



final report

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Capability development in the Co-Innovation Program

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Executive summary

The purpose of this project was to support activities for developing innovation capabilities of the MLA Co-innovation managers and to explore collaborative projects between red meat producers and other relevant companies. The series of activities included MLA Co-Innovation Networking events, learning & development exercises and assessment processes to facilitate the ongoing development of innovation capabilities of the MLA co-funded innovation roles. These activities were supported by follow up activities from the outcomes of the March 2019 Co-Innovation network event, including i) Co-innovation partners face to face meetings, ii) Hargraves partners meetings and iii) follow-up networking events, as required.

Following the MLA's Co-Innovation partners' networking event (March 2019), there were a series of activities and initiatives, which were facilitated by Hargraves and Catalyst, including:

Co-Innovation Manager network support:

- Collaboration Health Check for Co-Innovation programs with various partners.
- Working with Co-Innovation partners as required, including but not limited to:
 - Company's innovation program.
 - New food solutions & services proposition and business case.
- Hargraves / Catalyst facilitating engagement of Hargraves members with similar interests and mutually beneficial opportunities through the Hargraves Conference and events such as Facebook breakfast.

Collaborative innovation projects:

- Working with Co-Innovation partners as required.
- Developing a partnership project model to explore options for Healthy Aged Care solutions in the red meat industry.

A series of one-on-one conversations with Co-Innovation managers was undertaken to explore opportunities for the MLA Co-innovation group to collaborate amongst other red meat industry representatives as well as across other sectors. For example, the opportunity and potential business case of providing/filling an apparent gap in meal solutions (including red meat offerings) and services for new products. Introductory meetings between Hargraves members were undertaken to start to explore possible options to collaborate across sectors and create a win-win. The process "Where to play" & "How to win" was commenced through these initial facilitated discussions by Hargraves with its network members.

Ongoing discussions are required with MLA Co-innovation partners with the prospect of making introductions between cross sector companies to work together on meal solutions and services for Aged Care, and possibly other institutional markets opportunities.

Hargraves and Catalyst propose to continue to facilitate networking events with its members to expand and grow MLA's Co-innovation networks. A further workshop is planned to bring together Co-Innovation managers to develop capability, to share and to learn from external companies. Hargraves will invite members from other industries to participate.

In addition, ongoing support in the Co-innovation events and associated activities is proposed as part of MLA's Hargrave's membership and other associated MLA funded capability initiatives.

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1 Background

1.1 The Consultants – Hargraves Institute

Catalyst Exchange Pty Ltd and Hargraves Institute will work together to deliver the outcomes for the MLA evaluation of the Co-Innovation Program.

Tess Julian (Catalyst Exchange) and Allan Ryan (Hargraves Institute) offer a unique combination of expertise and experience in innovation across industries, which will enable the identification and articulation of the strengths of the program and also provide practical recommendations based on local and international best practice in innovation practice.

Founded in 2006 by 12 leading organisations, Hargraves is a community of individuals and organisations helping peers excel through innovation and collaboration. It uses the experiences of its members to share leading innovative practices to address organisation and individual needs.

MLA has been a member of the Hargraves community for over 10 years.

Catalyst Exchange Pty Ltd was established because Hargraves members needed a specialist resource for building culture and capability. Catalyst Exchange brings together years of research and experience in developing the systems, practices and people for developing the culture and readiness for innovation in organisations.

1.2 Facilitators / mentors / Innovation Coaches

1.2.1 Allan Ryan

Allan Ryan is an educator, facilitator and coach who enables organisations and leaders of organisations to deliver real competitive advantage through innovation. He works across all sectors, private and public, small and large, local and global, to ensure that accelerated performance and increased shareholder value is achieved through embedding innovation strategy, culture and mindset.

After working with leading organisations and detailed research, Allan determined that successful innovation is a vital part of driving both current and future growth. He works with organisations to develop a managed and detailed approach that incorporates insight, idea generation and implementation. This balance of rigour and relevance, discipline, and creativity deliver both incremental and disruptive value-added change.

Allan's experience spans fast-moving consumer goods, building, manufacturing, pharmaceuticals, paper industry, telecommunications, government and service companies. He provides consulting advice on corporate growth and performance initiatives, as well as coaching leaders of innovation and teams.

As a result of extensive collaboration with leading organisations, Allan has developed proven initiatives including 123 INNOVATE®, A Quest for Innovation, The Hargraves Innovation Health Check, and Gate Zero methodology for new product development.

Hargraves Institute was born out of Allan's passion to help Australia become more innovative, with the insight that organisations of the future would need to collaborate to maintain success and momentum. That foresight was shared by a number of organisations who supported the initiative by becoming the Founding Members of Hargraves Institute.

In addition to be the Founder and Executive Director of Hargraves Institute, Allan is also Executive Director of Managed Innovation International and Adjunct Professor, UTS Business School.

1.2.2 Tess Julian

Tess's career has been built around two main areas: Industry research and organisational innovation, both with her own company, Ratio, and in partnership with leading innovation companies.

She is an expert industry researcher and has, over the years, completed many research projects for government, government agencies and education and training bodies including evaluations, workforce plans and policies. She also spent six years with InnovationXchange (IXC) implementing systems for open innovation both here and internationally, which was about building collaborative relationships between higher education and industry to commercialise research and create new and innovative products and services.

With Catalyst Exchange, she is concentrating on building practices and systems to create a culture of high performance and innovation in organisations big and small, public and private. Tess helps companies provide the opportunity, ability and motivation for all employees to use their ideas to make the enterprise a great workplace and a good business. Acknowledged as an expert facilitator, Tess runs interactive and practical sessions in innovation skills and innovation leadership. She has extensive experience running focus groups and customer interviews for research and innovation.

1.2.3 Lynn Morris

Lynn has been with Catalyst Exchange since the beginning of 2014.

Originally from Edinburgh, Scotland, Lynn started her career in the secretarial and administration sector but, after five years, decided it was time for a change of scenery, so matriculated at Edinburgh's Napier University where she graduated with distinction in Publishing.

Lynn brings with her a wealth of experience particularly in all things editorial, marketing, project management, content management and strategy, social media, and web content and user experience. Based at Catalyst Exchange's head office, Lynn ensures the smooth operation of the office and administrative functions, processes and procedures. Having developed an in-house style guide, Lynn ensures all documentation created at Catalyst Exchange is polished, consistent and true to our brand. She has driven the development of the Catalyst Exchange logo, brand and new website, and has been the driving force behind our migration to the cloud. Lynn is Catalyst Exchange's advocate in social spaces, and responsible for developing and implementing our social media strategy.

2 Objectives

The overall objective of this project was to support developing innovation capabilities of the MLA Co-innovation managers. A series of activities including MLA Co-Innovation Networking events, learning & development exercises and assessment processes were proposed to facilitate the ongoing development of innovation capabilities of the MLA co-funded innovation roles.

The aims of this project are to:

1. Support Co-Innovation Managers in their organisations
2. Develop ongoing collaborative projects between red meat industry and relevant members of the Hargraves Institute

3 Methodology

3.1 Co-Innovation Event (26 March 2019)

3.1.1 Pre-Workshop planning

A series of telephone meetings and face to face planning sessions were undertaken to develop the presentation materials for the workshop.

3.1.2 Digital value chain and supply chain extension officer meeting agenda

The agenda for the Digital value chain and Supply Chain Extension Officer meeting was as follow:



Digital value chain and supply chain extension officer meeting agenda

Date: Tuesday 26 March 2019

Time: 9:00am – 11:00am

Location: MLA, Level 1, 40 Mount Street, North Sydney

Agenda No.	Topic
1	Welcome and introductions <i>Please note we will be asking you to introduce yourself, who you work for, what your role is and provide an interesting fact about yourself.</i>
2	Digital Value Chain and Supply Chain Extension & Adoption officer program overview <ul style="list-style-type: none"> • What our expectations are? • Project schedules • Digital value chain strategy on a page • MLA tools and resources
3	Milestone management and reporting <ul style="list-style-type: none"> • How does this work? • What templates do you use? • What happens when a milestone is due? • What do you if a milestone is running late?
4	“Co-funded positions – My experience so far!” Michelle is currently employed by Gundagai Meat Processors after moving from a similar role at Australian Lamb Colac. Michelle has participated in a few professional and personal development activities already, as well as delivering workshops with key clients within the GMP supply chain. Michelle will give us a brief overview of her experience so far!
5	Professional development Discussion
6	Questions and Answer Discussion <ul style="list-style-type: none"> • What are your expectations? • Do you know what is expected of you? • How often do you think we should come together? • Is there any conference etc. that someone knows of that might be beneficial for the group?

3.1.3 Workshop program

Hargraves facilitated a workshop about collaboration/innovation to meet MLA objectives for a Co-Innovation networking event.

The workshop aimed to introduce MLA and its Co-Innovation Manager network to:

1. Innovation Mindset stories- to explore individual innovation mindset
2. Collaboration capability
3. Exploration of a current issue collaboratively- brainstorming questions based on data provided.

The running sheet for the Co-Innovation network workshop included in Table 1.

Table 1: Running sheet for Co-Innovation event.

12:00pm - Arrive Park Royal Darling Harbour - Lunch
12:45pm – intro, round the room & get to know every exercise (your best innovation in last 6 months) – share in groups. Group discussion - what makes a great innovation work? & why? Participants sit anywhere First activity...Introductions. Each person for 30 secs Total 30 min Allan & Tess Second Activity...Innovation stories. First pairs, then groups and then one group Allan Third activity...CQ Tool and how to have healthy collaborations Tess Fourth activity (optional) Agility Magic cards for healthy teams Allan
2:45pm – Afternoon tea
3:15pm – Resume Group exercise - Collaboration leads to innovation discussion (2 red meat opportunities) – in 4 groups Participants change places. 4 tables based on topics Question storming...What are the questions we need to ask? Sort into open and closed. Perception mapping exercise for the open questions. Action plan and next steps
4:45pm – Update Evaluation project Tess
5:00pm – conclude – make way to Angus restaurant for 5:45pm drinks
6:30pm – dinner & drinks

3.1.4 Post-workshop follow up

One-on-one meetings with Co-Innovation managers were undertaken to explore opportunities for the MLA Co-innovation group to collaborate amongst other red meat industry representatives as well as across other sectors.

Ongoing consultations have been held to evaluate new market opportunities and red meat concepts for Aged-care through insights gained through Hargraves networks and their customers.

3.1.5 Ongoing worksjops and coaching

A follow up workshop has been designed to bring Co-Innovation Managers back together to review progress, continue learning and exploring at an appropriate time in the next months. This will be an opportunity to provide coaching if required and to plan additional activities personalised for specific needs.

3.1.6 Development of a model for progressing a collaborative red meat project

Tools and a methodology has been developed to progress projects such as Aged Care and will be applied in the coming months.

4 Results & Discussion

4.1 Co-Innovation Event (26 March 2019)

A series of activities including MLA Co-Innovation Networking events, learning & development exercises and assessment processes were proposed to facilitate the ongoing development of innovation capabilities of the MLA co-funded innovation roles. These activities to support ongoing follow up from the outcomes of the March 2019 Co-Innovation network event, including i) Co-innovation partners face to face meetings, ii) Hargraves partners meetings and iii) follow-up networking events, as identified above.

4.2 Other networking opportunities on offer

As part of MLA membership of Hargraves Institute, MLA brought selected members to the following events:

4.2.1 Hargraves networking event – Facebook Headquarters

Prior to the MLA Co-Innovation networking meeting (i.e. on the morning of 26th March), Hargraves has a Hargraves members event at the Facebook head office in Sydney. All your conference attendees and local MLA staff were invited and provided an opportunity to share experiences.

Link is here: <https://www.hargraves.com.au/events/designing-collaboration-for-the-modern-workplace2/>

Additional events will be on offer in the coming months including a workshop at Facebook in August.

4.2.2 Hargraves Innovation2019 Annual Conference

Today, innovation is important for every team and organisation. Team performance is important for both continuous improvement and innovation. No matter how efficient and productive your team is, there are always ways that you can help to make it better. Two key areas are maximising staff potential and leveraging the use of technology.

Hargraves annual conference INNOVATION2019 is very different to its predecessors. This year our assessments, speakers and workshops addressed the challenge of creating TEAMS FOR THE FUTURE. Our objective is to help you become a better team and deliver better outcomes.

Here are many reasons why MLA encouraged Co-Innovation partners to attend:

- To undertake an Innovation Capability Assessment. This assessment uses the latest European Standards for Innovation. You will develop insights into the strengths and weaknesses of your team and be able to maximise staff potential.
- Hear from Australia’s leaders in innovation in all fields, for example our most capped female cricket player, Alex Blackwell. Alex shared her experiences of leadership and teamwork, ‘from the field of hard knocks’.
- Leading coaches and experts on influencing skills, collaboration and high-performance shared case studies and tips.
- Networking with innovation managers from other industries and sectors.

4.2.3 Related activities

- Catalyst with technical assistance from Hargraves Institute is conducting the third-party evaluation of the MLA Co-innovation program with evaluations completed to date for 25% (4 out of 18 evaluations now complete) of existing and past partners. To date, the outcome has been >10 innovation case studies being identified and their “innovation journeys” being mapped and stories documented. MLA supporting quotes are being derived through interviews followed up by quantitative on line surveys (using innovation diagnostic tools). Ultimately, these case studies & quotes were proposed to be used for MLA annual reporting purposes.
- As a result of completing the initial evaluation pilots (of two Co-innovation partners), it was determined in consultation with the MLA Evaluation team that scope of work needs to be expanded to include additional diagnostics and analyses. Specifically, additional organisational diagnostic surveys to provide more meaningful information for organisations. In addition, information is required from companies so that the outcomes of the evaluation align to United Nations Sustainable Development goals, which MLA is looking to adopt as a core evaluation framework. Hargraves is providing ongoing technical input into the alignment of the impacts and drivers with the new standards.

4.3 Post-Workshop and facilitated collaboration (amongst members)

4.3.1 Co-Innovation Management development activities

Following the MLA’s Co-Innovation partners’ networking event (26 March 2019), there were a series of agreed follow-up activities and initiatives, facilitated by Hargraves and Catalyst, including (but not limited to):

- Collaboration Health Check for existing and past MLA Co-Innovation partners, including the initial pilots.
- Working with Co-Innovation partners as required, including but not limited to:
 - Company’s rewards innovation program. Active R&D project underway.
 - Food solutions & services proposition and business case.
- Hargraves / Catalyst facilitating engagement of Hargraves members with similar interests and mutually beneficial opportunities.

- Hargraves has had introductory discussions about red meat opportunities with its members of Salvos Care. Hargraves are following up on further details before making an introduction to the MLA Co-innovation partners(s) as required.
- Noted the recommendation is that MLA and its members will need to agile and move quickly to identify opportunities and business propositions as the Royal Commission is setting the pace.

In addition, a series of one-on-one meetings with Co-Innovation managers as required were undertaken to explore opportunities for the MLA Co-innovation group to collaborate amongst other members and across other sectors. For example, the opportunity and potential business case of providing/filling an apparent gap in meal solutions (including red meat offerings) and services for new markets. Introductory meetings between Hargraves and Hargraves members were undertaken to start to explore possible options to collaborate across sectors and create a win-win. The process “Where to play” & “How to win” was commenced through these initial facilitated discussions by Hargraves with its network members.

4.3.2 Network support for Co-Innovation managers

Hargraves and Catalyst have designed and plan to facilitate networking events to expand and grow MLA’s Co-innovation networks around specific project ideas. In addition, ongoing support in the Co-innovation events and associated activities is proposed as part of the Hargraves membership and other associated MLA funded capability initiatives.

4.3.3 Project model for addressing collaborative projects with the red meat industry

Hargraves has developed a suite of tools to guide the development of collaborative projects and develop a model specifically for MLA and red meat collaborative projects.

Connections have been made with relevant companies and there is a plan to progress the ideas.

The collaboration model will be applied to MLA Co-innovation partners and with relevant cross-sector companies to work together on meal solutions and services for new products, and possibly other institutional markets opportunities.

5 Conclusions/recommendations

5.1 Conclusions

Co-Innovation Managers have an important role to play in organisations, however, are often fairly unsupported. Their role is typically new to the organisation, and there are low levels of capability to provide direction and feedback.

The support provided to Co-Innovation managers is critical to their success. A number of activities and events have been successfully completed.

Other activities including workshop sessions, collaborative projects, networking and personalised coaching have been designed and are available for Co-Innovation Managers to support their work within the red meat industry.

5.2 Recommendations & next steps

It was proposed at the recent routine project review and planning meeting; the next steps would be:

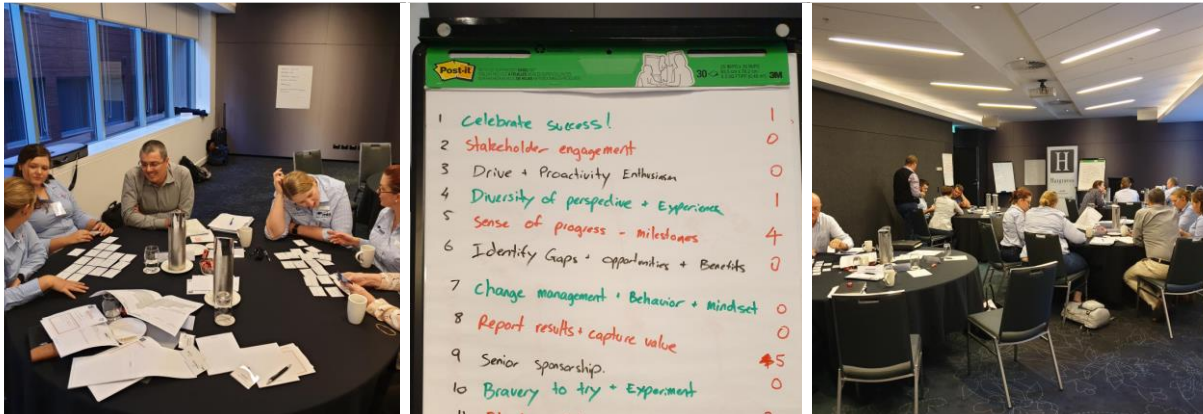
- 1) As a result of completing the initial evaluation pilots (of two Co-innovation partners), it was determined in consultation with the MLA Evaluation team that scope of work needs to be expanded to include additional diagnostics and analyses. Specifically, additional organisational diagnostic surveys to provide more meaningful information for organisations. In addition, information is required from companies so that the outcomes of the evaluation align to United Nations Sustainable Development goals, which MLA is looking to adopt as a core evaluation framework.
- 2) Facilitated activities by Hargraves aligned to the Co-Innovation networking event project (project V.CAP.2019) to provide support with developing innovation capabilities of the MLA Co-innovation managers.
- 3) Fees for service/consultation “to support Hargraves facilitation to evaluate new market opportunities and red meat concepts for Aged-care through insights gained through Hargraves networks and their customers”. Nominal consultancy fees available (as quoted to support 8 days equivalent work) to be claimed prior to June 30 (Project V.RMH.0083). Deliverable – progress summaries.
- 4) Hargraves Membership for the next two years. The benefit to MLA and its Co-Innovation partners for Hargraves membership subscription Yr18/20 is expected to be to assist MLA and its Co-Innovation partners to facilitate the development of innovation capability & evaluate new market opportunities and red meat concepts through insights gained through Hargraves networks and their customers. Deliverable Annual Hargraves reports.

6 Appendix – Supporting documents

6.1 Work shop materials

See separate attachment for the workbook provided to workshop participants.

6.2 Workshop event photographs



Workshop Images

26/03/19

6.3 Follow up workshop between Co-innovation managers and Hargraves clients

The workshop to be held at a time convenient to Co-Innovation Managers will:

- Identify the process for building collaborative projects with external parties.
- Use a collaboration canvas to identify elements of a high functioning collaborative team.
- Use collaborative Circle methodology to share challenges and solutions among group of co-innovation managers.
- Identify next steps.

Hargraves has identified potential partners for the red meat industry to explore options and develop solutions for Healthy meals. The next steps will be to bring the parties together and to facilitate a process to progress the ideas.