

final report

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Executive summary

The overarching purpose of Farmers2Founders (F2F) is to deliver a unique program designed to attract and develop proactive, innovative Australian primary producers looking to create and scale agtech, food tech, and food new ventures, as well as becoming more confident and ready to adopt and meaningfully engage with agtech. F2F develops producer entrepreneurship and technology capabilities so they can solve critical industry challenges and successfully bring new agtech, food tech, and food concepts to the market.

During 2020-21 F2F successfully delivered the early-stage Ideas Program #3 (September-December 2020); Ideas Program #4 (March-June 2021); and Bootcamp Accelerator #2 (November 2020-June 2021). MLA supported two red meat participants in the Ideas Program and one in the Bootcamp Accelerator. In addition, F2F undertook a number of foundational activities which have supported ongoing growth across the agrifood tech and food innovation ecosystem.

Feedback from program participants was positive with producers reporting increased levels of capability and confidence to develop innovative ideas and new agrifood tech or value-adding ventures which deliver benefit back to their farming businesses and to the broader industry. A highlight has been the progress of the MLA Bootcamp sponsored team, Optiweigh, who increased sales and revenue by >130% in the 6 months of the program. They were also winner of the Producer Innovation Award and Beef Week in May 2021.

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1. Background

1.1 Purpose

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

Farmers2Founder is a cross-sectoral initiative supported by five RDCs: AgriFutures; Australian Wool Innovation; Grains Research & Development Corporation; and Wine Australia. In addition, we work closely with regional partners, industry associations, and producer groups to raise awareness and support producers in regional locations.

This Final Report details activities and outcomes of the 2nd year of the F2F initiatives with specific reference to the participation of Meat and Livestock Australia (MLA) as a key Industry Partner. It is noted that the entire period of activity in 2020-21 has been undertaken within the constraints of the ongoing COVID pandemic. This has resulted in 100% of programs being delivered virtually. As will be highlighted in the report, F2F has continued to refine and evolve our program model to ensure that all participants receive a positive and valuable experience as they grapple with the impact of this extreme global event on their businesses, their communities, and their own personal well-being.

1.2 Objectives

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

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

- Raise awareness of new career pathways in agriculture to attract new talent and retain young producers

During 2020-21 F2F provided the following services:

- All program design, content, and materials for two Ideas Programs and an expanded 26-week Bootcamp Accelerator Program
- Facilitators, coaches and an expanded mentor network (see details in appendices)
- Coordination and delivery of virtual workshops, online masterclasses, mentor-round robin events, office hours and 1:1 coaching sessions
- As COVID travel restrictions have eased, attendance at face-to-face events to raise awareness amongst producers of the opportunities to be involved. These have included: Northern Australia Food Futures Conference, Darwin (where F2F assisted AgriFutures to showcase emerging industry participants); Young Farmer Business Forum, Dubbo; and Tropical Innovation Festival, Cairns.
- Outreach and promotional support in collaboration with Industry Partners (see details of recruitment activities in appendices)
- Extensive digital presence (see social media data in appendices)
- Coordination of two Industry Advisory Board meetings and provision of regular updates to Industry Partners
- Ongoing evaluation of program impact and sharing of insights

1.3 Scope of MLA Support

During 2020-21, MLA contributed to:

- Foundational activities which included: development and delivery of cross-sectoral virtual workshops and masterclasses; continuous recruitment initiatives including regular office hours for prospective participants; outreach to regional innovation hubs and industry bodies eg ANFAB; and F2F participation in face-to-face events to increase awareness amongst producers of opportunities.
- Ongoing support for previous F2F alumni
- Extensive recruitment activities targeted specifically to red meat industries. This resulted in an increase in both the number and quality of applications
- Support for two MLA sponsored participants in the Ideas Program
- Support for one MLA sponsored participants in the Bootcamp Accelerator Program
- Participation in two Industry Advisory Board meetings

2. Year 2 Activities

2.1 Programs

2.1.1 Ideas Program

F2F delivered two Ideas Programs during 2020-21: Ideas Program #3 (September-December 2020); and Ideas Program #4 (March-June 2021).

Recruitment

In collaboration with MLA, F2F developed a customised recruitment strategy for the Ideas Program, building on the insights from the pilot year and a focus on jointly identified strategic priorities including:

- Supporting MLA key priority areas
- Supporting new ventures that are addressing the opportunities presented by key 'megatrends' such as food scarcity, health, provenance, ethical value chains, environmental sustainability and transformative technologies
- Supporting the next generation of rural leaders and entrepreneurs

During 2020-21, F2F introduced the concept of 'continuous recruitment' which encouraged prospective participants to submit an Expression of Interest at any time and to book in a 20-minute office hours session with one of the F2F coaches to further refine their ideas and objectives. In the immediate six weeks prior to the start of each of the Ideas Programs, the active recruitment process included:

- Extensive database outreach to 'channel collaborators' to help co-promote
- Social media content plan and schedule
- Paid social media advertising over a 5-week period
- Development of targeted media kits for MLA which included co-branded posts
- F2F e-newsletter, blog articles and alumni interviews
- Virtual workshops/virtual pre-recorded information webinars
- PR opportunities

In addition to the above activities, a new online program was introduced as part of the recruitment process for Ideas Program #4 which provided each applicant with access to four self-paced modules. This also acted as a filter to select applicants into the program who were prepared to do the work. There was an 85% engagement in the online program from the 50+ applicants (although not all completed all 4 modules). Prior to final selection into the program, all successful applicants were required to complete the online program. Feedback on the online program was very positive and F2F have noted a positive impact on the ability of the successful participants in Ideas Program #4 including:

- Much more confident with new lean startup tools
- Able to move faster through the program
- High levels of compliance in key activities such as customer interviews

As a result of the efforts by both MLA and F2F, the recruitment process for the Ideas Programs was a success with 50+ applications received for each, 11 which were from MLA levied industries for Ideas Program #3 and 13 for Ideas Program #4.

Selection

Selection of final participants included shortlisting, interviews and input from MLA. Participants were selected based on:

Is the applicant working on an idea in a specific agrifood/fibre industry that is of interest to RDC and/or internal F2F team?

Is the applicant working on a novel agtech or foodtech solution that will address a challenge or opportunity for that specific industry sector? Or developing an innovative new value-added product in food, food ingredients, nutraceuticals or beauty/skin care? Or working on an idea for an innovative value chain or business model design?

Does the applicant appear to be a suitable candidate for an Ideas Program based on an initial assessment of:

- Passion and commitment to make the idea succeed?
- Focus on the idea (not necessary to be working on it F/T at this early stage)
- Demonstrated reasonable effort in completing application
- Relevant track record, experience and/or qualifications? Does the individual/team possess skills that will help to progress the idea forward?
- Do they seem coachable- did they say they are looking for coaching and mentoring in their application?

Does the idea demonstrate sufficient uniqueness and/or innovation?

Does the idea appear worthwhile to pursue?

Evidence could relate to:

- What proof of demand is there for this product/solution? Have they done any investigation work?
- No similar products/business model concepts in the market
- Clear value proposition expressed

- Does the idea show an opportunity to make a significant impact across a particular industry in terms of:
 - Environmental impacts
 - Positive impact on health and well-being
 - Positive economic impacts (regional development, new opportunities for revenue streams, employment etc)
- Does the idea align to strategic priorities of a specific RDC?

Program Design

The goals of the Ideas Program are to:

- Introduce tools and ways of thinking that are applicable to all new ventures
- Support participants to test their idea and determine if it is worth pursuing
- Develop a supportive peer network of like-minded producers that extends beyond the 12 weeks of the program

The program is structured to include:

- Pre-program onboarding during which participants are introduced to program digital collaboration tools including Slack and Google-Drive
- Intensive full day programs at kick-off and mid-term
- Weekly workshops, masterclasses, guest speakers, social events and individual coaching
- Goal setting and assigned tasks which unlock the \$3K grant funding subject to satisfactory performance
- For Ideas program #4 additional sprint and squad elements were introduced which accelerated progress and created strong bonds between participants

Topics covered in the Ideas Programs included:

Workshops

Customer discovery	Prototype development
Pitch practice	Introduction to Lean Canvas
Customer acquisition	Finding potential customers
Purchase tests	Channels & funnels

Masterclasses

Social Media Basics	Facebook Advertising
Value Chain mapping	LinkedIn
Business Models	Raising Finance: Intro
Content Strategy Session	Grant writing
Email Prospecting	Sales

Participants have ongoing access to a library of recorded masterclass, workshop and tutorial content via You-Tube.

Participant Feedback

A key objective of the F2F Ideas Program is to support producers to build new capabilities and confidence to continue to explore their idea as the basis for launching new business ventures in the future. The outcomes of the Ideas Program are expected to differ between individuals with several participants being able to make an informed decision to not pursue their idea further. However, the tools, resources and methodology implemented in the Ideas Program allows for participants to deploy these new skills and capabilities for future ideas and also back into the successful running of their farm businesses.

Exit feedback surveys for participants in Ideas Program #3 demonstrated a strong acceptance of customer discovery with 82% of participants undertaking 15+ interviews with different segments. Similarly, over 75% of Ideas Program #4 participants undertook 15+ interviews. Feedback surveys for both Ideas Program #3 and #4 also indicated a positive response (>50%) across 4 key outcomes with clear improvements due to the evolution of program design and delivery in Ideas Program #4.

Outcome	Ideas #3: Confidence level % post-program	Ideas #4: Confidence level % post-program
This program helped me to build confidence in the desirability of my new business	50%	75%

This program helped me to build my capabilities for new venture development	64%	65%
I will continue to develop my new venture with or without support from F2F	60%	82%
How likely are you to recommend this program to another producer wanting to develop a new venture?	85%	95%

In addition, qualitative feedback was captured from each team in both Ideas Program #3 and Ideas Program #4 and included:

- Majority of participants across both cohorts commented that they really valued the lean start up approach to de-risk the venture creation process and the customised and bespoke 1:1 business coaching. 100% of the Ideas Program #4 cohort agreed that the squad groups (a new initiative) were invaluable and that the accountability created through sprints was extremely important.
- Majority of participants found the tools and resources very useful and evolved their ideas significantly from where they started.
- The main challenges the teams faced were the availability of time to work on their business idea and some found the relatively fast pace of the program difficult. In particular, the back end of the program was felt to go very quickly and some have not been able to complete all activities. It is important to note that Farmers2Founders continues to work closely with program participants following the end of a program.

Insights

A key goal of F2F is to continue to improve and evolve the design of programs by responding to participant feedback. The following insights emerged during Ideas Program #3 and were incorporated into the delivery of Ideas Program #4:

1. Filtering applicants, continuous improvement

Farmers2Founders continues to evolve and improve the selection process in order to filter applicants across a broad range of criteria from uniqueness of idea; strategic alignment with RDC priorities; industry impact; and behavioural attributes. A key driver is to ensure that we select participants not only for the quality of their idea, but also and in some cases more importantly for their mindset. A core aspect and expectation of the program is for participants to learn new tools and ways of thinking that increases their personal toolkits in effectively operating both on farm and off farm businesses. Critical to the success of building a new venture is the passion and eagerness for

continuous learning, work ethic and adaptability of the potential founder. Whilst improvements were made in Ideas Program #3 a significant shift was deployed in Ideas Program #4 including:

- Development of an online course that was a pre-requisite for any finalist into the Ideas Program. This gave deeper insight into the individual in the quality of responses and uptake of activities.
- F2F Program Manager undertook weekly information sessions to onboard applicants onto the online course and gave the team an opportunity to meet and talk with every potential participant
- For the first time, F2F implemented a selection panel interview process for shortlisted applicants. This allowed for each F2F team member and RDC representatives to meet the participant face to face over zoom and ask targeted questions. The result was that we were able to undertake a deeper assessment of the individual and achieve clear alignment on the successful finalists. F2F has been extremely impressed by the quality of the Ideas Program #4 cohort.

2. Setting up for success and building commitment early

As noted, prior to the Ideas Program #4 we piloted an 'Introduction to Ideas' online course which was to both filter applicants during the selection process as well as introduce concepts and tools earlier. This online course was very successful in achieving an 85% uptake and completion by all producers who applied. Similarly, the online course was a pre-requisite for all finalists into the Ideas Program. This resulted in the acceleration of participant capabilities and confidence at the start of the program which allowed for a major shift in design including:

- Introduction of 5-day sprints which allowed participants to set clear, actionable goals each week that improved accountability. This was in response to different degrees of participant commitment in previous programs.
- Structured squads for entirety of program which brought complementary teams together to act as a close support network. Every fortnight squads had a 1-hour session to talk through their weekly plan and identify challenges that their squad could help with. This was particularly important with programs being delivered fully virtually throughout COVID-19.
- Due to the pre-program online course, tools were able to be delivered sooner in the program which allowed new content to be designed throughout including additional masterclasses.
- Introduction of pre-recorded releases of webinars allowed participants to learn at their own pace in a fortnightly cycle. This also responded to the desire for much more interactive and practical learning group sessions. This was achieved through fortnightly planning workshops which were structured in squads with a business coach guiding the discussion. It allowed for participants to come with detailed questions and work on their action plan for the following week.

3. Deeper RDC involvement

In response to our partners feedback the Ideas Program #4 implemented a number of opportunities for RDCs to participate in the design and delivery of the program. In particular, the following activities were undertaken:

- Very structured and detailed social media communications plan with internal RDC marketing representatives including: weekly social media assets, content strategy, detailed social media content calendar
- Pre-recorded information sessions and virtual check-ins throughout the program design phase with RDC partners
- Detailed selection process that allowed RDC partners to be involved sooner through selection panel interviews. This gave our partners the opportunity to meet and assess potential applicants rather than just through the application form.
- Organised meet and greets with sponsored RDC teams gave participants the opportunity to expand their network as well as a check-in with how teams were going through the program.

MLA sponsored participants in Ideas Program

Luke Chaplain, QLD

Luke Chaplain is a beef producer from Cloncurry, Queensland who applied to the program along with fellow beef producers Sarah and Fred Hughes. Their idea was to develop an unmanned aerial vehicle (UAV) for the movement of livestock.

The team applied to Ideas Program #3 to clearly define 'what is the problem' and 'what is the demand for their idea. Luke, Sarah and Fred identified an opportunity to explore an alternative to helicopter mustering in order to make the operations of mustering more efficient and cost effective. They highlighted that there would be demand from producers who are outlaying significant costs on contract mustering per year with additional benefits of reducing disruptions to herd management and safety, increasing flexibility of unexpected events and the offering of other services such as herd data collection.

Through the program, the team learnt how important customer discovery was in identifying new opportunities. As a result of their research, the team made a decision to pivot from an owner-operator model to a service proposition.

The team had started to explore a prototype prior to the program and had included numerous features they thought were important. Through the process implemented in the program, it encouraged the team to focus in on those design elements that were of most importance to their potential customers and not over-invest in features that were irrelevant. Luke also participated in MagTech Brisbane which allowed him to further explore new networks and potential partnerships.

"Being willing to pivot, adapt and change, F2F really encouraged this and showed me how not to bring too much emotion into it".

In the next three months, Luke has a goal to undertake over 40 customer interviews as well as setting up trials through strategic partnerships with MLA and a South Korean company. He is also looking to set up a growers' advisory group and within 12 months have a commercial drone business in operation.

Sophie Maurice, NSW

Sophie Maurice based in Sydney comes from a family of beef producers located in regional NSW. Sophie applied to Ideas Program #3 with an idea to develop a range of collagen powders and other supplements with a focus on improving health and wellness from the inside out.

Through exploring the use of bovine collagen, Sophie had a goal to create products that would benefit a specific age group of customers by offering an anti-ageing solution, supporting the growth and repair of hair, skin, nails, joints, ligaments and gut health. Sophie also highlighted the need to create more 'unisex' options to make collagen more accessible to men. Sophie joined the program to gain advice and knowledge on how to build a new business, get access to practical tools, guidance and support from industry experts.

Throughout the program, Sophie undertook upwards of 25 customer interviews which helped to define her 'early adopter' customer segment. Initially, Sophie believed that her target customers were women in a particular age bracket. However through her research she was able to pinpoint that it was actually specific problems, lifestyles and mindsets that collectively created a profile of this target segment. Her idea evolved to creating convenient, natural and 'dose' based solutions aligned to the individual's daily routine including morning and evening options.

At the end of the 3-month program, Sophie has established her website, a brand 'Daily Glow' and learnt how to run paid advertising campaigns to test different value propositions with her target audience. Her plan from here is to conduct customer interviews with other potential customer segments (such as men), run a series of purchase tests and brand awareness ads and develop a product prototype by end of March 2021. She has set a goal to launch her first product by June this year.

"Farmers2Founders is a truly valuable program to help you build the confidence with your own business/product idea. It guides you through a step-to-step process that you will be able to use for this idea and the next."

Georgina Baker, NSW

Georgina is an organic beef producer from Bellingen in northern NSW. She had recently started branding her product and selling a range of cuts directly to consumers. She was typically selling one carcass per month and was relying on word of mouth to acquire customers.

Georgina came into Ideas Program #4 with an idea to develop value-added products that would appeal to health-conscious consumers and at the same time capture more value for her farming business. In parallel, Georgina had also identified an opportunity to develop an agritourism business that would provide consumer experiences and met their needs to connect more directly with the source of their food. She recognised that to build a successful business she would need to build her understanding of product development and food safety standards as well as how to market her products directly to consumers.

During the program Georgina undertook multiple customer interviews with current customers of her beef boxes; new consumers in her targeted segments; and B2B customers (retail and restaurants) to uncover painpoints that would inform her product development. In parallel, she started work on her value chain capability by building more structured relationships with a butcher (carcase breakdown and sausages) and a chef (new value-added products such as beef pate). A significant initiative has been the development of a carcase utilisation model that has provided Georgina with the confidence that she will be able to increase revenue by >250% per animal.

Testing and implementing this model will be Georgina's focus over the next 12 months: developing new products; undertaking purchase tests with consumers; ensuring she has value chain partners that ensure she has a secure and safe food production system; understanding costs and achieving efficiencies that increase margins and profitability. In addition, she will continue to refine her sales and marketing strategy that includes developing her website and branding and building a strong social media presence.

The Ideas Program has given me the resources and confidence to set out and take a few more steps in the direction of setting up my new idea. It was practical and relevant and the networks and contacts were invaluable. I loved it!"

Craig Bowes, NSW

Craig and his wife, Dee Wilkes-Bowes, are cattle and sheep farmers in Naradhan, NSW. Dee has a farming background and over 20 years of experience working for farming and trade organisations, while Craig's background is in software development, in particular website and mobile development for agtech companies.

Craig and Dee practice rotational grazing and, after moving to a farm that was new to them, knew they needed to improve the pastures and soil health. To do so, they started to monitor different paddocks. However, without tools to help make regular monitoring more efficient, they found themselves continually missing or losing paddock updates. This experience led to the idea for "Monitor," a tool to assist with the capture and analysis of grazing monitoring site information to help farmers improve pastures, ground cover and soil health based on monitoring the impact of farming practices over time.

Craig applied to Ideas Program #4 to develop Monitor with an initial focus on capturing images with an in-situ time lapse camera. Images from the camera would then be automatically uploaded via hotspot Wi-Fi to a mobile app, which farmers could use to make decisions around stock movements, infrastructure, inputs, etc.

After conducting interviews with over 15 potential customers, Craig realised several things that have impacted his vision for Monitor. Importantly, most growers do not want additional hardware products. Instead, they are interested in software tools that can help them get more value out of the

hardware they already have, such as drones, go pros, and other cameras. Another key insight for Craig has been the importance of having a prototype. While having conversations and doing customer discovery has been helpful to evolve the idea, all the growers he spoke with were keen to see the app “in action.”

Given Craig’s background in software development, he’s excited to begin building out the prototype and testing beta users to collect feedback. Craig will be building out his software prototype and testing various hardware products against it. He’ll also be working with trial users to get their feedback, and hopefully get them to pay for the app.

“If you have an idea and are not sure if it’s a good one then the F2F ideas program can help you determine if it’s worth pursuing or changing to meet the needs of your customers”

2.1.2 Accelerator Bootcamp Program

In 2020-21, F2F designed and delivered a new 26-week Bootcamp Accelerator Program which commenced in November 2020 and concluded with a presentation to Industry Partners on 8 June 2021. Bootcamp participants have been invited to participate in face-to-face events in Adelaide at the end of July to coincide with the AdvanceAG conference. This will include pitch opportunities with investors and customers as well as networking with the wider agrifood tech community.

Recruitment

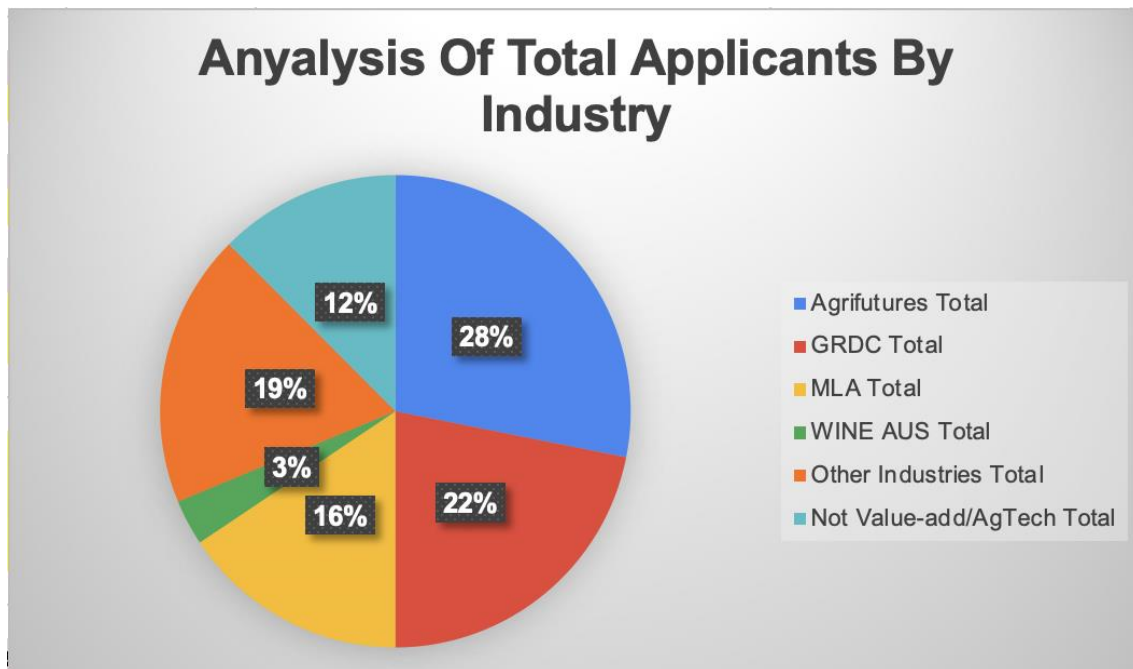
The recruitment process involved multiple steps, the first being applicants to complete and submit an application form containing information about their personal background, team members, business idea, unique value proposition, revenue streams and 5-year plan. Eligible applicants progressed to the next step, being an interview with the F2F team via phone. Feedback was requested from the RDCs, and following an evaluation session by the F2F team, successful applicants were selected and notified.

During the selection process, applicants were rated on the following criteria:

	Criteria	Evidence	Rating
Eligibility	<ul style="list-style-type: none"> · Eligible team – includes producer in relevant industry · Agtech, foodtech, value-add 		Yes/no
Innovation/ Idea	<ul style="list-style-type: none"> · Unique/differentiated 	<ul style="list-style-type: none"> · Compelling point of difference 	Out of 5

Potential for scale/impact	<ul style="list-style-type: none"> · Big problem · Scalable idea · Exciting vision at industry level 	<ul style="list-style-type: none"> · Believably could become a \$1m/yr business · Solving industry problem: <ul style="list-style-type: none"> oValue-add: potential to take in supply of other producers and/or reach export markets oAgtech: potential to reach national scale or significant number of users 	Out of 5
Progress to date	<ul style="list-style-type: none"> · Product readiness · Evidence of demand · Understanding of market 	<ul style="list-style-type: none"> · Maturity of product & supply chain · Evidence of demand from customers · Understanding of market: awareness of customer segments and opportunities for growth 	Out of 5 for each area
Potential for progress	<ul style="list-style-type: none"> · Big vision · An applicant we can clearly help 	<ul style="list-style-type: none"> · Key goals around raising capital, refining business model, reaching new markets, building supply, growing sales/marketing function · How exciting would it be to help them achieve their goals? 	Out of 5
Team	<ul style="list-style-type: none"> · Coachable · Passionate & committed · Right skillset · Time availability · Track record of execution 	<ul style="list-style-type: none"> · At least 2 days pw on the business Well written application, thoughtful responses Two co-founders (ideally) or willing to consider (already planning) expanding team to scale Aware of areas where skills are lacking and support is needed Good attitude in the interview; doesn't seem arrogant or combative 	Out of 5

F2F received 31 applications for the Bootcamp Accelerator Program, compared with 23 in the previous year, 5 of the applicants were from MLA related industries.



Ten teams were accepted into the program (see appendices for details).

Program Design

In addition to extending the duration of Program from 12 to 26 weeks (based on feedback and insights from the 2019 program), F2F introduced a number of other new elements into the program in 2020. These included:

1. Design based around the four strategic themes of:
 - Understanding your Customer
 - Channels, Go-to-Market; Sales & Marketing
 - Pitching
 - Accessing Funding
2. An expanded Mentor Program.

During the program, teams engaged with mentors 4+ times, across office hours, pitch practice, and individual follow up conversations. The mentor program stages included:

Stage	Key Activities
Development of mentor program process	<ul style="list-style-type: none"> • Develop mentor briefing pack/handbook (Two versions: for known network and for cold 'recruits') • Mentor profile template generated • Develop of mentor recruitment process • Send link for internal team to review/comment

Recruitment	<ul style="list-style-type: none"> • F2F team to identify a proposed list of potential mentors within their network (that covers a range of skills required for the cohort) • Email template developed for internal team to send out to network along with link to mentor information pack/handbook, mentor agreement and profile template • Internal team contact list of mentors and recruit to program
Mentor briefing session	<ul style="list-style-type: none"> • Virtual information session with all mentors and the F2F team to answer any questions, go over program, commitments and process of engagement • Cohort is provided with a deck that covers off all mentors involved in the program
Mentor 'round-robin'	<ul style="list-style-type: none"> • Virtual round robin session scheduled whereby the teams and the mentors meet each other • Deep dive of approx. 20mins per team and then the rooms shift • Following round robin session, Operations Coordinator to collate feedback from both teams and mentors on who they would like to continue to work with
Mentor match making	<ul style="list-style-type: none"> • Depending on which 'engagement' option the mentors want, we will coordinate the introductions with teams and mentors. From there, the relationship can be monitored through regular monthly check ins which each team/mentor • If a mentor is only available for social events or a masterclass, aim to have these booked in early on
F2F check-ins	<ul style="list-style-type: none"> • F2F team to monitor how mentoring is going throughout the program • Develop a way to capture information on how each 'relationship' is going, areas that are covered b/w mentor and team (Note this can be monitored through coaching calls as a first step) • Ensure mentors are across content and deliverables at each stage of program

3. Expert-delivered Masterclasses within each of the four themes with topics including:

- Value Proposition Design
- Planning your funnel and channels
- Storytelling - Art of the Pitch
- Intro to content for social media
- Grant funding
- Investor fireside chats

4. Extensive pitch coaching and practice.

The program focused on the team's pitching skills by offering them practices each fortnight to receive feedback on their slide deck and pitches. In week 22 of the program, the teams all had the opportunity to pitch to our Mentors and get valuable feedback from external experts. Due to COVID constrictions, we were not able to arrange an in-person pitch event (note opportunity to pitch at AdvanceAG events). However, teams were all exposed to pitching best practices, received training and feedback to prepare them for pitching to several audiences such as:

- Customers
- Investors
- Stakeholders

5. Advisory Board.

As a pilot we introduced the opportunity for teams to have access to an Advisory Board to become a strategic sounding board. A number of teams accepted this opportunity and this service will be extended beyond completion of the program.

MLA sponsored participant

MLA agreed to sponsor one participant in the Bootcamp Program and they were involved in the selection of the successful applicant.

Optiweigh

Bill Mitchell is a cattle farmer from Guyra NSW, and with his team Anthony Chick and Max Laurie, they set out to solve the problem of spending countless hours yarding cattle to monitor yard weight.

Bill saw a very early stage prototype for weighing cattle a few years ago, and he realised it only went part of the way to solving the problem, so he decided to develop his own solution. Optiweigh is a patented in-paddock automated weighing system that allows farmers to understand their animals' weight trends easily. It saves farmers time and money by providing weight data and analysis that helps improve stock management and identify the best time to sell stock.

Bill joined the Bootcamp Accelerator Program with the goal to immerse the Optiweigh team into a structured start-up ecosystem and help them think more strategically. Secondly, they were looking for tips on successfully commercialising their product in the current market and the best practices for growing exposure through social media.

"We had customers, but everyone was a hard sell. We had to prove ourselves to every new customer. We were generating revenue but not enough to have the resources to grow. Just before we joined Bootcamp, we were in negotiations to sell the business".

The Bootcamp Accelerator program encouraged the Optiweigh team to sit down as a group and think strategically. They also had significant exposure via the F2F channels and learnt how to market themselves better. Fast forward six months, and Optiweigh's path is very different. They have discontinued sale/merger discussions favouring remaining independent. With >130% increase in

sales and revenue they have been able to move into new offices and hire two full-time staff. They have taken on resellers, had the Optiweigh system validated by two universities, and won the MLA Producer Innovation Award at Beef Week.

“We now believe we have got a real business advantage in our knowledge and skills around front foot weighing and we are using that to deliver a product that gives us enough return to invest in growth while giving our customers outstanding value. The skills that we have learned during the program have been comprehensive, with traction marketing and sales being the standout that helped us look at different channels that we had not thought of before.”

Optiweigh have set ambitious targets for the next 12 months including: selling five cattle units a week; commence design of a sheep version; and expand internationally. This will continue to positively impact the meat and livestock industry overall as 80% of customers who have purchased an Optiweigh unit are generating a positive return on investment within 6-months by saving money on time and weight loss on cattle.

Participant feedback

Feedback from the participants in the 2020 Bootcamp Accelerator was positive with 100% of participants rating 7/10 or higher on recommending the program to other producers. Areas the teams highlighted as extremely valuable throughout the course were their calls with coaches, hearing from other coaches, and building a network of their peers. Particular topics that the program covered that were highlighted positively were the LinkedIn training, and the go-to-market strategy. Areas where teams wanted more support were deeper dives into specific social media and marketing topics and tools, as well as more detailed support specific to the team such as their financials and supply chain.

Program design improvements that the teams rated highly were the move to recording all sessions and making them available online, and the introduction of mentors. Skill areas that the program delivered the greatest impact in according to teams were in talking to customers and developing customer personas; pitching; and creating and using canvases. Areas that the program delivered the least growth in were developing pricing and revenue models; understanding the cost of delivering the product or service; and finding and working with suppliers.

Areas for improvement

A particular challenge highlighted by teams was the time commitment of the program across content and follow up work, that for many teams felt overwhelming. Several teams struggled particularly with content delivery and workshops during business hours due to their commitments with other full-time work.

Teams also did not feel that the expectations of the program were communicated clearly throughout the program. The program did not provide enough ‘checkpoints’ for teams to feel confident in their progress against expectations in the program, and to manage their time commitments appropriately. The tool used to provide the program calendar, Notion, was too far outside teams normal workflow, meaning that it was often not checked.

The duration of the program was felt to be too long for the intensity of the program. The timing of the program was difficult for a number of teams, particularly the wine and grains teams, that had on-farm commitments or absent customers for a large portion of the program. The timing of the program over the Christmas break also meant a drop off in activity for that month. The lack of in-person events due to COVID-19 was also noted but was understood given the circumstances.

See below for full ratings.

	Before BC	After BC	Increase
Developing customer personas for the customer segments	1.9	4.1	2.2
Talking to customers to understand their needs and pain points	2.1	4.2	2.1
Creating and using canvases (e.g., business model canvas, lean canvas)	1.8	3.8	2.0
Creating marketing positioning statements that are compelling to my customer	2.0	3.7	1.7
Defining and testing hypotheses	2.0	3.5	1.5
Pitching	2.2	3.9	1.8
Taking on feedback (e.g., from coaches and mentors) and applying it	2.7	3.9	1.2
Making new connections with people to seek advice or resources	2.7	3.9	1.2
Learning new digital tools and programs	2.3	3.7	1.4
Setting a revenue model (pricing structure) and business model for my product	2.0	2.8	0.8
Navigating the broader agtech/food ecosystem	1.8	3.5	1.6
Engaging with other participants in the agtech ecosystem (e.g., forming partnerships, making connections)	2.2	3.4	1.2

	Before BC	After BC	Increase
I can concisely explain my product/service offering	2.3	4.1	1.8
I know who my customers are	2.4	4.2	1.8
I have a strong value proposition for all customer segments	2.4	3.6	1.2
I know how to find and work with suppliers	3.0	3.5	0.5
I know what, if any, partners I will need to make this business successful	2.1	3.2	1.1
I have identified the channels to reach my target customers	1.9	4.2	2.2
I have the right team, or know how to build the right team	2.2	3.5	1.2
I know who our key competitors are	2.8	4.1	1.2
I know how we are different from, and better than, our competitors, and can articulate this	2.7	4.0	1.3
I know what it will cost to make my product/deliver my service	3.2	3.5	0.2
I know how I will make money	3.2	3.7	0.5
I know the size of my market	2.9	3.6	0.7
I know how to access capital and/or finance for my business	1.9	3.6	1.7

2.2 Foundational Activities

In addition to design and delivery of core programs, in 2020-21 F2F continued to build our foundational initiatives with the ongoing aim to raise awareness and to build a strong ecosystem that recognises and supports producers to become more central in the agrifood innovation system. The following summary provides an overview of these foundational initiatives:

Ecosystem development activities

- Social media, F2F newsletter & media (see below)

- Program recruitment activities (Ideas Program 3 & 4, Bootcamp Program #2)
- Ongoing engagement with regional partners
- Community building initiatives: Office Hours; Happy Hours; alumni engagement

Promotion and media

Due to the impact of COVID we pivoted our recruitment, outreach and promotion strategies to be 100% digital delivery. F2F delivered a comprehensive digital promotional and outreach plan via our own, now mature social media channels, newsletters and word of mouth promotion via our alumni network. We also leveraged out partner networks such as industry publications, regional partner initiatives, and industry podcasts (eg Ag News Daily on the Global Ag Network).

Results of the social media outreach included:

- Facebook:
Pay per click advertising outreach: 132,333 reach; 197,968 impressions; 2000 engagements
867 page likes
- Twitter:
203,911 impressions
- LinkedIn:
681 followers an increase of 38% since Nov 20
- Newsletter lists:
Mailchimp: 577 subscribers
Wix: 1250 subscribers

Challenge/problem-based short courses

F2F undertook/participated in 8 virtual workshops with a total of 300 participants

- Getting started with an idea- value proposition canvas)
- Navigating global food trends (value adding)
- Value-adding for grain growers
- How to fast track an idea (agtech)
- IP4 online course: Do I want to pursue this idea/business?

Face-to-face events

F2F are now resuming participation at face-to-face events (COVID permitting) including:

- Young Farmers Business Program Conference in Dubbo 28 May (250 delegates)
- Hort Connections 2021 in Brisbane 9 June (3500 delegates)
- Tropical Innovation Festival Cairns 7-11 June
- AdvanceAG in Adelaide 22/23 July (300 participants). F2F are planning an event to coincide with AdvanceAG and have invited both the Ideas Program #4 and Bootcamp #2 cohorts to participate.

3. Conclusions and next steps

F2F has now completed its second year of operations and clearly there remains strong demand from producer-innovators for F2F programs with a 30% increase in applications compared to year one. Producers express a strong desire to solve problems in their own business and to share these solutions with other producers, both as commercial opportunities and in broader industry advocacy and leadership roles. To continue to build momentum and to expand the ecosystem of innovative producers requires a continuous and multi-pronged approach to recruitment which is most effective when it is face-to-face and targeted to specific sectors; regions; and segments.

F2F has developed a view of the ideal participant persona for entry to our programs as being an individual/team that is: problem-focused; thoughtful, curious & innovative; flexible; resilient; committed; coachable; collaborative; thinks 'big' & wants to make an impact; ahead of the pack; outward-looking; strives to understand customers; not risk adverse; open to new ideas & feedback. While many producers clearly fit this profile, we have also found some that are limited in perspective and with a narrow view of the size of the opportunity. At the early idea stage many producers lack capability and confidence and some can be resistant to accelerating growth and commercialising beyond their own situation. Sole founders, particularly at the later stage often struggle and can sometimes be difficult to coach.

While producer-led startups can achieve significant commercial outcomes and industry impact, this often requires longer timeframes than can be accommodated within fixed-time programs. It is also apparent that each venture journey is unique and there is a need for flexibility in the pathways that need to be created.

Finally, during the second year we piloted a new self-paced on-line program as a precursor to the Ideas Program #4. Of the 55 applications for this program, 85% participated in the online program, providing very positive feedback). This has led us to conclude that there is now an opportunity to significantly expand our footprint and to engage with a much wider number of future innovators and entrepreneurs across the agrifood and fibre sectors.

As a result of the insights and conclusions arising from our experience in year two, F2F have determined that there are a number of options to evolve our programs and significantly increase our impact both at individual and broader industry level. These are summarised as follows:

Scope:

F2F will create multiple ways for ideas, challenges and opportunities to be identified for inclusion in F2F programs including twice yearly 'Calls' from: individual producers; producer groups; customers and value chain partners; research groups; RDCs (including strategic priorities and creating new pathways for research output ready to be commercialised. In particular we plan to leverage the growAG platform to continue to create awareness of the opportunities and to engage with a wider number of participants.

Participants:

F2F will remain 'producer-centric': but will expand the way in which producers can be involved in programs to include producers as: founder; co-founder/team member; board/advisory board

members; significant shareholder/investor; active value chain partner/collaborator; strategic and engaged customer. This will address some of the issues related to sole founders and will ensure teams have access to the wider range of capabilities they require.

Program design:

F2F will develop and introduce a more extensive 'staged' pathway model which includes: problem definition; solution identification/scouting; ideation; idea testing; developing viable business models; staged bootcamp program; scaleup and commercialization support. Hurdles and incentives will be introduced at each stage to ensure the highest calibre teams progress.

Increased footprint:

A new 'F2F Academy' platform will allow programs to scale across significantly increased number of participants via expansion of online programs and services.

Ecosystem building:

Additional initiatives will be introduced to expand the visibility, engagement and impact of the F2F community to include all applicants; alumni; and partners who actively engage. As noted, we plan to more effectively leverage the growAG platform to increase visibility of F2F stories; case studies; and opportunities.

Recruitment:

Will remain multi-pronged but with increased focus on producer groups; segments such as young farmers & female farmers; broader recruitment strategy to engage new participants to complement producer skills and aspirations in new venture creation.

Measurable impact:

F2F will continue to develop multi-tiered measures at individual producer; business; and industry levels. It is anticipated that the overall impact of the program will become more clearly realised once the initial proposed four year period has elapsed.

4. Appendices

4.1 Appendix 1: F2F Coaches & Mentors

F2F programs are designed and delivered by the following team, all of whom are experienced startup facilitators and coaches and who have expertise in agrifood tech, innovation, commercialisation and investment.

Dr Christine Pitt

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

Sarah Nolet

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

Skye Raward

Skye Raward was the Program Manager for Ideas Program #3 & #4. Skye is an experienced food innovation specialist and has worked across the food value chain from large scale food manufacturing to high end food service and restaurants. Skye holds a Bachelor of Business, a Master of Marketing and is a trained chef. Skye has coached and mentored food entrepreneurs and founders in a diverse range of areas including: alternative protein; plant-based foods; native Australian food ingredients; health and wellness products; and sustainability-focused social ventures.

Cassandra Mao

Cass Mao is the program manager for Bootcamp #2. She is a strategy and growth specialist with a focus on emerging technology. With a background in sales and marketing, she has led the go-to-market strategy of two Australian startups, scaled social enterprise incubator Vibewire as Executive Director, and managed portfolio companies at venture capital fund Trimantium Capital. As a consultant and presenter, Cass has worked with organisations including ABC, the Foundation for Young Australians, Meat & Livestock Australia, National Council of Social Services, University of Technology Sydney, Wine Australia, Optus and Private Wealth Network.

Peter Crane

Peter is an experienced leader with a combination of senior strategic roles spanning the food and agricultural Industries. He has a proven ability to design and lead R&D programs and teams that facilitate concept generation through to commercial delivery in multiple industries, most recently in food while working at Mars Food Australia.

Influenced by a rural upbringing and tertiary qualifications in Agricultural Science, Peter has a personal understanding and passion for the issues surrounding agriculture and farming and a real desire and commitment to help drive the sector forward to the mutual benefit of society and industry.

Matthew Pryor

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

In 2020-21 we expanded the F2F mentor network and established a more structured mentor-participant matching process. Mentors supported F2F participants via: one-on-one mentoring sessions; group office hours; delivery of Masterclasses; connections to broader ecosystem.

List of Mentors

Name	Expertise
Dominique Scafidi	Procurement/Vendor Management/Ethical supply chains
Warwick Powell	Blockchain/Smart contracts /IoT
Adam Hyland	IP Lawyer
Cristina Lesseur	Food Regulations/Labelling
Stuart Hastie	Food Science/QA/Food tech
Tony Sinclair	Impact Investor
Juraj Durco	Commercialisation/Scaling up
Jon Quinton	Websites/Google Analytics
Alicia Gardner	Tech Go-to-Market/Fundraising/Scaling Companies
Jason Atkins	Founder Equity
Fiona Turner	Vineyard Management
Tim Wearne	Business/Financial management
Ryan Miller	Business/Financial management
Caleb Connor	Sales

Keith Whelan	Grant Applications
Kartike Day	Hubspot

4.2 Appendix 2: Recruitment Plan

The recruitment process for F2F's 2020/21 programs was significantly more targeted compared to previous recruitment drives. The recruitment strategy is a 'multi-tiered' approach to ensure that recruitment is carried out continuously across the financial year.

Targeted outcomes

- Recruitment of high-quality producer teams across relevant industry sectors into 'open' programs (and to meet contractual agreements)
- Develop a large pool of high-quality potential applicants throughout the year who are engaged with F2F activities regardless of an 'open' program via online community and pathway options
- Achieve an even split across teams (in bootcamp and ideas programs) that are working on 'agtech' solutions and those working on 'foodtech' or value added ideas.

The plan is divided into two tiers, each of which are explained below.

Tier 1 - Driving Awareness

Social media	Targeted social media campaign using Twitter and Facebook to drive potential applicants to the F2F website (Ideas Program page, case studies) and to Office Hours.
Engage Regional Partners	<p>F2F is building a strong national network of Regional Partners. The strategy to engage these partners includes:</p> <ul style="list-style-type: none"> • Email ○ Media kit (flyers, newsletter/social media posts, tiles) ○ Case studies • Option to run a briefing session/1:1 for those interested to learn more ○ Recruitment process, eligibility, what F2F looks for in a candidate ○ Program details ○ Case studies
Program ambassadors	Identify program ambassadors and provide them with material to endorse the program e.g. via their social media channels. F2F now has a number of growers in its alumni program who are featured in case studies that are used in promotions and marketing.

Direct contact	<p>Connect directly with key individuals in regional areas and industry associations and encourage/support them to directly contact and refer potential applicants. Provide information material for them to deploy (media kits, case studies, 1 page flyers)</p> <p>A database of 300+ consultants, industry representatives, grower groups and suppliers has been developed, and all have been contacted with information about F2F and promotional materials. Briefing sessions have also been on offer to anyone interested to learn more.</p> <p>It is worth noting in particular for AgriFutures that communications and outreach to AgriFutures industries will be done by AgriFutures directly, with support from F2F.</p>
Office hours	<p>1:1 sessions for producers to:</p> <ul style="list-style-type: none"> - Get feedback on their idea/business - Ask questions and learn more about F2F programs - Provides an opportunity for F2F to screen producer, judge whether a good fit for program or not

Tier 2 - Driving Traffic

This Tier involves targeted activities to drive a particular segment of producers to apply to specific 'open' programs, such as Ideas Program 3. This involves targeted segmentation based on industry sector and regional concentrations. As this will be a pilot to start off with, it is important to put in place specific success measures by initiative so that we can track effectiveness and allocate efforts/resources in the future effectively.

Process:
1. High level priority areas for AgriFutures and associated industries, with a focus on levied industries in particular
2. Identify segmentation of macro-industry into different segments (e.g. particular industries, for AgriFutures)
3. Determine key challenges/opportunities by industry segment.
4. Determine relevant national bodies/industry associations/producer groups for each 'industry segment'
5. Identify hyper-regions of producers within that segment
6. Identify channel partners/middle-men that are unique to each industry segment

7. Engage relevant publications/social media groups at the industry segment level

8. Identify program ambassadors and previous alumni by industry segment relevance

9. Direct promotion of the programs by the RDC

10. Reach out to previous applicants who were unsuccessful (due to bad timing)

11. Direct to Producer outreach

4.3 Appendix 3: Participant Details

Ideas Program #3

Team	Location	Business Description	Industry
Aimee Kalleske	SA	Preservative free bread, crackers and other grain products. Food Value-adding	Grains Sponsored by GRDC
Alex Newell & Xavier Phyland	NSW/ VIC	Affordable remote chem batching for broadacre farms AgTech	Grains Sponsored by GRDC
Annabelle Cleeland	VIC	Super-fine merino bedding for allergy management Fibre Value-adding	Wool Sponsored by AWI
Charlie Lange	QLD	Cover crop crimper roller & planter in one AgTech	Grains Sponsored by GRDC
Colin Dyer	VIC	Record keeping app for farm management AgTech	Grains Sponsored by GRDC
Dylan Kalleske	SA	Single malt 'estate-grown' whiskey and beer Food Value-adding	Grains Sponsored by GRDC
Graeme Cox	QLD	AI powered forecasting for farm decision optimization AgTech	Grains Sponsored by GRDC
Hannah Dabinett	SA	Functional and flattering farm workwear for women Fibre Value-adding	Wool Sponsored by F2F
Samantha Parish	VIC	Functional and flattering farm workwear for women Fibre Value-adding	Wool Sponsored by F2F

John French	QLD	Ready-made dahl meal pouches Food Value-adding	Grains Sponsored by GRDC
Leisa Sams	QLD	Dry powdered honey for use in food and cosmetics Value-adding	Emerging Sponsored by AgriFutures
Luke Chaplain & Sarah and Fred Hughes	QLD	Un manned ariel vehicle (UAV0 for livestock mustering AgTech	Red Meat Sponsored by MLA
Michelle Edwards	VIC	Gut health food made from fermented Daisy Yam (Murnong) Food Value-adding	Emerging Sponsored by AgriFutures
Ollie Hallum	VIC	Farm management software for mixed farmers AgTech	Grains Sponsored by GRDC
Sophie Maurice	NSW	Collagen supplements targeting the signs of ageing Value-adding	Red Meat Sponsored by MLA

Ideas Program #4

Team	Location	Business Description	Industry
Georgina Baker	NSW	Organic Beef, nose to tail - paddock to plate. Value-adding	Beef Sponsored by MLA
Craig Bowes	NSW	In-situ time-lapse camera monitoring system AgTech	Beef Sponsored by MLA
Sam & Emily Fryer	QLD	App to match prospective casual workers to producers Agtech	Beef/Grains Sponsored by GRDC

Sam Toose	VIC	Develop Tritordeum (durum wheat/wild barley hybrid) Food Value-adding	Grains Sponsored by GRDC
Sophie Bradley	QLD	Discovering new ways to value-add Sorghum Food Value-adding	Grains Sponsored by GRDC
James House	WA	Cost-effective 3G rain gauge & frost sensor combination AgTech	Grains Sponsored by GRDC
Paul McGorman	SA	Develop malt barley production on Kangaroo Island Value-add	Grains Sponsored by GRDC
Lauren Bell	WA	Black Soldier Flies farmer for organic waste management and production of sustainable protein for stock-feed Value-adding	Emerging Sponsored by AgriFutures
Chloe Darkson	SA	Collect, cultivate and process seaweed for ecologically friendly seaweed products. Food Value-adding	Emerging Sponsored by AgriFutures
Scott Leslie and Samual Thompson	NSW	Bluetooth Sheep Counter and App AgTech	Wool Sponsored by AWI
Gael Kennedy	NSW	Use second-grade truffle to develop a freeze-dried product Food Value-adding	Emerging Sponsored by F2F

Bootcamp Program #2

Team	Business Name	Location	Business Description	Industry
Pat Torres	Mayi Harvest	Broome, WA.	Value-added native food. Food Value-adding	Emerging Supported by AgriFutures

Bronwyn Blake	Vasse Valley	North Jindong, WA.	Hemp seed products. Food Value-adding	Emerging Supported by AgriFutures
Daniel Fischl	EarTrumpet	Malvern, VIC.	Smart irrigation package for grape growers AgTech	Wine Supported by Wine Australia
Ben Barrow	Carboor Harvest	Wangaratta/ Melbourne VIC.	Hazelnut grower and processor. Food Value-adding	Emerging / hort Supported by F2F
Grant Rogers	Knowby	Hobart, TAS.	Cloud-based instruction platform AgTech	Dairy / livestock Cross-sectoral Includes support from AWI
Bill Mitchell	OptiWeigh	Armidale/ Guyra NSW.	Portable front leg paddock weighing unit. Hardware	Livestock Supported by MLA
Pip Lawson	Pinnaroo Farmer	Pinnaroo, SA.	Gluten-free red lentil flour Food Value-adding	Grains Supported by F2F
Heath McWhirter Emma Ayliffe	Yacker	Griffith, NSW.	A social network app for the ag industry. AgTech	Cross-sectoral Includes support from AWI
Jenny Moore	Wimmera Grain Store	Rupanyup, VIC.	Value-added chickpeas, lentils and pulses Food Value-adding	Grains Supported by GRDC
Charlie Lange	AusCrimper	Dalby, QLD	Australian made crimpers to take down cover crops Hardware	Grains Supported by GRDC

Participant Summary

	Ideas Program #3		Ideas Program #4		Bootcamp Program #2	
	Applicants	Participants	Applicants	Participants	Applicants	Participants
TOTALS	51	14	57	11	31	10
Location						
NSW	10	2	14	4	8	2
VIC	14	5	12	1	4	3
QLD	12	5	12	2	7	1
SA	6	3	5	2	2	1
WA	1	0	6	2	7	2
TAS	1	0	0	0	1	1
NT	0	0	2	0	0	0
Unknown	8	0	1	0	0	0
Sector						
MLA	11	2	13	2	5	1
GRDC	15	8	11	5	5	2
AWI	5	1	9	1	1	1
Wine	2	0	0	0	1	1
AgriFutures	9	2	11	2	8	2
Other	9	2	15	1	11	3
Focus Area						
Value-add	30	9	30	6	13	5
AgTech	20	6	17	5	10	5
Unknown	1	0	1	0	8	0