	0	Out of scope
Increased margins from efficiency	% increase attributed	0	Out of scope
<b>2. Social – Demonstrated evidence that the program investments accelerated innovation adoption:</b>			
Improved innovation capability among individuals	% increase attributed		Co-innovation manager has developed significant skills in stakeholder management and communication
Improved innovation capability at an organisational level	% increase attributed		
Level of commitment to strategic focus on innovation in the future	% increase attributed		Hard to quantify, but recent strategic planning has reinforced ongoing commitment to innovation in reducing emissions and technology deployment
<b>3. Environmental – improvements in environmental sustainability :</b>			
Number of initiatives	# over period	17 initiatives	Focused on Emissions reduction, capacity building and productivity gains
Nature and impact of the initiatives	# over period		
<b>4. A measure of the Co-Innovation Manager's contribution</b>			
Achievement of documented objectives	% over period	100	
Attendance at MLA networking events and capability development program	% over period	0	Unable to attend as they always occur on the week when I am parenting and cannot travel

<b>Lambpro</b> <b>To what extent did the co-innovation manager impact in the following areas as compared to not having a co-innovation manager?</b>	
<b>Financial</b>	
<i>New Products, sales, values</i>	The co-innovation program has allowed us to establish 2 of our brands as leading lamb brands for quality. We have been able to continue to provide client services unlike any other ram stud in Australia, which has contributed to sales.
<i>Increased margins from value adding</i>	Carcase feedback provided under one of the project pillars has seen producers chase higher value rams. Additionally, through the project we have been able to implement objective measurement technology which has/will enable increased value adding/create new products (one of our ongoing and ever evolving project objectives is to implement objective measurement).
<i>increased margins from efficiency</i>	Using the data collected we have been able to adjust specifications for the brands which has lead to more efficient processes all round (e.g. clients being given a weight specification to manage the extreme weights & fat scores).
<b>Social - demonstrated evidence that the program investments accelerated innovation adoption</b>	
<i>Improved innovation capability among individuals</i>	We are seeing our client base continue to innovate the way that they breed and feed lambs due to the work of the co-innovation program. Feedback generated by the co-innovation manager has direct impact on breeding decisions and feeding methods. For example, in 2024, we supported a client trial a new feed supplement which pushed his IMF to a staggering 7.3% average (industry average is 4.2%).
<i>improved innovation capability at an organisation level</i>	Having a manager to focus solely on the brands and drive the day to day operations as well as the future growth has been pivotal to their current success.
<i>level of commitment to strategic focus on innovation in the future</i>	The existence of the brands and ever growing lambpro client services have come about due to the co-innovation program. There is a strong commitment to a future focus on innovation to continue these services and to grow them.
<b>Environmental - improvements in environmental sustainability</b>	
<i>Number of initiatives</i>	There have been two initiatives
<i>Nature and impact of the initiatives</i>	These initiatives have had an environmental / animal welfare focus. As a baseline requirement to supply lambs to our program, clients now have to be Global Animal Welfare accredited which is regarded as the gold standard for animal welfare in the United States (a big customer base of ours).
<b>Co-Innovation Managers Contribution</b>	
<i>Achievement of documented objectives</i>	The project is still ongoing, however progress has been made in all aspects of the project pillars.
<i>Attendance at MLA networking events and capability development program</i>	Attended all Sydney & online events. Brisbane events have always clashed with important work/travel commitments (e.g. client breakfasts – a crucial part of our client services).
<i>Reporting completed</i>	All milestones to date completed & submitted.



Kilcoy  
GMP

KPI's (date of joining program.....)	Measures	Result	Comment
<b>1. Financial – Return on Investment (ROI) comprising of:</b>			
New products, sales, value	% increase attributed	45%	Dedicated resource
Increased margins from value adding	% increase attributed	N/A	
Increased margins from efficiency	% increase attributed	N/A	
<b>2. Social – Demonstrated evidence that the program investments accelerated innovation adoption:</b>			
Improved innovation capability among individuals	% increase attributed	30%	Shared Learnings
Improved innovation capability at an organisational level	% increase attributed	5%	Diluted due to size
Level of commitment to strategic focus on innovation in the future	% increase attributed	40%	
<b>3. Environmental – improvements in environmental sustainability :</b>			
Number of initiatives	# over period	4 currently	
Nature and impact of the initiatives	# over period		Carbon neutral
<b>A measure of the Co-Innovation Manager's contribution</b>			
Achievement of documented objectives	% over period	40%	Work in progress
Attendance at MLA networking events and capability development program	% over period	100%	
Reporting completed	% over period	ongoing	

To what extent did the co-innovation manager impact in the following areas as compared to not having a co-innovation manager?

KPI's (Date of joining program.....)	Measures	Result	Comment
<b>1. Financial – Return on Investment (ROI) comprising of:</b>			This relates specifically to the new brand
New products, sales, value	% increase attributed	100%	But it's very rubbery Don't think we would have done it.
Increased margins from value adding	% increase attributed	100%	<b>If you accept the premise that without the co innovation manager none of it would have happened</b>
Increased margins from efficiency	% increase attributed	N/A	Not her focus
<b>2. Social – Demonstrated evidence that the program investments accelerated innovation adoption:</b>			
Improved innovation capability among individuals	% increase attributed	Significant	Without question. e.g. <b>managers in operations- their understanding of how trials work, importance of ensuring somethings working and reporting when it's not</b> Michelle has explained the details. e.g. To the surprise of visitors, the plant has a 99.9% read rate on RFID hooks. Other plants get 70-80%. We do it really well and one of the reasons is Michelle... <b>she has engaged with managers to help them understand the importance.</b> <b>Has trained juniors in data</b>
Improved innovation capability at an organisational level	% increase attributed	Significant	<b>Others in the org run ideas past her. She's a resource for innovation.</b> <b>Her advice is speedy, accurate and accelerates answers, rather than waiting for a response or finding the research themselves.</b> <b>Invaluable</b>
Level of commitment to strategic focus on innovation in the future	% increase attributed	Very high	Because of how Michelle has set them up for innovation. We could do it with a different person. But it would start a journey from the beginning, and it would take time. The Co-Innovation program takes pressure off innovative companies who are minded to doing this stuff but can't prioritise the operation cost of carrying someone in this role. It falls to the someone like me who must drag the company. <b>With the co innovation role it looks like good value and easy to get people to listen.</b> It sometimes looks like they're not doing much-in the early days –the outcomes aren't tangible. <b>The first three years were building block years. In the first three years the value proposition was not clear.</b>

<b>3. Environmental – improvements in environmental sustainability:</b>			
Number of initiatives	# 2	33%	Shared responsibility CEO, Michelle and Plant Manager Effluent- aerobic and anaerobic pond system. Lean meat yield- doesn't allow producers to over fatten animals. Uses limited land resources and wastes them.
Nature and impact of the initiatives	# over period	Successful	Irrigation Screening wastewater Reducing waste by managing lean meat yield. Don't reward excess fat.
<b>4. A measure of the Co-Innovation Manager's contribution</b>			
Achievement of documented objectives	% over period	100%	
Attendance at MLA networking events and capability development program	% over period	100%	
Reporting completed	% over period	100%	

Bindaree

To what extent did the co-innovation manager impact in the following areas as compared to not having a co-innovation manager?

KPI's	Measures	Result	Comment
<b>1. Financial – Return on Investment (ROI) comprising of:</b>			
New products, sales, value	% increase attributed	34%	Volume increase from Nov 22 (165MT/wk) to Dec 24 (240MT/wk) <ul style="list-style-type: none"> <li>- New customer (Coles)</li> <li>- New products (Hong Kong retail brand, Bone-in, Lamb, Sous Vide)</li> </ul>
Increased margins from value adding	% increase attributed	13.91%	Value Add products include: <ul style="list-style-type: none"> <li>- Sous vide</li> <li>- Marinated</li> <li>- Burger development in progress</li> </ul>
Increased margins from efficiency	% increase attributed	0%	Projects underway which will impact this number include: <ul style="list-style-type: none"> <li>- Crust tunnel for yield improvement</li> <li>- Nitrogen chilling of trim</li> <li>- Rinse and Chill tech – project on hold.</li> </ul>
<b>2. Social – Demonstrated evidence that the program investments accelerated innovation adoption:</b>			
Improved innovation capability among individuals	% increase attributed		Innovation Manager (IM) capability improvement. In Nov 24 IM role elevated to senior level with increased access and ability to influence.
Improved innovation capability at an organisational level	% increase attributed	0%	Not yet established.
Level of commitment to strategic focus on innovation in the future	% increase attributed		Senior Exec appointed to Chief Strategic Development role
<b>3. Environmental – improvements in environmental sustainability :</b>			

Number of initiatives	# over period	4 initiatives	<ul style="list-style-type: none"> <li>- Flow wrap packed mince</li> <li>- Packaging – recycled content</li> <li>- Packaging – Paper based</li> <li>- Collaboration with UQ Environment Management honours cohort</li> </ul>
Nature and impact of the initiatives	# over period	4	<p>Flow wrap launched (a first in Australia) – 70% less plastic</p> <p>Recycled content packaging launched - 60% recycled content average.</p> <p>Reports shared by UQ Cohort on</p> <ul style="list-style-type: none"> <li>- Paper based packaging</li> <li>- Innovative transport solutions</li> <li>- Improved biodiversity and wetland development at Inverell abattoir</li> </ul>
<b>4. A measure of the Co-Innovation Manager's contribution</b>			
Achievement of documented objectives	% over period	50%	With a further 30%, at 75% completion.
Attendance at MLA networking events and capability development program	% over period	100%	
Reporting completed	% over period	100%	

Argyle

To what extent did the co-innovation manager impact in the following areas as compared to not having a co-innovation manager?

KPI's	Measures	Result	Comment
<b>1. Financial – Return on Investment (ROI) comprising of:</b>			
New products, sales, value	% increase attributed	369%	Increase in value of red meat through regen brand
Increased margins from value adding	% increase attributed		
Increased margins from efficiency	% increase attributed		
<b>2. Social – Demonstrated evidence that the program investments accelerated innovation adoption:</b>			
Improved innovation capability among individuals	% increase attributed	1 new role dedicated to innovation	
Improved innovation capability at an organisational level	% increase attributed	100%	
Level of commitment to strategic focus on innovation in the future	% increase attributed	30% of dedicated role towards r&d	
<b>3. Environmental – improvements in environmental sustainability :</b>			
Number of initiatives	# over period	4	2 ERF Carbon Projects, Biodiversity site, UTAS Life cycle analysis
Nature and impact of the initiatives	# over period	1.7% baseline reading for soil carbon with 2% targeted increase. 190ha of biodiversity conservation established. Emissions intensity reported at 12.2kg CO <sub>2</sub> -e/kg LW.	

A measure of the Co-Innovation Manager's contribution			
Achievement of documented objectives	% over period	80%	
Attendance at MLA networking events and capability development program	% over period	All but one, attended virtually	
Reporting completed	% over period	100%	11 Milestone reports delivered

ACC

To what extent did the co-innovation manager impact in the following areas as compared to not having a co-innovation manager?

KPI's (date of joining program.....)	Measures	Result	Comment
<b>1. Financial – Return on Investment (ROI) comprising of:</b>			
New products, sales, value	% increase attributed	0%	
Increased margins from value adding	% increase attributed	0%	
Increased margins from efficiency	% increase attributed	0%	
<b>2. Social – Demonstrated evidence that the program investments accelerated innovation adoption:</b>			
Improved innovation capability among individuals	% increase attributed	20%	
Improved innovation capability at an organisational level	% increase attributed	20%	
Level of commitment to strategic focus on innovation in the future	% increase attributed	20%	
<b>3. Environmental – improvements in environmental sustainability :</b>			
Number of initiatives	# over period	5	
Nature and impact of the initiatives	# over period	2	
<b>4. A measure of the Co-Innovation Manager's contribution</b>			
Achievement of documented objectives	% over period	80%	
Attendance at MLA networking events and capability development program	% over period	80%	
Reporting completed	% over period	100%	



KPI's	Measures	Result	Comment
<b>1. Financial – Return on Investment (ROI) comprising of:</b>			
New products, sales, value	% increase attributed	369%	Increase in value of red meat through regen brand
Increased margins from value adding	% increase attributed		
Increased margins from efficiency	% increase attributed		
<b>2. Social – Demonstrated evidence that the program investments accelerated innovation adoption:</b>			
Improved innovation capability among individuals	% increase attributed	1 new role dedicated to innovation	
Improved innovation capability at an organisational level	% increase attributed	100%	
Level of commitment to strategic focus on innovation in the future	% increase attributed	30% of dedicated role towards r&d	
<b>3. Environmental – improvements in environmental sustainability :</b>			
Number of initiatives	# over period	4	2 ERF Carbon Projects, Biodiversity site, UTAS Life cycle analysis
Nature and impact of the initiatives	# over period	1.7% baseline reading for soil carbon with 2% targeted increase. 190ha of biodiversity conservation established. Emissions intensity reported at 12.2kg CO2-e/kg LW.	
<b>A measure of the Co-Innovation Manager's contribution</b>			

Achievement of documented objectives	% over period	80%	
Attendance at MLA networking events and capability development program	% over period	All but one, attended virtually	
Reporting completed	% over period	100%	11 Milestone reports delivered