Final report

Segmentation of Australian Meat Processors and Value Adders – key findings

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Date published:	25 November 2022

Abstract

The project aimed to group processor and value adding stakeholders into meaningful segments that can be targeted with more specific value propositions across all areas including RD&E programs, market information and communication.

In-depth qualitative interviews were conducted with senior executives from 27 red meat processors in Australia to ascertain attitudes, motivations and behaviours relating to adoption of new processes and technology, influences in decision making surrounding adoption of innovation, communications preferences, and processor attitudes to data feedback and supply chain audits.

This research input was used to construct a processor segmentation model together with AMPC and MLA value propositions for each segment. Recommendations for alignment of innovation and communications with each segment were also identified. As with the MLA producer segmentation model, the processor/value adder segmentation model can support a cultural change to a more stakeholder-focussed organisation to deliver greater efficiency and effectiveness within MLA/AMPC.

Executive summary

Background

MLA and AMPC aspire for a deeper understanding of processors/value adders to underpin a more stakeholder-focused approach to maximising adoption of innovation.

Processor profiles used to date have not accounted for differences in stakeholder decision making, adoption of R&D, use of communications and differences in organisational relationships with MLA and other industry bodies.

This project aimed to develop a segmentation model of red meat processors to assist in development of planning of R&D and engagement activities to optimise adoption of innovation.

Objectives

The objectives of the project are to gain a detailed understanding of adoption behaviours, attitudes and motivations and of the different types of processors/value adders in the red meat industry.

The overall objectives of the project were to:

- Develop a meaningful segmentation model of processor and value adder stakeholders based on their differences in adoption of R&D outcomes and improvement initiatives
- Develop value propositions for MLA and AMPC with stakeholder segments

Specifically, the research aimed to develop an understanding of:

- Stakeholder attitudes, motivations and behaviours relating to adoption of R&D outcomes, industry developments and continuous improvement initiatives including key drivers and barriers to innovation adoption and how these differ between segments
- Understand key preferences in communication and engagement and develop understanding of how to best engage with each segment to improve engagement, cooperation, satisfaction and adoption of innovation
- Profile each segment according to key descriptors which may include a wide range of attributes from basic industry descriptors, attitudinal and behavioural attributes
- Understand attitudes towards data feedback and supply chain audits to producers/suppliers

Methodology

In-depth, telephone/online interviews were conducted with 29 senior managers representing 27 red meat processors around Australia. All interviews were conducted during July and August 2022

Results/key findings

The research identified processor drivers and barriers to adoption of new processes and technology. The key factors leading to differences in adoption of innovation were the processor <u>capacity</u> and <u>appetite</u> for adoption of innovation.

Capacity for adoption is largely a factor of:

- Availability of finance
- Management time and skills available to manage adoption
- Plant infrastructure – capacity to introduce innovation into existing infrastructure

The appetite to adopt a particular innovation depends on:

- Its alignment to company goals and objectives and
- The perceived benefit to be gained
- The company leader's/senior management's interests
- Awareness and understanding of the innovation
- The perception that the company will be able to benefit from its introduction.
- Suitability for use with meat processed and
- Benefit alignment with product/markets serviced

As a result, the appetite to adopt innovation usually varies according to the type of innovation.

The proposed segmentation model divides processors into four main typologies:

- **Leading Innovators**: Processors with high appetite for innovation and finance, infrastructure, skill and management resources available to support adoption.
- **Selective Innovators**: Processors with a strong management desire to be leaders in industry and develop the business but limited resources.
- **Followers:** Processers with high capacity to adopt but lack of desire to lead in adoption – prefer to adopt once ideas have been shown to perform and all development issues have been sorted out.
- **Late Adopters**: Processors with lower capacity to adopt innovation and limited desire of owners to change – prefer status quo – likely to drive profitability through more of the same or using tried and tested/off the shelf methods to reduce costs.

Benefits to industry

The project will enable AMPC and MLA to:

- Identify processors most likely to adopt specific innovations
- Determine the likely industry appeal of potential innovation planned for investment in R&D
- Tailor engagement with processors to better target each processor's key drivers and barriers to adoption of innovation in order to maximise adoption of R&D outcomes, industry developments and continuous improvement initiatives

Future research and recommendations

The findings indicate that engagement with processors and adoption of innovation can be optimised by tailoring communications and innovation activity to the needs and wants of each segment.

It is also recommended that developers of innovation communications refer to previous research conducted for MLA in 2021: Communications Channel Research – Off Farm Stakeholders for further guidance for optimising processor communications. No further research is recommended at this stage.

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1. Background

1.1 Background

This project will build on past MLA producer segmentation model that can be embraced by all of MLA, and therefore enables cultural change to a more stakeholder-focused organisation, without silos delivering greater efficiency within MLA.

MLA undertook a large producer segmentation study in 2019 that developed several key personas for its beef, sheep and goat members which has helped improve how best to communicate R&D outcomes and opportunities. This project seeks to consider further up the value chain in terms of primary and secondary processing operators whom often are both MLA members and AMPC members respectively. Understanding their awareness of market and technology advancements and ability and willingness to change processes, model regarding data sharing and other innovations can help both industry bodies design and deliver targeted innovation pitches and adoption plans where operations could be best grouped.

The aim of this project is to expand this to Australian Beef and sheep processors and value adders which can assist both MLA and AMPC both frame 'voice of industry' assumptions and whom might be an early adopter and/or co-designer during various R&D investments plans. Understanding manufacturers' risk appetite and drivers to trial and adopt new product and process innovations that grow demand more so than improve operational excellence is an underlying aim of this research. That is, at different innovation horizon stages (what's now/next/possible) and or market / technology readiness it is assumed that different personas can be developed enabling grouping of manufacturers based on attitude and intent willingness to change not merely volume capacity or supply chain infrastructure ability to change.

1.2 Project scope

MLA and AMPC desire a deeper understanding of processors/value adders (VAs), including a segmentation model, to underpin a more stakeholder-focussed approach to maximising adoption of innovation.

- Adoption of innovation is a key objective for both MLA and AMPC, both to maximise the return on investment in R&D and to ensure long term sustainability for the Australian red-meat industry
- MLA and AMPC have, to date, used profiles of processor/VA stakeholders to guide engagement. These profiles have described stakeholders in terms of their organisational share of slaughter, kgs produced, geographical location and product range etc
- Stakeholder profiles based on these attributes have not accounted for differences in stakeholder decision making, adoption of R&D, use of communications and differences in organisational relationships with MLA and other industry bodies
- MLA has found that producer segmentation, based on attitudinal and behavioural factors, has been successful in underpinning the development of engagement strategies that align with different types of producers

Attitudinal and behavioural factors are also likely to underpin key differences between different 'types' of processor/VA stakeholders.

2. Objectives

The objectives of the project are to gain a detailed understanding of adoption behaviours, attitudes and motivations and of the different types of processors/value adders in the red meat industry

The overall objectives of the project are to:
- Develop a meaningful segmentation model of processor and value adder stakeholders based on their differences in adoption of R&D outcomes and improvement initiatives
- Develop value propositions for MLA and AMPC with stakeholder segments

Specifically, the research would aim to develop an understanding of:
- Stakeholder attitudes, motivations and behaviours relating to adoption of R&D outcomes, industry developments and continuous improvement initiatives including key drivers and barriers to innovation adoption and how these differ between segments
- Understand key preferences in communication and engagement and develop understanding of how to best engage with each segment to improve engagement, cooperation, satisfaction and adoption of innovation
- Profile each segment according to key descriptors which may include a wide range of attributes from basic industry descriptors (size, geographic location, product range, business life cycle etc) to attitudinal and behavioural attributes (e.g. risk aversion, adoption/innovation behaviour, key business goals, desire for external input and information, use of technology etc)
- Understand attitudes towards data feedback and supply chain audits to producers/suppliers

3. Methodology

Understanding barriers and drivers of engagement and adoption, and the impact of engagement strategies most likely to motivate adoption and innovation, requires an in-depth exploration of processor/value adder behaviour, attitudes and motivations and the interrelationships between these. This requires a qualitative methodology that is capable of uncovering the "why" and "how" of attitudes and behaviour to develop a deep understanding of innovation creation and adoption.

Individual phone interviews were selected as the optimal research methodology. The key advantages of individual interviews over focus groups for this project are that they enable a full exploration of individual company's attitudes and attributes and the impact of these on their behaviours, enable discussion of confidential information that would not be shared in front of competitors and overcome logistical barriers to participation resulting in a more representative sample. Individual interviews were of 50-60 minutes duration, far exceeding the information input that could be derived from each person in a focus group format involving multiple participants.

While primary qualitative research was required to identify key drivers of differences in adoption/innovation behaviour amongst processors/value-adders, development of the segmentation and engagement/communications models was further informed by some previous research amongst processors and value adders, namely:
- MSA Brand Owner and Processor Engagement Research 2017
- MSA Processor Research Project 2019

- MLA Communications Research (Corporates) 2021

The segmentation model presented in this report has been based on the findings from qualitative research with 29 senior managers from 27 processor organisations representative of the range of different types of processors across Australia. While quantitative research could be conducted to validate and quantify the model, it is the researcher's opinion that this is not necessary and would not provide sufficient benefits to outweigh the cost of further research. Reasons for this recommendation include the following:

- Qualitative research identifies the range of different attitudinal and behavioural typologies and the linkages between these different types and various key attributes but cannot quantify the size of the different groupings/segments
- Previous studies conducted by Circ have found that segmentation models developed through qualitative research which have then been validated and quantified in quantitative research have not significantly changed the structure or nature of individual segments
- Key benefits of quantitative validation are to quantify segments to determine what proportion of the market is accounted for by each segment. In markets where there are thousands of individuals, it is valuable to quantify the size of the opportunity of each segment type as this cannot be estimated through qualitative research. In the processing sector where there are <150 plants and fewer individual organisations, and where the majority of these (or at least the majority of the volume/value of the industry) are known to AMPC/MLA, it will be possible to allocate most industry organisations to segments based on their observed behaviour and attributes and to then estimate the respective size of each segment.

Approach 1: Engagement and project design
It was vital that key stakeholders were engaged and their needs understood, so that the research could be designed to ensure it would yield the desired outcomes

Approach 2: In-depth interviews
The second stage conducted in-depth interviews with a representative sample of processors/value adders. The sample size of processors was 27 with 29 individual senior managers consulted.

Approach 3: Analysis and report development
All interview transcripts were analysed to identify behaviours, attitudes and motivations (barriers/drivers) and any additional factors involved in differences in adoption of innovation

Approach 4: Segmentation and value proposition workshops
A presentation of the research findings was be followed by a workshop to develop insights and the proposed segmentation model and to develop the Value Proposition for MLA/AMPC

Approach 5: Final reporting
Workshop output was then be used to refine the segmentation model and develop final reporting

4. Results

4.1 Business goals and drivers

To understand the drivers of adoption of innovation and technology it is necessary to understand the overall business goals. While all processors have goals for profit and turnover and shareholder return, the means to achieving these vary.

Processors stated their business goals, in order of frequency of mention, were to:

- Maximise margin through efficiency and productivity improvements, by
  - reducing costs, especially the cost of labour through measures such as increased automation
  - increasing throughput
  - improving yield
  - increasing the value of goods sold/quality
    or a combination of all these factors.
- Maximise margin by improving the value of each carcass/premiumisation, through
  - reducing reliance on commodity meat and moving more into chilled product,
  - moving into value added product through further processing and/or
  - better harvesting of low value cuts such as offal for sale into higher value markets such as nutraceuticals.
- Grow the business
  - increased plant efficiencies or by fully utilising current plant capacity by improving supply of cattle and/or labour or through plant expansion or acquisition.
- Improve environment/social license performance, driven by the perception that:
  - it will increasingly be a requirement of customers or communities in which they operate,
  - the need to reduce energy costs which have risen significantly and are a major cost centre for operations and/or
  - the realisation that they could turn a cost centre into a revenue stream to deliver bottom line benefits
  - note that only two respondents had no environmental goals.
- Improve work environment/OHS performance with almost all respondents stated that labour issues were impacting their operations leading to two major courses of action:
  - moving to automation to reduce human input,
  - improving the work environment and worker safety to solve labour shortages through improved attraction and retention.
- Improve livestock supply – four respondents stated as key goal
- Diversify operations to reduce reliance on processing – two respondents stated as key goal

4.2 Business ownership, structure and planning framework for decision making

Organisational ownership and structure influence the planning framework and decision making surrounding adoption of innovation.

Family businesses, especially small-medium sized but also including some large family-owned operations, are likely to:

- Have no formal strategic plans, conducting decision making through information discussions between main family stakeholders
- Have greater personality influence on decision making including adoption of innovation – driven by personal interests and stronger personalities
- Be more flexible and able to make quick decisions, however, this can lock them into a particular investment for several years and leave no resources available for new ideas that come along
- Feel the need to be more creative in approach to succeed against the 'big guys'
- Have a strong personal drive make the business to succeed – it is their personal legacy

- Have fewer resources available to manage adoption – most senior management being heavily involved in operations with labour and supply issues being current distractors from longer term planning and innovation evaluation.

As such, many family businesses are run on more of a gut-feel than formalised objective analysis and plans. Those family businesses showing lower adoption behaviour tended to have older generations as leaders, be processing lower quality meat and/or those businesses happy to maintain the status quo and not seeking strong growth or development of the overall business.

Corporates and some large family owned processors:

- Had a corporate structure and greater management resources, generally including a manager with innovation in their title
- Have formalised 12 month operational and CAPEX plans and 5 year strategic plans identifying key pillars influencing investment decisions – potentially locking in all available CAPEX for 12 months or more
- Have formal approval processes for innovation adoption investment
- Require all innovation investments to demonstrate returns on objective metrics and align with agreed strategic direction and pillars.

These attributes often make corporates less flexible in their investment options and less subjective in decision making. Personality of the 'head' (owner/CEO) is still highly influential in setting the culture of the business and determining its goals and pillars. This influence is greatest in large family owned corporate-style processor where the personal interests and drive to succeed influence innovation adoption as they do for the smaller, less corporate family owned processors.

4.3 Perceived importance of new processes and tech to achieving strategic objectives

Most respondents felt that adoption of new processes and technology were integral to the business being able to achieve its objectives. The industry is seen as highly competitive and one with a high cost of production compared to the rest of the world. For many, this drives a desire to offer a high quality product with a point of difference to maintain demand while doing this at optimal margin and efficiency to deliver profitability.   These requirements in turn drive the need to either value add, improve yield and/or throughput or reduce costs – all of which require adoption of new processes and technology.

All were conscious of the potential for new processes or technology to reduce labour and energy costs – two of the three biggest cost centres of the business. Many also see improved use of data as a route to achieving efficiency gains and improving quality of product.

Belief in the importance of adoption of innovation does not mean that a business will be a high adopter. Even when there is a high desire to adopt innovation, this can be constrained by availability of finance, existing infrastructure limitations and the perception that other areas are more critical to the achievement of organisation objectives – such as entering new export markets, ensuring supply or building brands.

The only respondents not placing importance on adoption of new processes and technology were some processors of low quality, commodity meat.

4.4 Sustainable business models/circular economy

While few used these terms in the business, almost all reported that environmental performance was a major area of interest to the business with the key areas of interest being:

- Reducing water use/water recycling
- Reducing/zero discharge/waste and/or converting discharge/waste to revenue streams
- Actively pursuing more sustainable packaging options.

Some were hiring consultants to conduct environmental and energy audits – to identify opportunities and benchmark.

Key drivers of taking action to improve environmental performance included:

- The cost of energy
- The company leader/owner having a strong interest and belief in the need for/benefits available from achieving high standards of environmental sustainability
- The belief that they can gain a competitive advantage by being leaders in environmental standards – to boost brand image
- The availability of funding – this was often cited as the factor 'getting these projects over the line' with almost all respondents stating these projects still need to meet ROI benchmarks
- Customer demand
- Industry CN 2030 goals and UNSDGs
- Regulation & visibility - plant being close to urban areas.

Key barriers to taking action to improve environmental performance included:

- A lack of belief in the urgency/need
- Absence of regulation requiring further action
- Lack of ROI on options considered
- Being in a remote location creating difficulties with infrastructure projects.

4.5 Risk attitudes

There is little correlation between stated attitude to risk and innovation adoption behaviour. They may rate themselves as high risk takers yet demonstrate low adoption behaviour. Others saying they are low risk takers demonstrate high innovation adoption.

Many respondents stated that the nature of this industry is one of high risk so you have to be a risk taker to be in the industry. The volatility of the industry leads most to try to exercise some degree of control on the factors where this is possible – including investment in innovation and technology. Volatility also drives a need for most investments to have a limited ROI.

Risk attitude is strongly driven by the personality and ambition or the owner/head of the company. Those saying they were open to higher risk investment in adoption of new processes and technology tended to be:

- Companies where the head/key decision maker has an interest/understanding of machinery/technology coupled with a strong drive to improve performance and/or be an industry leader
- Small, single family businesses with high growth ambitions, keen to build a legacy for future generations

- Companies with sufficient cash flow to fund the investment
- The perceived need to change/invest – where the adoption of innovation is more a need-to-have, not a nice-to-have

The acceptable risk level is also dependent on whether an innovation is delivering to a key objective or goal of the business.

Risk is also measured in multiple ways:

- Financial risk
- Regulatory risk
- Safety risk – food safety or worker safety
- Commercial risk –customer/supplier relationships, reputation etc.
- Operational risk
- Social license/environmental risk.

All respondents said they would not take safety or regulatory risks. Innovations able to avoid risk in these areas received high priority and often would not be analysed on an ROI basis. The level of acceptable risk for other parameters was more variable.

4.6 Recent/Current investments

The types of recent new technology investment is shown below listing investment areas in order of frequency of mention:

- Environmental projects (11)
- Biogas/bioenergy generation (5)
- Water treatment plant (4)
- Other energy generation (solar, wind, biofuel) (4)
- Cold chain redesign and development including automation (part or full) (8 recently invested)
- Plant expansion or purchase/build of new processing site (8 recently invested)
- IT system upgrades – system integration, dashboards etc. (5)
- Spray chillers/plate freezing/nitro chillers/auto chillers (5)
- Automated cutting/boning/Scott system (5)
- DEXA (with/without auto cutters)(3)
- Other cameras or x-ray (3)
- Automatic trim grading/sorting (3)
- New packaging equipment (3)
- Guardian band saw (2)
- New stun tech/knocking box (2)
- Automated chain in kill floor/conveyor chain through plant (2)
- New traceability system throughout the plant (1)
- Automated compliance system (1)
- Changes to offal harvesting (1)
- Refrigeration monitors (1).

4.7 Evaluation criteria

Many factors are included in the evaluation of investment in innovation:

- ROI – usually the most critical factor with 2-3 years being a commonly stated requirement however some required a 12-month ROI and others would extend to 10 years or more depending on the nature of the investment
- Delivering to sustainability objectives/environmental goals
- Providing growth opportunities
- Animal welfare improvements
- Delivering quality improvement
- Moving towards best industry practice
- Improving worker satisfaction.

Where benefits align with the company's key pillars or goals, they will be more important than other 'nice to have' benefits.

There are some projects where ROI is less important or even irrelevant, including those:

- Essential to meet regulatory requirements including those of export licenses
- Critical to the continued operation of the plant
- Delivering to key OHS issues such as worker safety and injury prevention
- Critical for product safety and shelf life.

Factor priority in evaluation of investment options
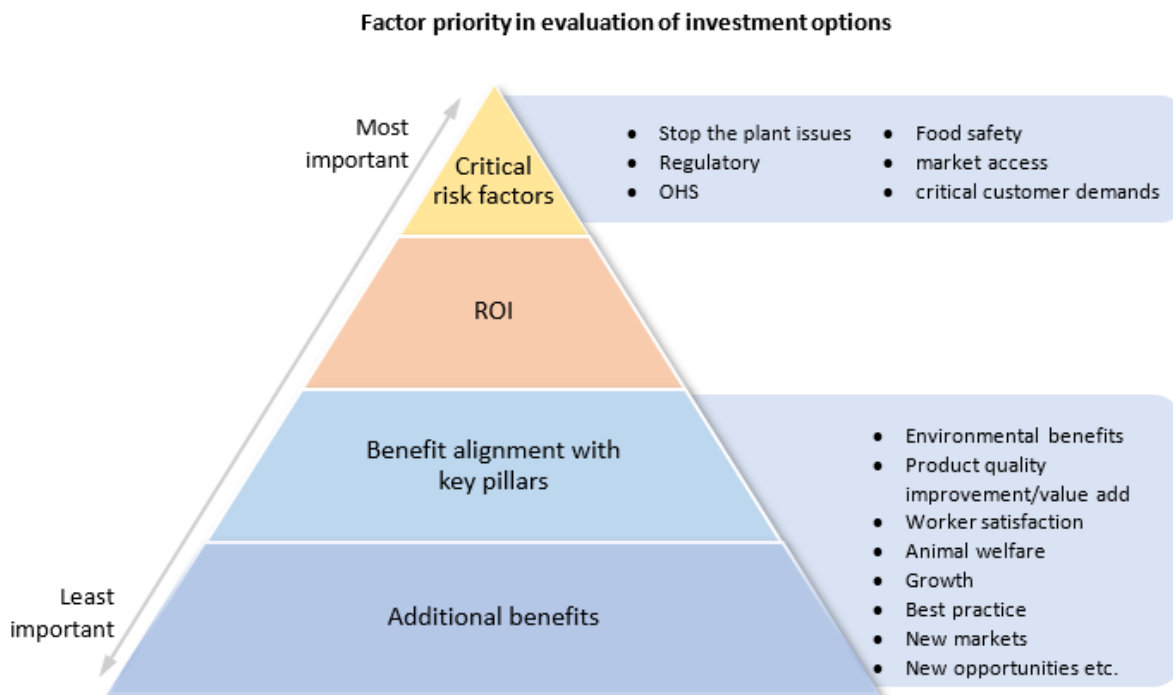
Even if a particular innovation can deliver to the metrics important to the company, it still may not get approval. Reasons for this include:

- Other areas of the business may be taking up all available resources.
- Some projects have to be implemented in a particular sequence e.g. there is potentially a need to upgrade packing/warehousing before investing in boning room or kill floor operations.
- The innovation may not be solving a problem the business is recognising or feeling.
- The innovation may simply be too expensive given the size of the business.
- Subjective factors such as personal interest or personalities (more common in smaller family businesses).

4.8 Key drivers of adoption

The primary drivers for investing in new technology is to either solve problems in the plant or to fulfil a desire to improve.

The **desire to improve** is driven by the **business leader/s** who set the culture of the company and the key goals/pillars that form its objectives.

The **need to solve problems** is a massive driver of the search for solutions and adoption of innovation in all companies. The search for solutions will prioritise the more critical risks including:

- Where bottlenecks in the operation are hampering the ability to run at capacity or expand
- Where issues potentially risk the ability to keep operating, or
- Where the infrastructure is older and nearing the end of its life.

These critical risk areas will always be prioritised over adoption of innovation that simply improves something that is currently working satisfactorily. In many companies these 'critical' investments are a significant or complete drain on available financial and human resources available for adoption/investment.

Higher adopters have or make resources available to look at investing beyond the critical investment requirements.   Where these resources are available a wide range of **secondary drivers** influence adoption of innovation:

- Bottom line benefit – efficiency, volume, yield, profit
- Labour issues (can be a critical risk factor/problem or a lower level driver depending on the severity
- Awareness of innovation options
- Availability of funding/good cash flow
- Environmental benefits
- Premiumisation – longer shelf life, higher quality, value add giving a point of difference
- Customer demand
- Audits/reviews/benchmarking/measurement
- Staff resources to identify, evaluate and manage
- New people joining the business
- Improving supplier loyalty
- Evidence of benefit/proof.

4.9 Key barriers to adoption

There are many barriers to adoption of innovation with the most commonly mentioned being:

- Insufficient benefit to justify investment ($, time, effort)
- Competing investment options
- Lack of capital
- Potential impact on current operations
- Owner attitudes – preference to keep business as usual/lack of willingness to take risks
- Lack of ability to evaluate options or manage projects
- Lack of belief in claims of benefit/trial results
- Lack of space
- Small size – absolute cost too high/lack of scale to justify
- Past adoption failures

- Lack of labour to capitalise on investment
- Lack of regulation
- CoVID impact on projects – delays
- Small size of domestic market
- Transition of ownership
- Pessimism about industry/business future
- Impact of regulation and paperwork.

4.10 Future investment plans

4.10.1 Areas of interest

The most commonly mentioned areas of interest for future investment in innovation included:

- Improving environmental performance including:
    - bioenergy (7 mentions)
    - reducing waste (6)
    - water (reducing water use (4), recycling water (7))
    - solar (3) and
    - circular land management (1).
- Finding solutions to reduce the need for labour including
    - automation in freezers/warehouses (7)
    - boning room automation (7)
    - auto packing (3) and/or
    - to reduce OHS issues (3).
- IT improvements – data integration within organisation or through supply chain/real time data analysis (5)
- Animal welfare improvements especially in slaughter floor (4)
- Packaging innovation (3)
- Productivity improvements/reducing production costs/efficiency gains/yield improvements (4) (including extracting more edible protein out of meat otherwise sent to render)
- Value adding (3)
- Buying/building other assets to integrate into the business (2)
- Rinse and chill/cleaning solutions to improve shelf life and yield (2)
- Co-robotics and other devices to make the job more enjoyable as an interim step while waiting for automation to improve (1)
- Tracking and traceability to improve yield and maintain high quality customer base(1)
- Electrical stimulation (1).

4.10.2 Level of investment planned

Only three respondents felt their investment in innovation would decrease in the next few years, either driven by a need to bed-down recent major investments, or due to cash flow/profitability problems in the business.

Most felt innovation investment levels would be increasing, mainly driven by:

- The perception that there will be increasing needs to invest in environmental projects driven by increasing costs of energy and waste and due to customer and regulatory demands
- The perception that labour issues will continue

- Increasing use of data identifying opportunities for improvement
- Improving industry conditions leading to higher profitability/cash flow and
- The desire to extract greater value out of the carcase.

4.10.3 Key areas for industry future

Respondents were asked on which areas they felt the industry should be focussed in the future to ensure future resilience and prosperity – both in terms of innovation and more broadly looking at the key industry issues affecting future resilience.

The most commonly stated areas that need to be addressed by the industry overall were (in rough order of frequency of mention):

- Environmental solutions (to reduce costs and improve CN credentials) and
- Automation (to reduce the need for labour)
- Efficiency improvements
- Maximizing ability to add value
- Increasing the labour pool – with unskilled migrants
- Making the industry more attractive to local workers – including improving industry narrative/presentation to the general public
- Expanding/maintaining market access
- Expanding traceability
- Improving communication throughout the industry and supply chain – through data integration and improved relationships, cooperation and trust including between all RDCs
- Resolving shipping issues for export
- Developing drought preparedness
- Improving on farm genetics and nutrition
- Improving animal welfare at saleyards.

4.11 Communication and engagement preferences

Only a few processors appeared to have limited information sources and engage in very limited search for information. These processors were low adopters, processing low quality meat and small-medium in size. These processors were heavily reliant on AMPC/MLA emails/newsletters and visits from prospective suppliers to alert them to innovation and technology.

Nearly all respondents reported they used a wide range of sources to gather information on innovation and technology that may be relevant for their business.

For most, no single source is preferred. Most want to cast as wide a net as possible – different sources providing different bits and pieces of information and giving different perspectives that give confidence that you know as many pros and cons with any prospective innovation/technology as possible.

Information sources used, in rough order of frequency of mention, included:

- Equipment and technology suppliers – both local and overseas
- AMPC/MLA and other Industry Associations
- Personal networks
- Trade events, especially IFFA but also including local trade shows and other international events
- Internet search/google

- Customers
- Universities and research institutes
- Industry magazines
- New people entering the business from other companies or past experience in other plants
- Other industries.

Preferred methods of communication

By far the most impactful form of communication is interpersonal. Having a personal relationship with people at AMPC/MLA added immense value. The key value is the distilling of a wide range of information, identifying the options that suit the particular business and being able to ask questions and resolve concerns in a meeting or two rather than spend a long time doing this on their own. Many managers evaluating innovation are too busy to allocate decent chunks of time to evaluating ideas and the process often takes place during many 'little moments' found over an extended period of time. It also carries the concern that they have missed vital bits of information. Hence, the search, evaluation and decision making process is harder to do on their own it takes longer and may not yield the best results. This interpersonal service is particularly valued by those with fewer/no dedicated resources for innovation.

All respondents also like to receive information by email. While this is a convenient way to disseminate and receive information, it can be hit and miss with many also reporting that they had an overwhelming amount of emails. While some made a point of reading AMPC/MLA newsletters, others reported more sporadic and/or cursory review. Regardless of how often or well they read these newsletters they still want to continue receiving them.

Email has the benefit of being able to be easily disseminated to others in the organisation who need to see the information. Most prefer emails to be sent to a few people in the business to avoid the risk of being overlooked.

Several respondents mentioned using AMPC webinars and finding these valuable. A few respondents also use social media for information on innovation.

Findings were consistent with previous research. Further insights into processor communications preferences and recommendations for engagement can be found in reports for MLA Communications Research (Corporates) 2021.

4.12 Data feedback

Almost all processors reported sharing feedback data with their suppliers.

A significant proportion only shared basic kill sheet information such as weight, fat and dentition, downgrades and bruising. Some of these processors also shared data on health information either to all their suppliers or upon request. Supplier/customer request is a big driver to share information, with many lower information sharers believing their suppliers didn't want more information and wouldn't use it if they gave it, therefore why waste time and effort providing it? Those buying through saleyards for a significant proportion of stock were lower data sharers.

Approximately half stated that they shared detailed data with their suppliers, supplementing the kill sheet and animal health data with carcass performance data - either through the MSA system (where used) or from their own carcass performance data. Some provided this more detailed

feedback to all suppliers while others only provided it to their key suppliers, for stock with ear tags, or for service kill customers requesting it. Only one processor reported recording yield data but not sharing this with suppliers saying that they don't pay based on it so didn't see a reason to share it.

Only two processors stated they did not share carcass data with external suppliers. These included one buying all stock through saleyards and another supplying the majority of their stock themselves from their own vertically integrated feedlots.

The amount of data shared with producers strongly correlates with the closeness of the relationship between the processor and producer suppliers. These processors fostering close relationships with suppliers tended to be high adopters of innovation, supplying supermarkets/retail and/or further processing a larger proportion of total volume. They were more likely to believe sharing this data would lead to improved stock quality and delivery of stock in line with desired specifications to maximise yield. Some pointed out that only certain types of producers wanted more detailed data.

A few processors, generally the largest ones and also small to medium processors with a strong drive to improve product quality/add value through innovative approaches, were investing time and money to improve the quality and usability of the data they shared with suppliers. These processors had introduced more sophisticated analysis of data including benchmarking and report formats optimised for usability, some with electronic interface to their key suppliers. These processors were strongly driven by the belief that this would improve quality over time, improve yield and profitability, develop closer ties with producers to build loyalty/guarantee supply and, for some, enable a progression to a more value-based pricing model.

4.13 Supply chain audits

Many respondents did not audit their suppliers but relied on LPA and third party auditors for programs such as organics. Some said they did not audit as it was the supplier's responsibility to ensure the stock they provide meets the standards that they claim for their animals.

Some respondents stated that they did audit their key suppliers, either their main suppliers or those supplying a particular branded program such as no chemicals/hormones. Quality/program compliance, chemical/drug use and ethical policies were most widely included in audits with some also including sustainability protocols or planning to do so in the future. Program, customer and export requirements were common motivators to conduct audits.   Many audits were done through a self-completion questionnaire which some admitted had variable response rates and some inconsistencies in answers. Some conducted physical audits by independent auditors or company staff (as well as, or in place of, questionnaires), with one saying these were done by buyers visiting suppliers to validate information.

Auditing frequency was most commonly annual with some doing biannual audits and one 6-monthly.

While all the largest processors stated they conducted audits, others suppliers conducting audits varied widely across all types of processors.

5. Segmentation Model

While each processor is unique and an understanding of their individual goals and business characteristics will facilitate optimal engagement, it is not always possible or feasible to conduct activity on a one-to-one level. Segmentation allows for cost-effective engagement and planning with better results than a one-size-fits-all approach without the time and cost involved with a one-to-one engagement.

Segmentation divides a market into smaller groups of processors with distinct needs, characteristics or behaviours, who require separate service offerings, marketing mixes and engagement approaches. The process of identifying the most appropriate segmentation model involves a review of the different dimensions which can differentiate processors, and find the dimensions that best predict adoption of innovation. Two key dimensions were identified: capacity and appetite for innovation.

Capacity for innovation is a function of:

- Availability of finance
- Management time and skills available to manage adoption
- Plant infrastructure – capacity to introduce innovation into existing infrastructure.

The appetite to adopt a particular innovation depends on:

- Organisational desire to lead and preparedness to change
- Alignment of proposed innovation with company goals/principles
- Perceived benefits of proposed innovation for the type of business – meat processed, customers served
- Awareness and understanding of innovation.

The appetite to adopt innovation usually varies according to the type of innovation.

These two dimensions form the axes of the segmentation model.

Four key segments have been identified:

- Leading Innovators
- Selective Innovators
- Followers
- Late adopters.
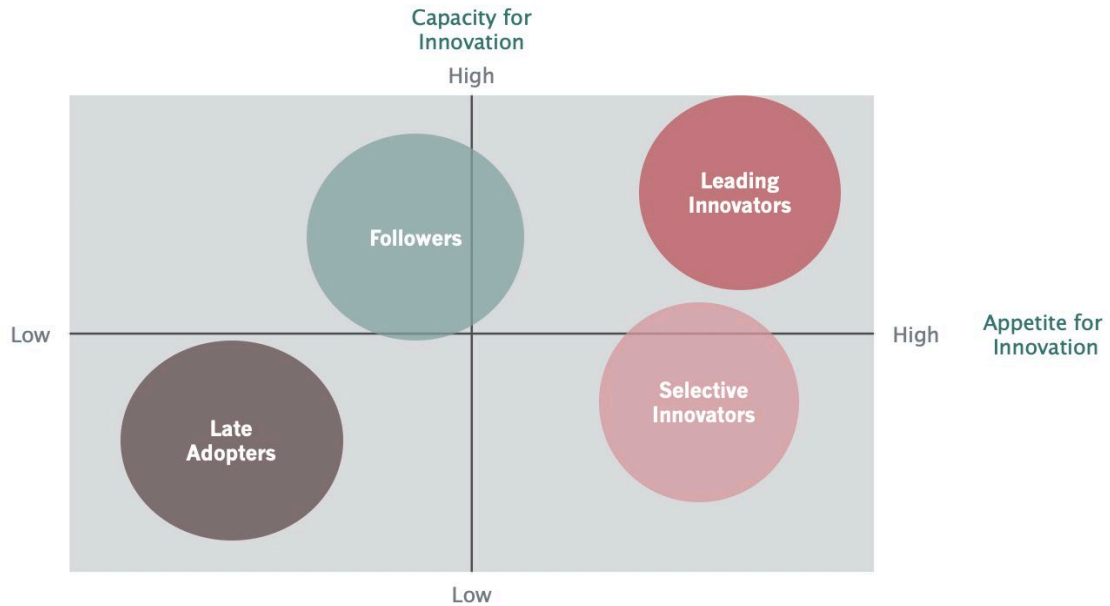
Value Propositions

Value Propositions have been developed for each segment. The value proposition is a short statement, written from the processor's perspective, that communicates what processors want from AMPC/MLA and why processors would choose to use the services of AMPC/MLA. If AMPC/MLA deliver what is promised by the Value Proposition, organisations in that segment would value AMPC/MLA services. Value propositions should be used to guide the development of services and engagement activities for each segment.

The Value Propositions for each segment are:

Leading Innovators - Support my ambition
Selective Innovators – Partner with me to create
Followers – Help me innovate with minimal risk
Late Adopters – Keep my business sustainable

6. Conclusion

The findings indicate that engagement with processors and adoption of innovation can be optimised by tailoring activity to the needs and wants of each segment.

The segmentation model identifies different segment needs and wants which can be used to facilitate tailoring of activity rather than taking a one-size-fits-all approach.

Targeting innovation

Understanding the segment objectives and wants enables targeting of innovation. The following table illustrates the types of innovation most likely to appeal to each of the processor segments.

Innovation characteristics – Types of innovation that appeal

Segment	Leading Innovators	Selective Innovators	Followers	Late Adopters
Value Proposition	Support my ambition	Partner with me to create	Help me innovate with minimal risk	Keep my business sustainable
Types of innovation that appeal	• Promote leading edge innovation that will deliver ROI, growth, competitive advantage as well as triple bottom line • Receptive to longer term ROI for innovation delivering to other key benefits • Most receptive group to ideas requiring significant financial investment	• Promote leading edge ideas that deliver improvements able to deliver competitive advantage and suitable for those with limited capacity • Receptive to niche ideas and longer ROI if it delivers to other core goals/values • Less receptive to ideas requiring significant financial investment or those only feasible for largest plants/those with multiple plants	• Alert to leading innovation and status of trials/projects 'FYI' • Receptive to ideas delivering guaranteed ROI – preferably under 12 months-2 years • Focus on need-to-have over nice-to-have • Alert to funding cut-off to encourage earlier adoption	• Re-promote ideas once evidence of outcomes provides proof of benefit in similar plants • Receptive to critical risk innovation and ideas that make life easier where these involve minimal investment but need help to evaluate options, manage adoption processes and integrate into plant • Focus on benefits of reducing effort/stress and ensuring compliance and business sustainability • Unlikely to be receptive to ideas requiring significant financial investment • Some will move into other segments if support given to help innovate

A single innovation will also be likely to appeal to different segments at different stages of its life cycle. In early stages of creation, an innovation is most likely to appeal to Leading Innovators and, if it aligns with a processors core values/objectives and is able to be trialled in plants where there are capacity constraints (financial, human resources, infrastructure etc), it may also appeal to Selective Innovators. With Selective innovators it will be crucial to develop an understanding of individual processor's values/objectives and adoption constraints to best direct innovation development activity.

Once the innovation has proved reliable results in trials, promotion and provision of incentives to Followers will be likely to encourage earlier adoption. Where the innovation reduces critical risk (e.g. market access, regulatory etc) or where it has guaranteed outcomes and involves limited effort/investment to adopt, it will have the potential to also appeal to Late Adopters.

Within the Late Adopters segment there are likely to be processors who would like to adopt more than they do but are limited by their lack of skills and manpower to identify and evaluate relevant innovation options, apply for and manage funding, and manage innovation implementation. Management lack confidence rather than have a strong desire to avoid change. Identification of these processors within the Late Adopters segment would enable targeting of support such as Innovation Managers to boost adoption rates.

Targeting communication

Communication should be tailored to ensure maximum appeal to and engagement with each segment. With some communication activity, this will involve targeting communication activity towards one or two segments only. With other activity directed to all processors it may mean ensuring communication caters for the different adoption drivers of different segments.

For example, with EDMs, it is not practical to develop four different EDMs appealing to each segment but rather, each EDM should include content relevant to different segments so all recipients recognise value from the communication. It should be designed in a way to facilitate recipients being able to identify articles of greatest relevance to them – headings/sub-heads highlighting type of innovation, relevance and key benefits etc. It may also be relevant to write several articles about one innovation over time, using different content and messaging appeals designed to tap into the key drivers for each segment.

Communication content

Different segments will be interested in different communication content. Leading Innovators will be investing significant effort in accessing innovation information from a wide global network and will be looking for leading edge information. They do not want AMPC/MLA to tell them what they already know but will value augmentation and confirmation of other information sources, broad global insights and future projections to help them understand emerging trends underpinning future market opportunities, information relating to leading edge innovation not ideas that have been around for years. On the other hand, Late Adopters will not be likely to be interested in this type of information, nor are they likely to have the human resources with time and skills to devote to reading this type of content.   They will be most likely to want simple, straightforward communication content alerting them to key business risks and innovations that can avoid or reduce these, opportunities to improve the bottom line for those with smaller and older plants, innovations with proven benefits and information that makes it easy to understand if innovation is relevant to them, where to go to find out more, what support is available for adoption (skills, manpower as well as financial) and how to implement innovation in plant.

The following table highlights the different types of communication content and the optimal communication tone to use to maximise communication appeal to each segment. Where communication is sent to all processors (e.g. EDMs), content should include articles relevant to each different segment so all recipients get value from the communication. It should also be designed in a way to facilitate recipients being able to identify articles of relevance to them.

Communication Implications

Segment	Leading Innovators	Selective Innovators	Followers	Late Adopters
Value Proposition	**Support my ambition**	**Partner with me to create**	**Help me innovate with minimal risk**	**Keep my business sustainable**
Communication framework	Platinum package	Selective package	General package	Basic package
AMPC/MLA Information Role	To supplement content from other sources, provide objective view	Key information source of broad (innovation and market), objective information	To supplement content from other sources, provide objective view	Primary innovation information source
Communication content	• Latest/leading information with global coverage • Broad range of information – all types of innovation, consumer trends, global insights and implications, future view • Independent and unbiased source of information • Cater for different roles in organisation – cater for those in different roles (R&D vs Sales vs CEO etc.) • Provide individualised service, where appropriate	• Information tailored for smaller plants or those with other capacity constraints and limited management time to investigate innovation (links for more, contacts, available support etc. to facilitate further investigation into areas of interest) • Broad range of information – all types of innovation, consumer trends, global insights and implications, future view etc. • Tailored to areas of interest/key goals where feasible	• Want broad information of innovation - all types of innovation, consumer trends, global insights and implications • Independent and unbiased source of information • Cater for different roles in organisation – some want overview while others want more detail on innovation • Want latest trial results and implementation outcomes • Alert to opportunities to adopt with funding bring forward adoption • Highlight advantages others may be getting first – play to FOMO	• Tell me what I need to know – compliance, access, issues etc. and how to avoid problems • Opportunities to improve for those with older/smaller plants and/or lower value meat – easy, simple, highlight key benefits, outcomes in comparable infrastructures, where to go for more – contacts and steps • Spell out benefits in logical, simple manner – innovation does X, which means Y outcome, so you will get Z benefit...
Tone	Commercial, expert, visionary	Commercial, positive, expert, visionary, supportive	Commercial, pragmatic, expert, independent	Commercial, straight forward, simple guidelines, supportive, understanding

Communication messaging

Tapping into the different drivers for adoption for each segment will improve communications appeal and processor engagement with AMPC/MLA communications. Highlighting the potential benefits of an innovation as having an opportunity to lead the industry and position the business for the future will have significant appeal to Leading Innovators and probably also Selective Innovators but will have little to no appeal to Late Adopters. Conversely, talking about avoiding business risks, regulatory issues or market access problems will tap into key fears of those in the Late Adopter segment and gain their attention.

While many innovations are likely to have a range of potential benefits, understanding which ones to focus on in communication with different processors will improve engagement and responsiveness. When developing communications content it will be necessary to identify which segments are being targeted by the communication and ensure content includes messaging appealing to that/those segments.

Messaging – Impact of message appeals on innovation awareness and attitudes

Segment	Leading Innovators	Selective Innovators	Followers	Late Adopters
Value Proposition	**Support my ambition**	**Partner with me to create**	**Help me innovate with minimal risk**	**Keep my business sustainable**
Chance to revolutionise	✓✓✓	✓✓	✗	✗
High risk/reward – possibility of big win	✓✓✓	VARIES	✗	✗
Delivers competitive advantage	✓✓✓	✓✓✓	✓✓✓	✓
Builds value of industry	✓	LIMITED	✗	✗
Be first	✓✓	✓✓	✗	✗
Be the best	✓✓✓	✓✓✓	✓✓	✗
Position business for future/ get ahead of requirements	✓✓✓	✓	✗	✗
Opens new markets	✓✓✓	VARIES	✓✓✓	✗
Maintains access	✓✓✓	✓✓✓	✓✓✓	✓✓✓
Adding value	✓✓✓	VARIES	VARIES	LIMITED
Builds customer loyalty	✓✓✓	✓✓✓	✓✓	LIMITED
Improves buying	✓✓✓	VARIES	✓✓✓	LIMITED
Clean/green/environmental benefits	✓✓✓	✓✓✓	✓✓	LIMITED
Animal welfare benefits	✓✓✓	✓✓✓	✓✓	✓
Good Citizen/Right Thing	✓✓	✓✓	✗	✗
Guaranteed benefit	✓✓✓	✓✓✓	✓✓✓	✓✓
Avoid penalties/critical risk	✓✓✓	✓✓✓	✓✓✓	✓✓✓

Communication channels

Communications channels will differ in their ability to influence innovation awareness and attitudes of different segments. Due to their size and capacity for innovation, both Leading Innovators and Followers will have large networks and the personnel with capacity to read incoming information relating to innovation. As such, these segments will have the greatest engagement with a wide range of communication channels. Readership/engagement will depend upon their perception of communication delivering value – having content and messaging appealing to them, however, they are likely to keep abreast of all major industry communications.

While Selective Innovators have a high desire for communications informing them about innovation, they tend to have fewer resources than Leading Innovators and Followers and, as a result, may be more inclined to focus effort on communications that are deemed high value and to have more limited networks. Ensuring they engage with AMPC/MLA communications will be driven by optimising content and message appeals for this group.

Late Adopters are likely to place the least value on innovation information – the most likely to see it as something they don't really have time for and something they are not likely to benefit from. While in an ideal world they may like to keep up to date with what is going on, they are the most likely to not get around to reading innovation content. As such, readership of EDMs would be more erratic and attendance at events likely to need some other drawcards other than keeping up with innovation. Piggybacking on general industry communications and activities and use of interpersonal communications where feasible will assist in cutting through to this group. It should also be noted that some in this group will lack reading skills or dislike reading and communication will be optimised by use of simple language, graphics, and verbal channels.

Channels – Influence of channel on innovation awareness and attitudes

Segment	Leading Innovators	Selective Innovators	Followers	Late Adopters
Value Proposition	Support my ambition	Partner with me to create	Help me innovate with minimal risk	Keep my business sustainable
EDM	✓✓✓	✓✓✓	✓✓✓	✓
Website	✓	✓	✓	✗
Events	✓✓✓	✓✓✓	✓✓✓	✓✓✓ (if attend)
Webinars	✓✓	✓	✓✓	LIMITED
Podcasts	✓	✓	✓	✗
RDC magazine	✓	✓	✓	✓
Social media	✓	✓	✓	✗
Interpersonal	✓✓✓	✓✓✓	✓✓✓	✓✓✓
Third parties:				
- Consultants	✓✓✓	✓✓✓	✓✓✓	LIMITED
- Suppliers	✓✓✓	✓✓✓	✓✓✓	✓ (suppliers can lack interest in segment)
- Banks	✗	✓	✗	✓✓
- Research institutes/ universities	✓✓✓	✓✓✓	✓	✗
- Industry comms, e.g. Beef Central/ Beef Connect/ Future Beef	✓✓✓	✓✓	✓✓✓	✓✓
Peer groups/syndicates	✓	✓✓✓	LIMITED	✓✓
Innovation managers	✓✓✓	✓✓✓	✓✓	✓✓

It is also recommended that developers of communication refer to previous Communications Channel Research conducted with off-farm stakeholder for MLA in 2021. This research provides further insights into optimising communications to processors.

7. Appendix

7.1 Sample details

In-depth telephone interviews with 29 senior managers from 27 processor organisations

Characteristic	Number of processors in sample
Meat processed	
Beef	17
Sheep	12
Goat	4
Multispecies	10
Vertically integrated	8
Commodity/low quality (e.g. cow/mutton/wool sheep)	3
Specialty (e.g. organic, wagyu, no added, breed specific)	9
Geographic location	
QLD	9
NSW	9
VIC/TAS	10
SA	2
WA	4
Size	
Small	5
Medium	8
Large	14

Characteristic	Number of processors in sample
Domestic vs International markets (<5% volume)	
Domestic	23
International	25
Role in value chain	
Primary processor only (carcass)	1
Secondary processor (to primals)	10
Further processor - vertically integrated (retail ready and other value added product)	16
Previous rate of innovation adoption	
Low-very low	5
Moderate	8
High	10
Very high	4
Respondent role	
CEO/Managing Director/Owner/Director	14
General Manager (overall business role)	4
Senior Manager (e.g. Operations, Engineering, Sales and Marketing, Industry Affairs)	7
Innovation Manager	4

7.2 Segment snapshots

Target Market Snapshot

KEY INSIGHTS

- Open to risk
- Strong desire to lead the industry
- Confident in ability to innovate successfully

KEY WANTS FROM US

- Opportunities to get ahead
- New ideas and insights
- Financial support to reduce ROI

BENEFITS

- Success – profitability, competitive advantage, sustainability, growth
- Reputation as leaders
- Triple bottom line

"You are only limited by your imagination"

VALUE PROPOSITION

Support my ambition

FINANCIALLY RESOURCED

Low   High

MANAGEMENT RESOURCES

Low   High

INFRASTRUCTURE COMPATIBILITY

Restricted   Compatible

INVESTMENT ATTITUDE

Low   High

COMPANY GOALS

Survive   Ambitious/Leaders

RISK ATTITUDE

Risk Averse   Open to risk

INNOVATION CULTURE

Conservative   Open to new ideas

ADOPTION BEHAVIOUR

Slow to adopt   Early adopter

INNOVATION KNOWLEDGE

Low   High

SOURCES OF INNOVATION INFORMATION

Limited   Extensive

ADOPTION SKILL AND CONFIDENCE

Low   High

RISK TO INDUSTRY

Low   High

Target Market Snapshot

SELECTIVE INNOVATORS

Segment Characteristics

- Driven leader/key individuals with high interest in innovation and desire to seek new approaches to success
- More limited capacity to innovate – finance, resources and/or infrastructure
- Likely to be family owned

"If you had my ideas in a bigger organisation we'd be unstoppable!"

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KEY INSIGHTS

- Capacity constrained not risk averse
- Passionate about business and creative in approach to success
- Need to focus efforts in selected areas
- May have specific areas of interest – e.g, sustainability

KEY WANTS FROM US

- Leading innovation aligned with capacity and key goals
- Ideas to create competitive advantage
- Support for adoption – financial and management resources
- Contacts and information targeted to areas of interest

BENEFITS

- Leadership in specific areas
- Respect within the industry
- Competitive advantage
- Successful business

VALUE PROPOSITION

Partner with me to create

FINANCIALLY RESOURCED	
Low	High
MANAGEMENT RESOURCES	
Low	High
INFRASTRUCTURE COMPATIBILITY	
Restricted	Compatible
INVESTMENT ATTITUDE	
Low	High
COMPANY GOALS	
Survive	Ambitious/Leaders
RISK ATTITUDE	
Risk Averse	Open to risk
INNOVATION CULTURE	
Conservative	Open to new ideas
ADOPTION BEHAVIOUR	
Slow to adopt	Early adopter
INNOVATION KNOWLEDGE	
Low	High
SOURCES OF INNOVATION INFORMATION	
Limited	Extensive
ADOPTION SKILL AND CONFIDENCE	
Low	High
RISK TO INDUSTRY	
Low	High

Target Market Snapshot

FOLLOWERS

Segment Characteristics

- Successful businesses
- Larger organisations with available resources to adopt
- More conservative leadership

"We like to learn from others' mistakes – then we'll adopt the innovation"

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KEY INSIGHTS

- Focus on growth with minimal risk
- Leaders seek business success through means other than innovation in process/technology
- Innovation risk averse
- Happy to let others be first with innovation and adopt once proven

KEY WANTS FROM US

- Financial support to reduce ROI
- Proof of concept within similar business
- Best practice with proven solutions

BENEFITS

- Confidence and control
- Certainty in innovation success
- 'Guaranteed' financial return
- Avoid costly mistakes
- Lower risk continuous improvement

VALUE PROPOSITION

Help me innovate with minimal risk

FINANCIALLY RESOURCED
Low — High

MANAGEMENT RESOURCES
Low — High

INFRASTRUCTURE COMPATIBILITY
Restricted — Compatible

INVESTMENT ATTITUDE
Low — High

COMPANY GOALS
Survive — Ambitious/Leaders

RISK ATTITUDE
Risk Averse — Open to risk

INNOVATION CULTURE
Conservative — Open to new ideas

ADOPTION BEHAVIOUR
Slow to adopt — Early adopter

INNOVATION KNOWLEDGE
Low — High

SOURCES OF INNOVATION INFORMATION
Limited — Extensive

ADOPTION SKILL AND CONFIDENCE
Low — High

RISK TO INDUSTRY
Low — High

Target Market Snapshot

LATE ADOPTERS

Segment Characteristics

- Organisations with restricted capacity for innovation
- Conservative leadership
- Limited business planning/lack long term strategy

"I am hesitant to invest in innovation – I would rather stick to what we know"

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KEY INSIGHTS

- More cautious in their approach
- Don't like change
- Stick to the 'tried and tested' methods
- Not interested in being best – just in staying operational
- Motivated to adopt by compliance or fear of business failure

KEY WANTS FROM US

- Proof of concept with my business type
- Cost reduction
- Simplicity
- Support to adopt – financial, identification of best option and implementation

BENEFITS

- Business sustainability
- Stress free
- Certainty
- Reassurance

VALUE PROPOSITION

Keep my business sustainable

FINANCIALLY RESOURCED

Low — High

MANAGEMENT RESOURCES

Low — High

INFRASTRUCTURE COMPATIBILITY

Restricted — Compatible

INVESTMENT ATTITUDE

Low — High

COMPANY GOALS

Survive — Ambitious/Leaders

RISK ATTITUDE

Risk Averse — Open to risk

INNOVATION CULTURE

Conservative — Open to new ideas

ADOPTION BEHAVIOUR

Slow to adopt — Early adopter

INNOVATION KNOWLEDGE

Low — High

SOURCES OF INNOVATION INFORMATION

Limited — Extensive

ADOPTION SKILL AND CONFIDENCE

Low — High

RISK TO INDUSTRY

Low — High

Segmentation model | Implications

SEGMENT	LEADING INNOVATORS	SELECTIVE INNOVATORS	FOLLOWERS	LATE ADOPTERS
Value Proposition	**Support my ambition**	**Partner with me to create**	**Help me innovate with minimal risk**	**Keep my business sustainable**
R & D types that appeal	• All innovation types and scale • Leading edge innovation • Includes high risk/reward and game-changer ideas • Triple bottom line outcomes • Open to longer ROI where other key benefits exist	• Innovation able to deliver competitive advantage • Innovation able to be adopted by those with resource limitations • Triple bottom line outcomes • Open to longer ROI where other key benefits exist	• Proven innovation – where trial results give high confidence of success • All types of innovation where outcomes deliver to bottom line – need-to-have not nice-to-have • ROI max 2 years	• Low interest in innovation • Critical risk solutions • Low investment ideas that make life easier and have guaranteed payback • ROI preferably 12 months
Information Seeking Behaviour	• Keep abreast of all key information sources – wide network • Multiple management points involved	• High interest in innovation information but limited time/resources to search • Prioritise valued media	• Keep abreast of all key information sources – wide network • Multiple management points involved	• Not proactive in search for innovation information • Do not prioritise search for/reading of innovation information • May dislike reading or find it difficult
Information - What	• Latest information with global coverage • Broad range of information and insights – all types of innovation, consumer trends, global insights etc • Future predictions and implications	• Latest information with global coverage • Broad range of information and insights – all types of innovation, consumer trends, global insights, future view etc – have less resources available to source information themselves • Tailored information – to suit those with smaller/single plants, limited finance, specific areas of interest	• Broad interest /wide range of information – all innovation types, global insights/trends • Case studies/trial outcomes • Global insights and trends • Funding availability and cut off	• Top level information – what's new, where are the opportunities, what do I need to know • Relate to similar type processors/older/smaller plants • Easy reading • How to guide – where to go for help, contacts, how to implement

Information - How	• All media
	• Primary channels:
	  • EDM
	  • Events
	  • Webinars
	  • Interpersonal
	  • Innovation Managers
	  • Third parties
		• Primary channels:
		  • EDM
		  • Interpersonal
		  • Events
		  • Third Parties
		  • Syndicates
		  • Innovation Managers
			• Primary channels:
			  • EDM
			  • Events
			  • Interpersonal
			  • Innovation Managers
			  • Third parties
				• Need intercept mediums to supplement direct comms
				• Cater for lower levels of education and reading aptitude
				• Primary channels:
				  • EDM
				  • Interpersonal
				  • Third parties and third party media
				  • Events