

Final Report

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Project Name: Building red meat producer-led value adding business ventures

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Farmers2Founders - Farmer2Founders – Red Meat Value+d Program Final Report

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Executive Summary

MLA has identified a strategic priority for the red meat industry to accelerate the development of new, high value products that maximise the value of the whole carcass, diversify farm revenue, and meet the changing needs of consumers. While there has been an increase in red meat value-adding activity in recent years, these initiatives are generally undertaken by participants further down the value chain and producers are missing out on capturing the benefits.

The purpose of this project was to increase awareness, knowledge and confidence of red meat producers to enable them to build scalable value-added ventures that increase carcass value and deliver increased revenue back into their farming businesses. The Red Meat Value+d Program was developed and delivered as an initial pilot to determine whether red meat producers would be willing to explore opportunities for value-adding and whether capability to develop value-adding ventures could be achieved. The program was designed exclusively for red meat producers with the objective being to equip them with the skills and networks they need to build successful and scalable value-adding businesses. To achieve this objective the following project activities were undertaken:

- A series of 9 awareness and engagement workshops in regional areas nationally which resulted in more than 130 registrations and 98 attendees
- An extensive national communications program and participation in 4 major industry events helped raise awareness amongst hundreds of red meat producers of the opportunity to consider value-adding as a viable business option
- An online program to create inspiration and introduce value adding and new venture creation concepts to prospective participants (undertaken by 31 producers)
- Delivery of an early-stage ideas validation program which attracted 38 applications from which 16 were selected to participate. Graduates of this stage were invited to pitch to enter the next more advanced program
- A more advanced venture creation stage with 6 producer-led businesses selected to participate

It is noted that the Red Meat Value+d Program delivered all agreed components of the project at target levels or above. For those participants who moved through all stages of the program (up to and including the more advanced venture creation stage) the project has clearly achieved the key objective of: *increasing awareness, knowledge and confidence of red meat producers to enable them to build scalable value-added ventures that increase carcass value and deliver increased revenue back into their farming businesses.* This is evidenced by the following outcomes reported by participants:

- Much greater focus and understanding on target customer segments; deeper understanding into broad consumer trends, packaging and technology considerations
- Developed a deeper understanding of the importance of branding and marketing and developed detailed brand positioning and strategy
- Implemented key business foundational activities such as registration of business, protection of assets and understanding business structures
- Implementation of value chain strategy in order to scale up different streams of business, for example in one case a participant had the opportunity to purchase a butcher shop and retail brands to continue to grow the value-adding side of their business
- Overcame key challenges in relation to supply and processing constraints eg. co-ordinating efforts with other producers from the region
- Significant increase in confidence to promote and 'pitch' business, in particular with new business customers and strategic partners. A number of the businesses have been able to

secure additional customers (supply to local restaurant and pub) and new opportunities for collaborations such as on-farm dining experiences and agri-tourism.

- Refinement of roadmap and integrated detailed project management tools and capabilities into the business; significant pivot of the business to create a portfolio of offerings and build the supply chain of each separately
- Deeper understanding of channel considerations, pricing strategy and margins
- Better facilitate collaboration and co-ordination between team members; identification of capability gaps and how to build team into future
- Confidence in working with strategic partners such as co-manufacturers and distributors

Program graduates will continue to be supported to commercialise post completion of the project and quantified results, resources and tools will progressively be disseminated more broadly across the industry. The program was delivered via an MLA Donor Company co-investment mechanism through a partnership between Farmers2Founders and Straight To The Source (see Appendix One for partner details). Participants in the early-stage and advanced venture creation elements of the program made a direct financial contribution including a program fee (\$750 and \$1875 respectively) and they also covered most of their own travel expenses to attend in-person workshops and events.

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1 Objectives and Outcomes

1.1 Project Objectives

MLA identified a strategic priority for the red meat industry to accelerate the development of new, high value products that maximise the value of the whole carcass, transform what is currently considered waste attracting little or no value, diversify farm revenue via a shift from commodity to higher value products, and meet the changing needs of consumers.

While there has been an increase in red meat value-adding activity in recent years, these initiatives are generally undertaken by participants further down the value chain and producers are missing out on capturing the benefits. The specific objective of this project (the Red Meat Value+d program which was designed exclusively for red meat producers) was to address this problem by increasing awareness, knowledge and confidence of red meat producers to enable them to build scalable value-added ventures that increase carcass value and deliver increased revenue back into their farming businesses. To achieve this objective the following project activities were undertaken:

- A series of 9 awareness and engagement workshops in regional areas nationally which resulted in more than 130 registrations and 98 attendees
- An extensive national communications program and participation in 4 major industry events helped raise awareness amongst hundreds of red meat producers of the opportunity to consider value-adding as a viable business option
- An online program to create inspiration and introduce value adding and new venture creation concepts to prospective participants (undertaken by 31 producers)
- Delivery of an early-stage ideas validation program which attracted 38 applications from which 16 were selected to participate. Graduates of this stage were invited to pitch to enter the next more advanced program
- A more advanced venture creation stage with 6 producer-led businesses selected to participate

Details of the above project initiatives are described in the body of this report.

1.2 Summary of Outcomes

It is noted that the Red Meat Value+d Program delivered all agreed components of the project at target levels or above. For those participants who moved through all stages of the program (up to and including the more advanced venture creation stage) the project has clearly achieved the key objective of: *increasing awareness, knowledge and confidence of red meat producers to enable them to build scalable value-added ventures that increase carcass value and deliver increased revenue back into their farming businesses*. This is evidenced by the following outcomes reported by participants:

- Much greater focus and understanding on target customer segments; deeper understanding into broad consumer trends, packaging and technology considerations
- Developed a deeper understanding of the importance of branding and marketing and developed detailed brand positioning and strategy
- Implemented key business foundational activities such as registration of business, protection of assets and understanding business structures
- Implementation of value chain strategy in order to scale up different streams of business, for example in one case a participant had the opportunity to purchase a butcher shop and retail brands to continue to grow the value-adding side of their business

- Overcame key challenges in relation to supply and processing constraints eg. co-ordinating efforts with other producers from the region
- Significant increase in confidence to promote and 'pitch' business, in particular with new business customers and strategic partners. A number of the businesses have been able to secure additional customers (supply to local restaurant and pub) and new opportunities for collaborations such as on-farm dining experiences and agri-tourism.
- Refinement of roadmap and integrated detailed project management tools and capabilities into the business; significant pivot of the business to create a portfolio of offerings and build the supply chain of each separately
- Deeper understanding of channel considerations, pricing strategy and margins
- Better facilitate collaboration and co-ordination between team members; identification of capability gaps and how to build team into future
- Confidence in working with strategic partners such as co-manufacturers and distributors

As the program initiatives were only completed towards the end of 2022 and Farmers2Founders is continuing to work with participants to support the further development of their new value-added business ideas, it is too early to identify actual returns in terms of increased carcass value and full potential for new revenue back into their farming businesses. However, it can be reported that 100% of participants indicated they have the confidence that they will achieve their 6-12 month goals and all have achieved increased traction with their value-added concepts with highlights including:

- 2 participants on track to achieve \$1M p.a. in new revenue within the next 12 months
- 1 participant achieved an uplift of > 50% profit margin
- 1 participant achieved 3X in value of live animal
- Several participants have expanded their business operations with new employees; new infrastructure and technologies; and purchase of other value-adding businesses to complement their own strategic direction

In relation to the actual design and delivery of the program, participants provided valuable feedback regarding both most valuable elements and areas for review (see following sections of this report).

Key takeouts were:

- Significant value of the in-person elements of the program
- Inclusion of venture creation business topics plus technical and regulatory issues was seen as valuable
- Focus on customising the experience and learning to individual participants combined with group learning and peer interaction was seen as valuable
- Additional opportunities for 'flexible' learning when attendance to structured sessions are unable to be achieved
- Suggestion to spread out the content and could be achieved with a block cycle model potentially to focus in on one particular theme over a month time frame and then move on to the next
- Avoid program delivery during 'red' periods in the year when producers may be busier due to hay season, reseeding and fertilising

Finally, brief mention is made here of the outcomes of the early-stage program, stage 2 of this project (see Milestone 2 report for further detail). While it is noted that 16 red meat producers completed this stage and feedback was very positive (85% indicating they would continue to pursue their value-adding business idea and 95% 'strongly agreed' they would recommend the program to

others), only 6 of the stage 2 participants progressed to the final stage (the upper target was 10). Feedback suggested that this was due to lack of time and other competing on-farm priorities at the time that the final stage of the program was being offered. While this has, to some degree, reduced the immediate impact of the project, Farmers2Founders plans to reconnect with all stage 2 participants to determine their interest and availability to participate in the future.

2 Program Design and Delivery

The Red Meat Value+d program was undertaken over a series of stages as follows:

- Raising awareness
- Recruitment
- Online introductory course (pre-qualifier)
- Selection of participants
- Idea validation
- Creating a value-adding business

Following is a detailed description of each of these stages. Details of program facilitators and coaches are included in Appendix Two.

2.1 Raising Awareness

A key focus for this stage was to engage and increase understanding of value adding opportunities for red meat producers. This was achieved via a series of targeted regional (face-to-face) and online workshops with regional partners. The regional workshops also provided an opportunity to capture real data around specific challenges experienced by red meat producers. The following table summarises the workshops with details of each workshop provided in Appendix Three.

Table One: Workshops

Location	Date	Attendees	Comments
Armidale NSW	23/3/22	25	<ul style="list-style-type: none"> ▪ Highly engaged ▪ Producers keen to maximise carcase value and reflect provenance ▪ Looking to achieve long term sustainable growth
Gundagai NSW	28/3/22	11	<ul style="list-style-type: none"> ▪ Great opportunity for producers to connect & build networks ▪ Broadly interested in value-adding ▪ Key challenges re processing & logistics
Goondiwindi QLD	22/4/22	4	<ul style="list-style-type: none"> ▪ All attendees subsequently submitted an application to program ▪ Key challenge re lack of knowledge
Dubbo NSW	27/4/22	8	<ul style="list-style-type: none"> ▪ Interested in growth and export ▪ Key challenges re lack of confidence and time poor
Bairnsdale VIC	5/5/22	15	<ul style="list-style-type: none"> ▪ Key challenges re processing and lack of confidence
On-line workshops	30/3/22 14/4/22 28/4/22 12/5/22	35	<ul style="list-style-type: none"> ▪ Several face-to-face workshops in TAS and QLD cancelled due to COVID ▪ Good opportunity to engage with more remote producers

In addition to the workshops, we participated in a number of key industry events either directly or via F2F alumni. These included:

- Fiona Aveyard from Outback Lamb (alumni of F2F Accelerator), presented at the 2022 Forbes NSW Rural Women's Gathering and included the Red Meat Value+d program in her presentation. We were also able to distribute 150 program flyers into the registration packs for this event. Hearing from previous participants provided a strong incentive for potential participants.
- Attended Foodservice Australia in Melbourne and included the Red Meat Value+d program flyers in various engagement opportunities over the 3 day conference
- Presented at the Young Entrepreneurs Conference in Orange and included the Red Meat Value+d program in the presentation
- Macintyre Ag Alliance, Agribusiness Summit: flyers printed & included in attendee bags (100 attendees at the Summit)
- Australian Farmers Market Association (AFMA) – Red Meat Value+d program details shared with farmers' market audience and to market managers nationally

2.2 Recruitment

In addition to the regional workshops, we undertook a broader national recruitment strategy over an 8-week period. Based on our deep understanding of recruitment periods throughout the multiple programs we run annually, a range of initiatives were undertaken to generate awareness and recruit for the 2022 Red Meat Value+d program. These initiatives included:

- Database outreach to our channel collaborators and regional partners to assist with awareness raising and increased reach to target red meat producers
- Email marketing (targeted EDMs sent)
- Media Kit (flyers, newsletter snippets, press releases, social media assets)
- Case studies and testimonials
- Regular online briefings and 'office hours' for interested parties to learn more

Social media content plan and schedule included:

- Targets social media campaigns using Twitter, Facebook, LinkedIn and Instagram to drive potential applicants to the red meat value+d program landing page on the Farmers2Founders website
- Targeted lead generation activities
- Paid social media advertising across the recruitment period

During the 8-week recruitment period the following partner promotional activities were also actioned:

- MLA media kit distributed with shareable assets, suggested copy and newsletter content
- EDM drips to red meat focused partner associations, suppliers, regional partners, consultants and alumni
- Co-branded social media content and copy
- Event and program flyers
- Farms Advice podcast guest spot
- Scouting via social media research
- Promotion into red meat focused LinkedIn and Facebook groups

The following partners shared details of the Red Meat Value+d program via social media channels:

- Australian Women in Agriculture (AWiA)
- Cattle Council of Australia
- Central Highlands Development Corporation
- The Exchange (Dubbo)
- Southern Farming Systems
- Maia Grazing
- Young Farmer Business Program

Farmers2Founders also engaged with NSW Farmers for a paid media campaign to promote the Red Meat Value+d program across:

- The Farmer Magazine (May-June 2022) 114,000 readers, bimonthly issue
- The Farmer Magazine website & The Muster e-newsletter 24,000 combined average page views per month
- NSW Farmers Association social media platforms 100,000+ average reach combined across Facebook, Instagram and LinkedIn

The Red Meat Value+d promotional campaign included:

- Half page ad https://issuu.com/theintermediagroup/docs/the_farmer_may-june_2022/54
- News Spot [The Farmer Magazine \(May-June 2022\)](#)
- Medium rectangle ad [TheFarmer.com.au](#)
- Sponsored content module; The Muster EDM [The Farmer.com.au](#)
- Facebook campaign

Recruitment for the Red Meat Value+d program resulted in 38 applications from red meat producers across Australia, with a wide distribution in location, species and value add opportunities as shown in the following table.

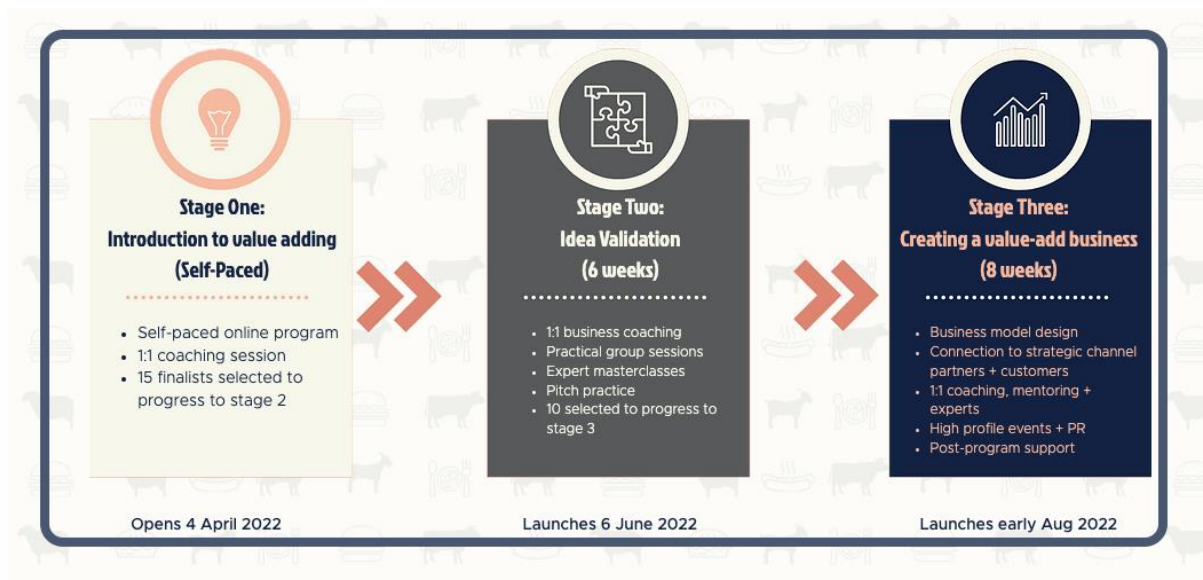
Table Two: Applications

State/Territory	Number of Applications:
NSW	14
WA	6
QLD	12
SA	1
VIC	3
NT	1
International	1
Species	Number of Applications:
Beef	20
Lamb	7
Goat	3
Mixed enterprise	8
Male	40%
Female	60%

2.3 Online Introductory Course

The Red Meat Value+d program was delivered over a 4 month period and was divided into three key stages as shown in the following diagram. Each stage involved a selection process with a specific number of participants moving through to the next stage.

Figure Two: Red Meat Value+d program pathways



As shown, the first stage was a self-paced, practical introductory online program to help red meat producers explore and refine their ideas for a value-add business. Through this stage, red meat producers were able to build their confidence and capabilities both with digital platforms and their value-add business ideas.

The introductory online program was made available to any red meat producer who submitted an application for the Red Meat Value+d program and was a pre-requisite for Stage Two, Ideas Validation program. We also provided an opportunity for all applicants to book in a 60 minute 1:1 coaching call with the Farmers2Founders team to answer any questions they may have about the program; on their idea and on the online program. The following modules were included:

- Setting the scene and competitor analysis
- Building and entrepreneurial mindset
- Setting your vision
- Understanding customer segments and problems
- Lean Startup
- Customer Discovery
- Self-assessment business readiness- what do you need to build a value add business?

Of the 38 applications received, 31 signed up to the introductory program with a completion rate of 75%. The 16 finalists selected into the next stage all completed the online program in full.

We received positive feedback from producers who completed the online course, illustrated by the following quotes:

“Program is really helping with approaching the idea with rigour”

“Really enjoyed the program, Thanks and hope to hear from you soon”

“Thank you for this opportunity, it was very insightful. I look forward to hearing from you!”

“Thank you for the information provided it was helpful to go through and get more clarity in my own mind. Hope to stay in contact with you along this journey”

2.4 Selection

Selection followed a two-step process involving:

Step One: Shortlist generation

The team considered each application against the following criteria to generate a shortlist of approximately 20 candidates:

- Completion of the introductory online program (or shown effort to complete activities and modules)
- Able to communicate business idea clearly and shown effort in responding to application form questions to provide initial assessment of ‘coachability’
- Commercial potential of idea and relevance to demonstrated industry problem
- Industry impact communicated through applicant’s ambition and vision for their value-add business
- Consideration around diversity of cohort including location, species and founders
- Quality of team and/or commitment of founder to build team, solve capability gaps
- Articulated value chain considerations to be able to build a substantial business

Step Two: Interview Process

Following the shortlisting process, the team called each of the 20 shortlisted applicants to further discuss their ability to commit to the program and further assess the coachability of the applicant. This is an important step in our selection process and allows us to assess the founder’s ability to take on feedback, their vision for their value add business and identify any critical challenges that may limit the applicant moving forward. The 16 participants selected to progress are detailed in the following table:

Table Three: Participants

Producer Name:	Location:	Species:	Snapshot of producer/idea:
Sally Calder	WA	Beef	1000 acre Red Angus Cattle. D2C Beermullah Beef boxes, sausage rolls.
Adam Turner	NSW	Beef	First generation farming business, grass fed and regenerative operation. Ready to eat subscription meal business.
Georgina Baker	NSW	Beef	Organic beef producer. Value-added products for health - conscious consumers; carcass utilisation via sausages, pate.
John Stokes	NSW	Lamb	Regenerative, grass-fed lamb producers. Looking at specialised meat cuts for parties/restaurants, sous vide meal options, natural cosmetics.

Peter Armstrong	NSW	Mixed Operation	Mixed farming operation including Brangus cattle and dorper sheep. Weekly produce boxes with a clear value proposition around premium, convenience and health supportive.
Sophie McInnerney	QLD	Lamb	500ha farming operation, Australian white sheep for fat lamb production. Paddock to plate lamb box and expanding into meat snacks and convenient offerings.
Kelly Akers	QLD	Beef	Beef cattle farmers from Southern QLD. Looking to value-add business via building of a strong consumer brand and D2C model.
Todd Craney	QLD	Beef	Family operated wagyu business. Exploring concepts around ready to eat meals, entertainment/catering solutions such as gyoza and ravioli.
Juanita Bosel	QLD	Mixed Operation-Goat	Mixed farming operation in Central QLD with beef, lamb and goats. Looking into opportunities to maximise whole carcass; secondary cut utilisation via pies, kebabs and other ready to cook products.
Rebecca Mohr-Bell	NT	Beef	Family-owned Brangus business near Katherine, NT. Build a farm abattoir, selling direct to consumers and food service.
Judith Bennett	WA	Beef	Regenerative beef farmers in South West WA with grass-fed Angus Wagyu cattle. Looking to value add and setting up on farm dry aging and packaging facility to sell D2C and restaurants.
Brent Old	NSW	Lamb	Family livestock business in Orange, certified organic mixed operation. Exploring a range of value-add ideas across medical, health and convenient offerings.
Wes Sloane	QLD	Lamb/Beef	Lifelong farmers with a grazing property near Yelarbon QLD. Looking at value-add products using mutton and convenient offerings with grass fed beef.
Sarah Hamilton (Hatch #2)	VIC	Lamb	Mixed farming operation in South West Victoria. Exploring high end paddock to plate meals in dinner food boxes.
Sally Strelitz (Hatch #2)	NSW	Lamb	Livestock producer from NSW who owns and operates Milly Hill Meat. Looking to expand range with direct to consumer boxes and into retailers with branded small goods.

2.5 Idea Validation Stage

The 6-week Idea Validation stage had the following key outcomes:

- Validate their value-add business idea with real customers/end-users
- Understanding of whole carcass utilisation
- Understanding of consumer trends, customer segmentation and value propositions
- Early-stage product development and concept testing with consumers
- Business model and value chain design
- Confidence in communicating their business idea through pitching and presenting
- Develop a 6-12 month roadmap to gain traction and secure revenue

Program elements included:

- Online collaboration tools (slack; zoom; online workspace in Kajabi)
- Weekly group Masterclasses (virtual)
- Tailored support via fortnightly 1:1 coaching
- Comprehensive resources and tools
- Regular pre-recorded content delivered to help participants prep for group sessions

- 2 day face-to-face 'bootcamp' (scheduled for 19th and 20th of July 2022) with topics covering competitor analysis, consumer and packaging insights (Mintel), Carcase breakdown (MLA), flavour and ingredient profiles
- Regular 60 minute 1:1 coaching sessions with dedicated business coach
- Access to mentors, experts and trusted service providers
- Pitching to advance to Stage Three
- Post-program 1:1 support

Topics covered during the program included:

- Customer discovery and lean startup
- Building a viable value add business model (using business model canvas)
- Building your value chain and launching your first product
- Product and packaging innovations
- Processing and manufacturing technologies
- Food safety and regulatory requirements
- Developing your go2market strategy
- Branding, marketing and social media
- Channels and strategic partners
- Customer acquisition and sales
- Building and delivering pitch decks

The following feedback was received from participants in the Ideas Validation stage:

- 90% of participants 'strongly agreed' that the Stage 2 program helped them to build their confidence in progressing their value-added business idea
- 60% of the cohort have identified they would like to progress to Stage 3 of the program
- 75% of the cohort identified that they refined their value-add idea through Stage 2
- 75% said their business progressed through the program and 100% said they developed more clarity on the next steps the business will take
- 85% agreed they will continue to develop their new value add business
- 95% 'strongly agreed' they are likely to recommend this program to a red meat producer wanting to develop a new value add business.

On completion of this stage, participants identified key areas in which the program supported them to evolve their business idea including:

- Development of a much clearer action plan through the business model canvas and 6 month roadmap tools
- Deeper understanding of customer segments and refinement of value proposition- resulting in the development and confidence to explore alternative segments
- Developing a deeper understanding of the go2market strategy and providing a much more focused plan to launch the product through existing and new channels to market
- Undertaking detailed product development including the engagement of strategic partners such as butchers, chefs and independent retailers
- Launching small scale supply chain tests to review feasibility and viability of the business opportunity

Overall, the participants communicated very positive feedback on Stage 2 and a small sample of comments are provided here:

“Farmers2Founders are a powerhouse team of knowledge and experience. Tapping into that during the Value+d Program allows mind blowing changes to happen to my business ideas, direction & future. I feel motivated and energised with new knowledge, ideas and strategy.”

“Absolutely fantastic program, led by industry experts and alongside like-minded participants. Wonderful opportunity, for which I am grateful to be selected in.”

“F2F has been a great experience. The mentors have been first class with a wealth of experience and knowledge, the friendly environment has encouraged me to keep going and develop my business dreams.”

“The Value+d Program was run like a tight ship. Challenging you to really look at your business idea more critically and objectively. The support and mentoring was invaluable.”

“The Value+d Program was an excellent way to learn all the different steps that are essential to start a successful business. Having a brain's trust behind you to lead you through these steps is invaluable.”

To ensure the final stage of the program was designed to meet participant needs we sought feedback, which is summarised in the following table:

Table Four: Program Design Feedback

Aspects of stage two participants found most valuable	Aspects of stage two participants found least valuable
Meeting other farmers face to face and understanding how everyone is going about their farming businesses.	Felt at times the sessions were a little theoretical and too technical for level of capability.
MLA presentations including the breakdown of the lamb carcass.	Timing of the program was a challenge at times due to unexpected personal issues and running farming operations.
Networking with peers, access to knowledge from industry experts and supermarket visits.	Found the plant based session not helpful however interesting.
85% agreed the business model canvas sessions were most valuable.	General commentary around wanting more exposure to successful red meat businesses.
85% agreed the go to market strategy workshop was most valuable to their learning experience.	Some found the tech tools challenging and the pace of the program too fast.

In response to the feedback, we evolved the design of Stage Three as follows:

- Smaller group sessions to work closer with participants 1:1
- Regular expert masterclasses covering topics that have been suggested in the feedback captured
- Regular business coaching and exposure to different expertise via our networks and including mentors, experts and trusted service providers

- Refinement of templates and resources for each individual participant through our learning management systems
- More exposure to other founders and businesses doing value adding.

Progress of participants at the end of the Ideas Validation stage is summarised in Appendix Four.

2.6 Creating a Value-Adding Business

All of the participants of Stage 2 were required to pitch for a position in Stage 3. Selection was based on the following criteria:

- Participants had shown effort to complete activities and modules throughout Stages 1 and 2 of the program and were present during the majority of the sessions delivered
- Able to communicate business ideas and 6 month roadmap clearly and shown effort in taking on feedback post pitch practice sessions to evolve their presentation
- Commercial potential of business and relevance to demonstrated customer problems
- Undertaken customer discovery to validate business concepts with real customers
- Industry impact communicated through applicant's ambition and vision for their value-add business
- Quality of team and/or commitment of founder to build team and solve capability gaps
- Articulated value chain considerations to be able to build a substantial business

The following seven participants were selected (and agree to participate) into Stage 3:

Producer Name:	Location:	Species:	Snapshot of producer/idea:
Adam and Jody Turner	NSW	Beef	First generation farming business, grass fed and regenerative operation. Ready to eat subscription meal business.
Georgina Baker	NSW	Beef	Organic beef producer. Value-added products for health - conscious consumers; carcass utilisation via sausages, pate.
John Stokes	NSW	Lamb	Regenerative, grass-fed lamb producers. Looking at specialised meat cuts for parties/restaurants, sous vide meal options, natural cosmetics.
Kelly Akers	QLD	Beef	Beef cattle farmers from Southern QLD. Looking to value-add business via building of a strong consumer brand and D2C model.
Juanita and Steele Bosel	QLD	Mixed Operation-Goat	Mixed farming operation in Central QLD with beef, lamb and goats. Looking into opportunities to maximise whole carcass; secondary cut utilisation via pies, kebabs and other ready to cook products.
Judith Bennett	WA	Beef	Regenerative beef farmers in South West WA with grass-fed Angus Wagyu cattle. Looking to value add and setting up on farm dry aging and packaging facility to sell D2C and restaurants.
Sarah Hamilton	VIC	Lamb	Mixed farming operation in South West Victoria. Exploring high end paddock to plate meals in dinner food boxes.

While it is noted that 16 red meat producers completed this stage and feedback was very positive (85% indicating they would continue to pursue their value-adding business idea and 95% 'strongly agreed' they would recommend the program to others), only 7 of the Stage 2 participants progressed to the final stage (the upper target was 10). Feedback suggested that this was due to lack of time and other competing on-farm priorities at the time that the final stage of the program was being offered. While this has, to some degree, reduced the immediate impact of the project,

Farmers2Founders plans to reconnect with all Stage 2 participants to determine their interest and availability to participate in the future.

Stage 3 was an 8-week program that included targeted content and one to one business coaching focused on the refinement and execution of a six-month roadmap and individual goals through a detailed launch plan set by the business. Throughout the 8 weeks, participants were exposed to practical and interactive masterclasses delivered by experts in the field to support their progress and development of their business.

Prior to the kick-off of Stage 3, teams were required to complete the F2F Business Readiness Checklist which assisted the design of customised launch plans to support each business and covered the following themes throughout the program:

- Lean startup approach to building their first product including rapid prototyping; food safety; regulatory requirements; packaging; labelling; and product formulations
- Building their value chain to support early-stage launch
- Development of a go2market strategy aligned to their 6-month goal and including customer acquisition, channels, marketing and sales
- Understanding the viability of the business through financial modelling including pricing strategy, break even analysis, start-up budget and forecasting
- Developing a better understanding of the businesses channel readiness aligned to the 6-month goals

Key objectives included:

- Learning experiences to increase the knowledge, network and capabilities of the participants
- Understanding and development of a go2market strategy for product concepts
- Deeper understanding of whole carcass utilisation and introduction to carcass modelling tool
- New product and recipe development and introduction to pricing strategy and margins
- Detailed understanding of branding strategy and initial development of marketing and sales plans
- Refinement and execution of a 6-month roadmap to gain traction and secure/increase revenue

Program elements included:

- Online collaboration tools (slack; zoom; online workspace in Kajabi)
- Weekly group sessions (virtual) that included founder power hours, expert panels, subject matter expert masterclasses, group coaching and small group peer learning
- Tailored support via fortnightly 1:1 coaching
- Access to F2F proprietary resources and tools
- Regular pre-recorded content delivered to help participants prepare for group sessions
- Three-day face-to-face 'bootcamp' (held in Sydney on 24-26 October 2022) with visits to Harris Farm flagship store in Lane Cove; Foodservice Sydney trade show; Beak & Johnston manufacturing site; master butcher and distributor
- Access to mentors, experts and trusted service providers
- Developing your launch plan and refinement of your 6-month roadmap
- Project management tool (customised template provided to participants)
- Whole carcass utilisation tool
- Introduction to co-manufacturing
- Business structures and contracts
- Founder panels

- Recipe and product development including margin calculator tool, ingredient inventory and itemised recipe costing
- Developing a branding strategy
- Working with distributors and understanding margins
- Food labelling compliance
- Retail readiness
- MLA co-marketing program
- Pitching to B2B customers

In addition to the regular weekly masterclass topics, the Farmers2Founders marketing team also developed customised pre-recorded workshops covering marketing and sales topics including:

- Building your go2market plan
- Building a brand strategy
- Introduction to Canva
- LinkedIn Masterclass series
- Guide to copywriting
- Guide to content pillars

An important aspect of Stage 3 of the program was to organise a practical face to face bootcamp to provide the participants with exposure to industry experts, new channels for distribution, technical requirements of scaling a food business and facilitate the building of networks via the participation at a large trade show. The team also organised for the cohort to visit high quality restaurants showcasing red meat on their menus.

The following section provides details of each day of the bootcamp program.

Day One: Harris Farm Flagship Store Visit, Lane Cove, Monday 24 October 2022

Farmers2Founders has a close connection with Harris Farm Supermarkets and organised a site visit to the retailer's new flagship store in Lane Cove, Sydney. Harris Farm has been a strong supporter of the Red Meat Value+d program and the group were able to have a tour with the head protein buyers from the supermarket.

This experience provided the participants with an opportunity to be exposed to a premium retailer whose philosophy and customer segments are aligned to the value-added red meat businesses in the program. During the visit, our host undertook a detailed tour of the store and discussed with our participants:

- Store layout and product positioning on shelf
- Category management
- Consumer purchasing behaviour
- Sales data
- Brand and private label management
- Opportunities for growth
- Working with a retailer and being retail ready

This resulted in the participants gaining a much deeper understanding of how a specialty retailer operates; what is required to become a favoured supplier; exposure to high quality new products and opportunities; understanding of packaging requirements and shelf position; and key consumer trends and shopping behaviours.

Day Two: Foodservice Australia, ICC Sydney, Tuesday 25 October 2022

[Foodservice Australia](#) is one of the Southern Hemisphere's leading, and largest, annual industry conferences for Australian and international foodservice and hospitality industry professionals to: meet and connect with over 450 industry suppliers; taste all the new food trends; check out the latest catering and bakery equipment; attend free seminars and workshops; watch top chefs in action; meet other food industry professionals and exchange ideas.

As part of the day, Straight To The Source were able to provide the Red Meat Value+d participants with complimentary tickets to attend a session at the Aged Care Catering Summit. This session explored opportunities for meeting the increased protein requirements of the ageing segment via new value-added meal solutions and innovations.

With most of the Red Meat Value+d Stage 3 participants ready to go-to-market, and the others not far behind, attending Foodservice offered a timely and unrivalled opportunity to better understand the breadth, scope and scale of the foodservice industry and the competitive landscape.

Attendance at Foodservice Sydney provided the cohort with the opportunity to be inspired by and exposed to new and emerging trends; meet and make connections with suppliers and buyers; discover innovative technology, equipment and packaging solutions; attend free seminars, workshops and cooking demonstrations; and meet other food industry professionals.

Some of the outcomes that participants identified they achieved from the event included:

- Development of a much deeper understanding of the breadth and scope of the foodservice industry
- New contacts and connections such as technology suppliers, point of sale and other software options, flavour and ingredient houses, co-manufacturers, and other strategic partners
- Exposure to new channels and business customers such as aged care sector
- Deeper understanding of new & emerging trends
- Packaging equipment and innovations, cold storage options and labelling
- Increase in confidence in pitching their business and talking to industry professionals about their product offerings

Day Three: 3 business site visits covering large-scale manufacturing, artisan gourmet butchery, deli, café and distributor, Wednesday 26 October 2022

Beak & Johnston is a leading Australian, family-owned business which specialises in the manufacturing of innovative, chilled, value-added meal solutions. The business has state of the art, very large-scale manufacturing capabilities to process a range of innovative food solutions including ready to heat and serve meals, sous vide meats, sauces and soups and value-added retail meat products. The company services a variety of channels including major retailers, restaurants, cafes, clubs and pubs, QSR and institutions.

A key objective of the visit was to meet founder, David Beak and Ray Hanley (CEO & MD) to learn about David's experience on how the business started and scaled. This was an important discussion as it helped the participants to understand that the business did not start at its current size but rather has grown overtime. David was very relatable and transparent about his early days of running the business which began from very modest beginnings with David doing all the deliveries himself. Similarly, Ray and David discussed how the business continues to pursue innovation and technology

to remain an industry leader, along with investment in top quality FMCG brands including Beak & Sons, Latino and Simmone Logue.

The visit provided the cohort with a unique opportunity to see a top in class, large-scale manufacturing facility; how a corporate invests in consumer insights and market research to keep agile and ahead of the curve; and insights into the scale up journey of a family run red meat business which has now become one of the largest manufacturers of value-added meat products in Australia.

Pino's Dolce Vita located in Kogarah is an award-winning butcher, deli and café. The business started over 40 years ago by master butcher, Pino and Pia Tomini Foresti and has grown today to service some of the best restaurants and other food service outlets in Sydney. The company has created a unique point of difference in the market by focusing on provenance, quality, mastering technical capabilities and sourcing directly from regenerative producers to develop its meat and deli products.

The visit provided the cohort with the opportunity to meet the team behind the business and openly discuss all aspects of their butchery, deli, café and co-manufacturing business with them. Value+d participants were able to ask questions, listen and learn from the expertise and insights of Pino and his team. This has resulted in a deeper understanding of the butchery, deli, café and co-manufacturing market and how to build a strong value proposition for gourmet artisan concepts and offerings.

Deli Republic & The Red Spoon Co. at [The Cannery Rosebery](#), is owned by chef, food retailer & distributor Nenad Djuric. The Red Spoon Co offers speciality food ingredients, high end cooking, baking & modernist cuisine.

This final site visit provided the cohort with the opportunity to meet successful entrepreneur Nenad and have the chance to discuss all aspects of business with him. They were able to develop a deeper understanding of operating a speciality, high-end gourmet deli, café and retail shop to service different customer segments such as Sydney 'foodies', top restaurants and chefs seeking unique ingredients. In addition, the cohort were able to understand more from a distributor perspective through Nenad's distribution arm of his business and how responding quickly to customer feedback and trends can position a business as a successful leader. This was demonstrated through Nenad's agile response during COVID and supply chain shortages with products in short supply.

Overall, the participants communicated very positive feedback about the three-day bootcamp in Sydney and a small sample of comments are provided here:

"I found the whole face to face so valuable. I learned so much, took in so much, I left Sydney brimming with motivation and inspiration for my business and the direction that I want to head in."

"The overall knowledge and experiences that was gained of the food industry was amazing and the connections to absolute masters, Pino, David and Anthony."

"Harris Farm was incredible from a packaging perspective and ideas for small goods that I want to value add from our prime lamb. Pino was absolutely amazing and gave me inspiration to keep my range simple with high quality produce and do it well. B&J was incredible with value adding and the start-up story, the highs, and lows, not to lose your passion."

"The networks and contacts we made was fantastic, the endless amount of opportunities. There is no limit on possibilities."

During Stage 2 we also recruited additional external experts to deliver a range of masterclasses. Details of these sessions and the facilitators included are provided in the next section of this report.

Session: 5 essential contracts delivered by LegalVision

LegalVision provided a broad introduction to several key areas in relation to contract law relevant to the launch of new food businesses. In particular, topics covered included:

- Confidentiality agreements
- Understanding and developing online terms and conditions
- Manufacturing agreements
- Distribution agreements
- Brand protection and licences

The session also included an overview of ways to protect IP in a food business such as trade secrets, recipes and trademarks. The cohort also received one-month free membership on the platform and a free strategy session with one of the legal team.

Session: Recipe and product development facilitated by Straight To The Source

Guest chef, Adam Moore streamed live from a commercial kitchen to present across a range of topics and themes including:

- Various pathways through which a business/founder can undertake recipe and product development
- What to consider in the stages of recipe and product development from rapid prototyping to scaling in volume and how this affects recipes, flavour, margins and pricing considerations
- Sensory evaluation- how it works, what are the key considerations, importance of sensory and shelf-life testing

This session was complementary to the detailed launch plan session delivered by Farmers2Founders. The program manager, Skye also revisited the customised recipe and pricing tool that was specifically developed for the participants to use in all current and future value-added product formulations to determine COGs (including labour, packaging and freight), specific margin calculations achieved in different channels and value chains, pricing strategy and ingredient/supplier inventory.

Session: Channel considerations and working with distributors

During this session, one of the program mentors and experts, Ricky Chau covered a range of areas including:

- Working with distributors and channel readiness for independents, foodservice and petrol and convenience
- Understanding how to approach distributors
- When to look for a distributor- knowing when and how to scale
- Key considerations when scaling into different channels: systems in place, account support, negotiation process, marketing and promotional support
- What might you need in your 'pitch' to a distributor/food service customer
- Understanding margins and other cost considerations- developing a pricing strategy

Session: Food Labelling Compliance with Tastebuddies

Tastebuddies presented to the cohort on a critical topic for any food business around food labelling foundations with a specific focus on red meat and red meat value-added products. The masterclass was designed to guide the cohort through the foundations of the Australian & New Zealand labelling requirements and help the participants to create pre-packaged food labels for retail sale.

Session: Retail Readiness with Ranged

Ranged director, Jessica Gordoun, delivered a masterclass to the Red Meat Value+d cohort on 'getting retail ready' which covered a range of themes including:

- Who are the retailers, specifically focused on the Australian climate
- What types of products retailers are looking for
- Retail readiness checklist and the importance of being 'ready' before you approach a major retailer
- What are the commercial considerations
- What are the presentation elements of a good pitch to a retailer

Session: Pitching to business customers

A panel discussion with buyers from Healthy Life (Woolworths); Sergeant Lok; and, Delaware North on what each of them look for in the review of / procurement of new products.

Presenters

- Retail: Martine Cooper, General Manager Merchandise, Healthy Life
- Foodservice: Darren Templeman, Executive Chef, Sergeant Lok
- Foodservice: Markus Werner, Group Executive Chef, Delaware North

Session: Founder Panels

Multiple founder panels were organised with successful entrepreneurs which provided the cohort with an invaluable opportunity to talk to other founders who had been on a similar journey, gain insights from both challenges and successes, and through open questioning and facilitation provide a deep learning experience on a D2C model, ecommerce, export and scale, and premium producer led products and stories. These included:

- Our Cow, Bianca Tarrent
- Bekkers Wine, Toby Bekker
- Just Been Laid Eggs, Sarah Sivyer
- Macka's Australian Black Angus Beef, Robert Mackenzie

Feedback from Stage 3 participants was very positive and included:

- 100% of participants 'strongly agreed' that the three-day face to face bootcamp was extremely valuable
- 85.7 % - six of the cohort rated the program a 5 out of 5 and one participant rated the program 4 out of 5, in terms of how valuable the program was
- 100% of participants indicated that they felt confident they would be able to achieve their 6-12mth priorities following the program

- 85.7% (6 out of 7 participants) strongly agreed the program helped to accelerate their growth, with one participant rating this as a 4 out of 5
- 100% of participants agreed they would recommend the program to others

On completion of Stage 3, participants identified several key areas in which the program supported them to accelerate the growth and progress of their business:

- Much greater focus and understanding on target customer segments; deeper understanding into broad consumer trends, packaging and technology considerations
- Developed a deeper understanding of the importance of branding and marketing and developed detailed brand strategy
- Implemented key business foundational activities such as registration of business, protection of assets and understanding business structures
- Implementation of value chain strategy in order to scale up different streams of business
- Overcame key challenges in relation to supply and processing constraints
- Significant increase in confidence to promote and 'pitch' business, in particular with new business customers and strategic partners
- Refinement of roadmap and integrated detailed project management tools and capabilities into the business; significant pivot of the business to create a portfolio of offerings and build the supply chain of each separately
- Deeper understanding of channel considerations, pricing strategy and margins
- Better facilitate collaboration and co-ordination between team members; identification of capability gaps and how to build team into future
- Confidence in working with strategic partners such as co-manufacturers and distributors

The cohort identified several key learnings from the content that they have incorporated into their growth roadmap including:

- Asset protection, importance of business structures
- Importance of contracts when working with partners, understanding of IP considerations
- Focused and consistent brand strategy
- Strategic approach to recipe development and channel considerations
- Product formulations and impact on margins
- Awareness of regulations and food labelling compliance and food safety
- Understanding value proposition to build a value chain that is aligned
- Importance of sensory analysis, shelf life tasting and quality considerations of you product over different time frames
- Building a strong network and importance of connecting with fellow founders in the red meat sector and more broadly in the agrifood ecosystem
- Being 'retail ready' and implementing key strategies and plans prior to approaching different channels

Overall, the participants communicated very positive feedback on Stage 3 and a small sample of comments are provided here:

"F2F has been pivotal to helping me understand what is involved in marketing and selling our product and achieving success."

"The value+d program has given me the networks and linked me in with direct sources of information, so that I have the framework to grow our value-added beef products. There are so many

industry experts I didn't even know existed and Farmers2Founders have not only found them, but enable us to have direct contact and guidance from some invaluable industry resources."

"The value'd program has given us the tools needed to grow as business owners. We have the farming thing down pat, but lacked skills needed to grow a value-added red meat business. Thank you F2F and STTS for empowering us to make better educated decision on how to develop our ideas."

"The F2F value+d program has been a massive learning curve on the best way we can start our own branded beef business. From nothing more than an idea that definitely would have taken years to get off the ground to in 11 months we will be going to market with our ¼ beef hampers to a customer segment we understand and a brand we feel very passionate about."

3 Conclusions

Based on the outcomes of the project to-date, the Farmers2Founders/Straight To The Source team make the following observations:

Red Meat Producers as Founders

There is clear evidence that with targeted and customised support, red meat producers are capable of developing successful value-adding new ventures which deliver multiple benefits including (but not limited to): increased carcase value and profitability; viable business models that deliver significant increased returns and new sources of revenue back to farming businesses; a shift in mindset from commodity to value-adding; evidence of traction with new customer segments suggesting that their value-added products and business models are meeting emerging consumer demands. However, it is also noted that due to competing demands on their time, programs of this type must be based on a highly flexible delivery model which enables producers to 'opt-in' when they are able and to 'catch up' when they can't attend sessions in real-time.

Extending Project Outcomes

There is evidence (both from this project and earlier work undertaken by Farmers2Founders with producer-led value adding businesses) that red meat producers are willing to share their experience with others thus generating a 'groundswell' of interest in value-adding across the wider red meat producer community. There is also evidence that red meat producers highly value the opportunity to work with and learn from other like-minded producers as this builds confidence and reduces risk. This suggests that creating a broader national 'community of practice' which is appropriately supported with targeted programs (such as Value+d) and activations and events at regional level would present opportunities to build a more scalable extension of the outcomes of this project.

Willingness to Invest

Red meat producers are willing to invest in creating value-adding businesses but require initial 'seed funding' to help them build the capability and confidence required to kick start these new ventures. This creates opportunities for co-investment via MLA Donor Company rather than simply relying on 100% levy funds, albeit a 25:25:50 model may encourage a greater number of participants to engage.

Value-adding is Technically Challenging

Based on our previous experience with red meat value-adders, Farmers2Founders recognised the need for a more targeted program which would include the core elements of venture creation (as per our more general accelerator programs) but would also equip producers with the technical skills required when producing food products that are fit for human consumption eg food safety; shelf-life; packaging; recipe development; incorporating functional ingredients; manufacturing scale-up; regulatory requirements etc. The Red Meat Value+d program was designed to address this need and our experience with this first pilot has reinforced the value of this approach. However we believe there are now opportunities to extend beyond this to provide additional support (and inspiration) to producers keen to expand their businesses in this way. Options include:

- Connecting participants in the program with ‘deep tech’ opportunities (eg from universities; CRCs; CSIRO etc) to enable a stronger IP position going forward and creating more scalable and investible business models
- Supporting red meat producer teams with additional ‘team members’ such as chefs; food technologists; and packaging designers. We are currently exploring a number of new business models that could underpin this approach eg Venture Studio
- Developing a more structured ecosystem partnership model with regional food clusters and infrastructure whereby producers are able to access resources and infrastructure such as product development kitchens and lab testing within close proximity of their farming location. We do acknowledge this will be challenging however piloting a regional hub model has proven effective in other programs
- Possibility of shifting program elements to be delivered in specific regional areas across Australia with a consortium of partners
- Exposing more red meat producers to education re consumer megatrends to encourage them to ‘think more creatively’ when considering the value-adding venture creation opportunity. In particular we would ideally see producers bringing forward ideas that embrace sustainability and the circular economy (eg food waste; upcycling; new packaging) and the creation of products that deliver enhanced health and wellbeing across a broad spectrum of consumer needs including: obesity; gut health; ‘brain’ food; healthy kids options; healthy ageing etc.

Cross-sectoral Opportunities

Farmers2Founders is currently working on a Grains Value+d program and while still in early stages it is our belief that there are opportunities for cross-sectoral collaboration on a number of elements of the program while still retaining the customised approach that has proven to be very successful at a sector level. We are also currently pitching the Value+d concept to several other RDCs for consideration in the 2023-24 period (and beyond).

4 Recommendations for next steps

Farmers2Founders is currently updating participant case studies (to reflect progress since the formal part of the program was completed at end of 2022) and these will be published progressively over the next few months. Based on the above observations we would recommend that the Red Meat Value+d program be significantly scaled for wide industry impact and increased quantifiable benefits back to red meat producers. We seek endorsement from Meat & Livestock Australia to prepare a proposal to this effect.

Appendix One: Project Delivery Partners

Farmers2Founders

Farmers2Founders helps build agrifood tech and innovation solutions that deliver commercial benefit and industry impact across agrifood & fibre. This includes helping more producers to fast-track the development, commercialisation and uptake of agrifood tech and innovation solutions that deliver benefit at both individual farm business and industry level.

Activities include:

- Starting and scaling more businesses across agrifood tech and value-adding that capture value back on farm
- Accelerating the journey to commercialisation for agrifood tech and innovations that deliver measurable industry impact
- Creating a large and visible community of innovative, progressive producers who actively collaborate with the broader agrifood tech and innovation ecosystem
- Build a broad network of mentors, experts and partnerships regionally and nationally
- Developing targeted communications to significantly increase awareness of the opportunities for producers to engage
- Scale the F2F program footprint (including via digital platforms) to increase the critical mass of innovative producers

Straight To The Source

Straight To The Source are an experienced team of food, hospitality and agri-business experts. We are trusted advisors in the food & beverage industry with a broad industry network of foodservice & retail buyers, from fine dining to manufacturing. Working closely with primary and artisan producers across Australia, we help foster connections and provide solutions by bringing our collective experience to the realities, practicalities and nuances at all stages of the food supply chain from product development, strategy, procurement, preparation to front of house service.

Activities include:

- Food product development from incubation to market
- Business growth & supply chain strategy
- Procurement for retail & foodservice; raw, packaged & primary ingredients
- Regional tours, educational workshops & activations to engage food & hospitality professionals
- Sustainable food sourcing with a focus on minimising waste and maximising local produce
- Food analysing, research & sensory evaluations
- Keynote speakers, MCs, and contributors to industry panels

Appendix Two: Coaches and Facilitators

The following team delivered the Red Meat Value+d program, all of whom are experienced start-up facilitators and coaches and who have expertise in agrifood tech, value-adding, innovation, commercialisation, and investment.

Dr Christine Pitt, Farmers2Founders

Farmers2Founders founder and managing director Christine Pitt is a globally recognised thought leader, investor, and entrepreneur in the ag+food tech ecosystem. She has a particular interest in building globally networked agrifood ecosystems and creating new business models for raising funds to invest in disruptive innovation across the agrifood value chain. For the past 20 years, she has worked extensively in the agrifood sector and most recently was the CEO of MLA Donor Company, where she was instrumental in the development and commercialisation of a +\$200M ag+food tech investment portfolio. Christine holds a Bachelor of Science, a Master of Health Administration, and a Doctor of Business Administration in Agrifood Innovation & Entrepreneurship.

Skye Raward, Farmers2Founders

For over 18 years, Skye has worked in a variety of different creative and managerial roles within the hospitality, food, and larger corporate food manufacturing sectors. Skye holds a Bachelor of Business, a Master of Marketing, and is a fully qualified chef. While undertaking her Master program, she was awarded a scholarship to study Global Business in Shanghai with a focus on market entry for Australian businesses, consumer food trends and food culture. Skye possesses a unique combination of academic and research skills; creative flair; and hands-on business experience in a wide range of hospitality businesses, large food manufacturing and start-up life as a co-founder of Food Futures Company. She is passionate about food and the food industry and the opportunity to make a positive impact.

George Gekas, Farmers2Founders

George has been involved in the FMCG industry for more than three decades from humble beginnings to covering various operational, marketing and innovation senior positions from small to global consumer brands and retailers in many countries abroad. For the past 8 years George has been running his own Melbourne based consultancy companies specialising in innovation, accelerator programs and solving the problems of scaling up businesses for national and international expansion. George works with a broad range of clients consisting of entrepreneurs, start-ups, distributors, S.M.E.'s, corporates, Universities, and both local and international Government Departments.

Claire Pink, Farmers2Founders

Claire is a proven sales and marketing professional and brings her skills to the Farmers2Founders team to help primary producers grow their innovative businesses and find new markets. Claire has a deep understanding of consumer habits in these diverse markets and the marketing strategies needed to connect with them. Equipped with the ability to work under pressure developed through the fast pace of doing business overseas, Claire is a proficient negotiator and has developed a unique ability to understand the client and customers' relationship.

Sonya Cominsky, Farmers2Founders

Sonya Comiskey is managing director of a branded beef business in regional Queensland, one of few conceived and launched by a sole female founder who specialised in a niche French product. Her brand was the first in Australia to trade beef in a blockchain-enabled digital marketplace using cryptocurrency. She is founder of a boutique project management firm specialising in regional agricultural, technology and civil construction projects. Sonya is a registered Project Manager and has spearheaded programs and projects valued at up to \$800M. Sonya was a crucial part of the

project team that established the successful AgFrontier regional agtech accelerator program in Queensland in 2019. This pioneering program facilitated the development of a cohort of ten agricultural innovators from across all of Queensland and northern New South Wales. At completion the cohort had secured more than \$6.57M in capital investment and multi-million dollar revenues and the alumni boasts some world-leading Australian agritech start-ups. Sonya is an Australian Nuffield scholar who authored the research report entitled ["The Business of Branded Beef. Examining the intersection of value chain collaboration, provenance, and distributed ledger technology for the Australian beef industry"](#).

Sonya is a passionate and enthusiastic advocate for the beef industry, regional development and the successful cultivation of a world-leading Australian agritech ecosystem.

Tawnya Bahr, Straight To The Source

Tawnya Bahr is a leading food expert, executive chef and founding partner of Straight To The Source. She uses her 23 years of foodservice experience to educate and share her knowledge of the local and global food landscape. Tawnya's innate passion for food and cooking extends beyond the kitchen, through to production and agriculture. As an advocate for Australian producers she has championed them through her food consultancy, seasonal farmers' market tours and dedicated professional development food tours for many years. With multiple recognitions for her commitment to the food industry, Tawnya wears many hats including a Le Cordon Bleu trained chef, culinary judge, restaurant reviewer, mentor for Women in Hospitality and committee member of the Australian Culinary Federation. Tawnya was awarded 2018 Culinary Advocate of the Year (Gault & Millau) and TAFE NSW 2017 Excellence for Innovation & Entrepreneurship. She is also an active participant on foodservice industry panels and MC for food events. Driven by her passion for the people behind the scenes in food and culinary innovation, and a constant desire to support a thriving food industry, Tawnya is a well-respected industry advisor with a vast network across multiple sectors.

Lucy Allon, Straight To The Source

With over 20 years' front-of-house and project management experience in the hospitality and food industry, Lucy brings a wealth of knowledge to her role as a partner in Straight To The Source. Career highlights include owning and managing 3 award-winning restaurants in Sydney, Australia; being invited to present a dinner at the prestigious James Beard Foundation in New York; and, co-founding Appetite for Excellence in 2005, a highly regarded national restaurant industry awards program for outstanding young Australian chefs, waiters and restaurateurs. As Project Manager of the delicious. Produce Awards, Lucy works with Australia's leading chefs and restaurateurs such as Maggie Beer, Matt Moran, Alla Wolf-Tasker, Neil Perry, Peter Gilmore and Kylie Kwong to unearth and celebrate Australia's finest producers and produce. She also regularly participates in globally recognised Australian food events as a panellist, MC and host of topical food-related panel discussions with renowned food industry legends such as Marco Pierre White, Rick Stein, Andrea Petrini, Josh Niland, Danielle Alvarez and Dan Hunter, to name a few. Lucy is an advocate for hospitality as a sustainable career choice; for young industry professionals; and, for primary & artisan food & drink producers. She brings an industry insider's knowledge and contacts to the projects she is involved with.

Amy Colli, Straight To The Source

Amy Colli is an advocate for local food and agritourism. In a career that spans food, wine, events, education and agritourism Amy has a particular passion for industry development and connectivity in regional areas. Completing a Master of Gastronomic Tourism in 2019 and previously a Bachelor of Business in Tourism, Amy is a critical thinker when it comes to evaluating evidence-based projects in a dynamic, modern-day environment. Amy's interest in regenerative farming and the celebration of

locally-produced artisan products and fresh produce has led to a love of agritourism. She has extensive experience in supporting farmers to find opportunities to diversify over and above primary production. Previously the Industry Development Manager for Destination Tweed, Amy developed the biannual Tweed Artisan Food Weekend, organised industry networking events, chefs tours and regional engagement projects; this work was a contributing factor to the Tweed region being recognised as an 'Outstanding Region' in delicious. Produce Awards. Amy's passion for regional development is also reflected in her role as Regional Liaison for Sourdough Business Women (SBW) where she supports the growth of business women's networks in the region. Amy volunteers time on both the Executive and Events Committees for Northern Rivers Food and also played a role in organising the 22nd Symposium of Australian Gastronomy.

Appendix Three: Workshop Series

Value+d Regional Workshop: Armidale, NSW

Location: NOVA, University of New England Smart Region Incubator, Armidale, NSW

Date: Wednesday 23 March 2022

Time: 10:30am-12:00pm

Partners:

- NOVA, University of New England Smart Region Incubator: shared to their local & regional members database via eDM; various social posts on their FaceBook page @unesmartri; printed flyers and distributed to attendees (50+) of “The Cow in The Room” event held at NOVA on 4 March 2022; flyers displayed to members on various notice boards at the centre.
- Local producers who shared the event details via their social channels + word of mouth: Balala Station; Good Life Beef, Tarinore Farm
- Email communications sent to council & regional development organisations

Session registrations and attendance

Registrations: 27 registrations- 11 producers/15 UNE meat science cohort

Attendees: 25 attendees- 9 producers/15 UNE meat science cohort

Session Overview

- Highly engaged community with strong impetus to promote workshop word-of-mouth to encourage attendance so workshop would be confirmed for Armidale
- Very positive atmosphere, very collaborative
- Everyone very excited about a program specifically for red-meat producers

Producers predominantly regenerative ag with strong focus on value-add opportunities that:

- Maximise carcase utilisation of secondary cuts, offal, collagen, etc
- Reflect provenance & authenticity
- Are as minimal input and processing as possible

Growth aspirations:

- Strong aspirations to achieve long term sustainable growth (sustainable in both financial and production method / farming processes)
- Succession planning

Challenges & barriers:

- Processing & butchering
- Freight / distribution costs & logistics
- Lack of confidence that the market will bear the higher cost of regen ag produce and products

Value+d Regional Workshop: Gundagai, NSW

Location: Gundagai Meat Processors, Gundagai, NSW

Date: Monday 28 March 2022

Time: 11:00am-12:30pm

Partners:

- Gundagai Meat Processors: shared the event details via their social channels + word of mouth
- Highfield Farm & Woodland: shared the event details via their social channels + word of mouth
- Email communications sent to council & regional development organisations

Session registrations and attendance

Registrations: 11 registrations

Attendees: 11 attendees

Session Overview

- Attendees did not know each other and were very pleased to connect
- Everyone very excited about a program specifically for red-meat producers
- Predominantly lamb producers, some with a regenerative ag focus
- Interested in a broad range of value-add opportunities; all interested in understanding what sort of business growth is possible

Challenges & barriers:

- Processing & butchering
- Freight/distribution costs and logistics
- Lack of confidence in the end game and whether the market will bear the higher cost of regen ag produce/products

Value+d Regional Workshop: Goondiwindi, QLD

Location: Gateway to Training Centre, Goondiwindi, QLD

Date: Friday 22 April 2022

Time: 10:00am-11:30am

Partners:

- Macintyre Ag Alliance, Agribusiness Summit: flyers printed & included in attendee bags (100 attendees at the Summit); value+d advertised on Facebook page: [LINK](#)
- Goondiwindi Regional Council: shared amongst local networks via Community & Economic Development Office
- Engage and Create Consulting: email introductions to key stakeholders at the following organisations + value+d advertised on IG @engageandcreate: [LINK](#) and on FB: [LINK](#) and other local Facebook groups
- Discover Farming: value+d advertised on Facebook page: [LINK](#)
- Balonne Shire (including St George, Dirran, Hebel, Thallon and Bollon) contacts via team at Engage and Create

Session registrations and attendance

Attendees: 4 attendees (all of which submitted an application following the workshop)

Session Overview

- Highly engaged community with strong impetus to promote workshop word-of-mouth to encourage attendance so workshop would be confirmed for Armidale
- Very positive atmosphere, very collaborative
- Everyone very excited about a program specifically for red-meat producers

- Attendees were interested in a broad range of value-add opportunities; all interested in understanding what sort of business growth is possible
- Challenges and barriers: Knowledge - all agreed that they simply don't know where/how to start

Value+d Regional Workshop: Dubbo, NSW

Location: The Exchange, Dubbo, NSW

Date: Wednesday 27 April 2022

Time: 10:00am-12:00pm

Partners:

- The Exchange Dubbo: shared to their local & regional members database via eDM; various social posts on The Exchange IG @yourexchange.co & FB page@ yourexchange.co
- Farms Advice Podcast: mention on socials & shared to networks
- Outback Lamb: mention on socials + word of mouth

Session registrations and attendance

Registrations: 11 registrations

Attendees: 8 attendees

Session Overview

- Highly engaged community with strong impetus to promote workshop word-of-mouth to encourage attendance so workshop would be confirmed for Armidale
- Very positive atmosphere, very collaborative
- Everyone very excited about a program specifically for red-meat producers
- Producers predominantly regenerative ag with strong focus on value-add opportunities that reflect provenance and authenticity

Growth aspirations:

- Strong aspirations to achieve long term sustainable growth (sustainable in both financial and production method / farming processes)
- Succession planning
- Export

Challenges & barriers:

- Very busy, time poor-
- Processing and butchering
- Lack of confidence in the end game and whether the market will bear the higher cost of regen ag producer/products

Value+d Regional Workshop: Bairnsdale, VIC

Location: Bairnsdale RSL, Bairnsdale, East Gippsland VIC

Date: Thursday 5 May 2022

Time: 10:00am-12:00pm

Partners:

- Support from Agribusiness Development Officer, East Gippsland Council (Kaylene Wickham, also attended the workshop) + introductions to key persons at RFCS (Rural Financial Counseling Service, East Gippsland), Business Victoria and Wellington Shire Council. Plus flyers printed for the East Gippsland Field Days.

- RFCS Gippsland: [LINK](#)
- Business Victoria: Business Recovery Advisory: [LINK](#). Outreach via socials, DM and email.
- Food + Fibre Gippsland: value+d advertised on IG [LINK](#) + attendance at workshop by Jody O'Brien and follow IG post
- Gippsland Agriculture: shared via their e-news: [LINK](#)
- Email communications sent to: Wellington Shire Council, Destination Gippsland, Snowy Advisory and Southern Farming Systems
- RDA Gippsland: shared via their networks

Session registrations and attendance

Registrations: 17 registrations- 16 producers/1 local organisation representative

Attendees: 15 attendees- 13 producers/2 local organisation representatives

Session Overview

- Highly engaged community with strong impetus to promote workshop word-of-mouth to encourage attendance
- Very positive atmosphere, very collaborative
- Everyone very excited about a program specifically for red-meat producers
- Producers predominantly regenerative ag with strong focus on value-add opportunities that reflect provenance and authenticity

Growth aspirations:

- Strong aspirations to achieve long term sustainable growth (sustainable in both financial and production method / farming processes)
- Succession planning
- Export

Challenges & barriers:

- Processing & butchering
- Lack of confidence in the end game and whether the market will bear the higher cost of regen ag producer/products

Other

Longford, TAS (Scheduled date: 7 April 2022) – cancelled due to covid – all contacts and attendees indicated they did not feel comfortable attending a face-to-face workshop as there was a spike of cases in Tassie the week prior to the workshop and it was school holidays/Easter the following week.

Partners in engagement, outreach & promotion of the TAS workshop included:

- RDA Tasmania (North West & North), Regional Economic Development Coordinator: shared via networks and e-news
- Tasmanian Graziers & Farmers Association (TGFA)
- Tasmanian Red Meat Industry Steering Committee
- Tasmanian Agricultural Productivity Group (TAPG)
- Red Meat Updates: shared via FB: [LINK](#) and to networks
- Department of Primary Industries
- Sheep Connect Tasmania: email communications sent
- Farmpoint, Tasmania: email communications sent
- Northern Tasmania Development Corporation: shared via FB: [LINK](#) and LinkedIn: [LINK](#) and in March e-news: [LINK](#)

- AgriCultured: phone conversation + email communications sent
- Agriprove: circulated via networks and LinkedIn: [LINK](#)
- Tasmanian Agrifood Network: email communications sent
- Seedlab: shared via networks
- Rural Business Tasmania: email communications sent
- Southern Farming Solutions: share via FB: [LINK](#)
- Elders, Launceston: shared via networks
- Inspire Ag: email communications sent
- FIAL: shared on social media
- Landcare: email communications sent
- ABC Rural Radio Tasmania: phone conversation + email communications sent
- Karina Damberg: shared to networks including Launceston Gastronomy, TFGA, Sprout, Harvest Market, Tas Women in Ag, Tas Produce Collective, Tas Institute of Ag, FIAL

Signature OnFarm, Moranbah, QLD (Scheduled date: 10 May 2022) – cancelled due to extreme rain event weather warnings indicating a high risk of flash flooding in the Isaac region. After extensive consultation with the venue and other regional contacts we decided that there was a high safety risk in going ahead so we made the decision to put safety first and cancel. A number of the registered attendees joined the online workshop on May 12th, instead.

Partners in engagement, outreach & promotion of the QLD workshop included:

- GW3: Greater Whitsunday Alliance (Mackay, Isaac, Whitsunday): strong support via the team to determine best location and share via networks + provision of introduction to Signature OnFarm and local media contacts for press release
- Connection to Sonya Commiskey: suggestions of key regional stakeholders
- Central Highlands Development Corporation (CHDC): value+d shared on LinkedIn: [LINK](#) and FB post: [LINK](#)
- AgForce Central Queensland: shared with networks and representatives booked to attend value+d workshop
- Signature OnFarm
- QLD Dept of Agriculture & Fisheries: value+d workshop shared to key industry contacts and staff
- Grassland Goats: phone conversation + email correspondence sent
- Western Meat Exporters: phone conversation + email correspondence sent
- Central Queensland University: email correspondence sent
- Fitzroy Basin Association
- Goat Industry Council of Australia: phone conversation + email correspondence sent
- CHRRUP: value+d workshop details shared with network
- Media release sent to: Daily Mercury; Mackay Whitsunday Life; CQ News; Seven News Mackay; ABC Tropical North

Ballarat, Grampians, VIC

Not pursued due to lack of local interest from key stakeholders:

- RDA Grampians: initial conversation + response indicated no desire to connect and that there were no connections they had to share.
- Plate Up Ballarat + RDA: initial email + phone conversation but did not respond to any follow up invitations to pursue further engagement.
- Ballarat Shire Council: no response to engagement

Hamilton / Camperdown / Mortlake, Great South Coast, VIC

Local interest from producers but difficult to coordinate a compatible date with other conflicting local events (such as Warnambool Race Week)

- Food & Fibre Great South Coast: initial phone + email correspondence with the Executive Officer, Chair and several key red meat producers
- Ag Victoria, Hamilton: email correspondence sent

Online Workshop Summary

We also undertook a number of virtual workshops to ensure that those that were unable to attend a workshop in their local area could come and talk to the team. Similarly, we had to pivot to online in order to provide a workshop to those that were unable to attend both the Longford (TAS) and Moranbah (QLD) due to external circumstances.

Online Workshop 1	30 March 2022	20 Registrations 10 Attendees
Online Workshop 2	13 April 2022	11 Registrations 7 Attendees
Online Workshop 3	28 April 2022	9 Registrations 8 Attendees
Online Workshop 4	12 May 2022	20 Registrations 10 Attendees

Appendix Four: Stage 2 Participants

Adam and Jody Turner

Adam and Jody Turner own Springhill Beef Co a first generation family farming business from the Hunter Valley, NSW using regenerative farming practices to produce quality grass fed beef. They commenced selling branded beef directly to consumers via markets, their own website and a local grocer. However they realised the need to create a more scalable model in order to make a positive impact on their farming operation. Adam and Jody joined the program to explore opportunities to optimise their direct to consumer model and explore new value-added concepts using secondary cuts such as ready to eat, reheatable meals and gourmet pies.

Progress through Stage 2

Through working closely with the Farmers2Founders coaching team, Adam identified opportunities to restart their direct to consumer model and optimise the sales process and business model through a new subscription based pricing concept. Adam undertook over 15 interviews with previous customers of Springhill Beef to better understand the motivations of these customers and segment them into two well defined groups based on purchase and occasion behaviours. Through the business model canvas tool, the team were able to model different aspects of their business to better focus their marketing efforts and progress with the launch of their revised ecommerce platform. This new service will have a core focus on providing additional support and information to customers on recipes and utilisation of meat cuts. They will support this with a social media strategy to be developed to provide a high level of transparency around their farming practices. They have established a clear 6 month goal to achieve approximately 120 subscribers to their meat boxes, processing 4 beasts per month and achieving a \$2000 profit margin per animal. A secondary offering will then be developed through the creation of gourmet beef pies and other value-added products.

What's next

The key activities outlined in Springhill Beef Co's 6 month roadmap include:

- Launch revised ecommerce platform and subscription model
- Focus on the development of the customer journey and marketing strategy to increase customer acquisition and retention
- Developing strong financial models and sales forecasts to align key metrics to specific sales and marketing activities

Adam and Jody were selected to progress into Stage 3 of the program.

"The value add program was well run by industry experts and has given us the tools to progress our business idea."

Georgina Baker

Georgina Baker is a red meat producer operating her business Bello Beef. Bello Beef is a regenerative, certified organic farming operation located in Bellingen (NSW) creating a range of premium, nose to tail beef boxes and value-added products including gourmet sausages, mince, bone broth and patties. Georgina entered the value+d program following previous participation in the Farmers2Founders early stage pre-accelerator to continue to work on scaling her business and overcoming challenges of supply.

Progress through Stage 2

Through a deep customer discovery and market research process, Georgina has been able to refine her customer segment significantly and is targeting individuals referred to as the 'health junkie'

consumer. These individuals have identified core needs around indulging in health and wellness, seeking out healthy and nutritious food and experiencing health ailments or dietary restrictions. Georgina evolved her business model throughout the program to develop a clear offering and channel strategy which involved separating the business into two areas. Her 6 month goal has been clearly articulated to focus on two core revenue streams of producing premium gourmet sausages, mince and patties via a variety of retailers and achieving \$40,000 per month in revenue combined with the continued supply of nose to tail beef boxes, growing her customer base to 500 customer per month and achieving \$28,000 per month in revenue.

What's next

The key activities outlined in Bello Beef's 6 month roadmap include:

- Testing her supply chain and scaling up production
- Identifying and building strategic partnerships with retailers, transport providers, butchers and co-manufacturers
- Commence contractual agreements with value chain partners
- Identify key requirements around governance and regulation with food safety and labelling
- Funding new infrastructure such as on-farm freezer and core storage facilities
- Marketing, product development and finding key resources to assist growth

Georgina was selected to progress into Stage 3 of the program.

"Farmers2Founders are a powerhouse team of knowledge & experience. Tapping into that during the value+d program allowed mind blowing changes to happen to my business ideas, direction & future. I feel motivated & energised with new knowledge, ideas & strategy."

Kelly Akers

Kelly Akers and her husband Chris run a small family cattle operation in Qld breeding Hereford cows. The Home Paddock Meats Company produces sustainably and ethically raised beef and is looking to establish a boxed beef business delivering affordable options directly to busy families. Kelly joined the value+d program to increase confidence in launching a value add business and was looking for support to get started as their initial progress had been impacted by the drought.

Progress through Stage 2

Kelly entered the program as one of the earlier stage businesses and had not yet started the value add component of her operation. Through the process, Kelly has established a new brand for her business to acquire consumers through a direct e-commerce model. To validate her ideas, Kelly undertook over 40 interviews combined with desktop research to gain a much deeper understanding of the consumers she was looking to service. This provided Kelly with a clear direction on how to build the right solution that would meet the needs of these targeted groups and she will now launch a number of complementary activities such as recipe books and cards, cooking guides, QR codes telling the farm story, presence at farmers markets to increase brand awareness and building partnerships with cold chain logistic providers and butchers. Kelly will continue to capture customer feedback to further evolve her offering.

What's next

The key activities outlined in The Home Paddock Meats Company 6 month roadmap include:

- Launch (by Feb 2023) branded, fresh meat boxes cryovaced to portion via farmers markets and online channels forecast to achieve a \$4000 profit per month.
- Develop a strategic financial and costing model to assess viability of business.
- Trial of procedures and small scale feasibility tests of constructed value chain
- Build strong relationship with butchers and processors

- Build brand and marketing strategy to acquire customers

Kelly was selected to progress into Stage 3 of the program.

“An invaluable opportunity for a farmer to be equipped with the skills and confidence to grow and add value to the red meat we produced, no matter what stage of the value add journey you are at.”

Juanita and Steele Bosel

Juanita and Steele Bosel farm beef, lamb and goats on a property located in the Pioneer Valley west of Mackay, Queensland. Their farming operation known as Bush Lemon Farm follows regenerative agricultural principles and all of their animals are ethically raised, grass fed and pasture raised. The team came into the program to explore the opportunity to expand their operations into new retail changes via local farmers markets and independents in addition to the bulk boxed meat business they had commenced ap. Similarly, they were looking to build additional revenue streams and maximise utilisation of the whole carcass through additional products such as pies, sausage rolls and cured meat options. They entered Stage 2 to gain confidence, knowledge and direction on how to execute their plan.

Progress through Stage 2

Through detailed customer discovery work in the program and over 20 interviews, the team identified three clear customer segments including:

- Busy families seeking nutritious local food that is convenient
- Higher income miners who are avid red meat eaters and like to entertain
- Cafes and restaurants with a value proposition to showcase local and unique produce and in particular interest in goat meat

Juanita and Steele were able to develop a more detailed roadmap for their business to launch new convenient solutions via online platforms and farmers markets and specific concepts aligned to these different segments. They will also provide personalised services such as cooking guides for their customers. Their 6 month goal is to reach retail sales of \$800 per week resulting in a 3x increase in the value of the live animal and a 50% increase in profit margins. They are forecasting to grow direct consumers to 150-200 per week and secure supply contracts with 3-5 business customers.

What’s next

The key activities outlined in Bush Lemon Farm’s 6 month roadmap include:

- Setting up social media, website and digital marketing plan
- Develop a strong brand and commence the selling of their meat at farmers markets to increase awareness around their value proposition
- Work with key providers for advice on business structures, supplier agreements and transport options
- Continue customer discovery work to validate and trial other value added products such as gourmet sausages, meatballs and salami.
- Form partnerships with other local food producers to package gourmet offerings of ready to make meals

Juanita and Steele were selected to progress into Stage 3 of the program.

“Absolutely fantastic program, led by industry experts and alongside like minded participants. Wonderful opportunity, for which we’re grateful to be selected in.”

Sophie McInnerney

Sophie and her husband run a 500ha farming operation, Bellhaven Brook Farm located between Goondiwindi and Inglewood, QLD. They predominantly farm Australian white sheep for fat lamb production under their Macintyre Brook Lamb brand. They have a strong focus on regenerative farming practices and ethically raised animals. They have an existing early stage paddock to plate lamb box business and came into the program to determine how to successfully and sustainably scale the operation.

Progress through Stage 2

Whilst the business had an existing customer base, Sophie quickly came to the realisation that she did not have a very deep understanding of who they were and what solutions they were seeking. In the program, Sophie undertook over 20 customer interviews, desktop research and social platform analytics to develop new customer profiles and gained deep insights into some of the pain points these customers were experiencing. This resulted in a refined value proposition, offering and services complemented with a more strategic approach to marketing communications. Specifically, a new offering has been identified to include easy to cook cuts and ready to heat meals. During the program, Sophie also commenced discussions with chefs and retail partners and all have expressed interest in trialling her new products. Sophie's 6 month goal is to achieve a profit of over \$50,000 through direct market sales of 160 lambs and an increased margin of over \$300 per head.

What's next

The key activities outlined in Macintyre Brook Lamb's 6 month roadmap include:

- Resign from current role and move to working full time in the business by October 2022
- Split ewe mob in half and have four lambings per year to ensure supply year round
- Double customer database from 400 to 800 subscribers through digital marketing engagement
- Target new business customer segments including an independent grocer and cafe
- Introduce new ready meals box option and move to processing 12 lambs per fortnight

Sophie was selected to progress into Stage 3 of the program.

"The value+d program opened my eyes to the amazing opportunities there are in the red meat industry. The program has given me confidence that demand is strong for our product and taught me some valuable skills to get it out into the market."

Sally Calder

Sally Calder and her family run Beermullah beef, a 1000acre Red Angus cattle operation in Western Australia. Prior to entering the program, the business supplied customers with large sized bulk beef frozen boxes. Sally entered the program to explore an idea for sausage rolls using their older animal supply and any rejected meat to generate a new revenue stream for the business.

Progress through Stage 2

During the program, Sally underwent a rigorous customer discovery process with over 30 interviews undertaken to test the validity of the idea with specific segments including teenagers and adults. Sally undertook detailed recipe development and created batch samples of her new sausage roll, the BeeBeeRoo Roll which incorporates both kangaroo and beef. Through financial modelling under the guidance of the coaching team, Sally was able to develop a six month goal pursuing an initial market entry via school canteens channel for her sausage rolls and achieving a forecasted increase in profit of \$10,000 per cow.

What's next

The key activities outlined in Beermullah Beef's 6 month roadmap include:

- Continue trialling with different customer segments to iterate recipe
- Exploring packaging and manufacturing options to producer the sausage roll
- Complete pricing strategy for the product
- Work with channel partner such as school canteens to test samples

"Insightful in to understanding how to commercialise a product from the farm-gate."

Sarah Hamilton

Sarah is a farmer and large animal vet assistant from Cavendish in South West Victoria. Her red meat enterprise consists of Saddleback pigs and prime lambs. Sarah came into the program to continue to refine her value-added solution branded 'Grampians Gourmet' which is looking to provide gourmet paddock to plate meal boxes to consumers and accommodation providers such as AirBnb hosts.

Progress through Stage 2

Through the program, Sarah continued to refine her two customer segments and developed a deeper understanding of the core pain points of these groups including:

- Households who live at least 50kms from supermarkets, impacted by low shelf life produce and inability to source quality, sustainably packaged produce
- Accommodation hosts from longer stay accommodation providers who are seeking additional options for their guests for quality producer boxes

Sarah now feels more confident to progress with this business opportunity and has set a 6 month goal of supplying direct to accommodation hosts and households.

What's next

The key activities outlined in Grampian Gourmet's 6 month roadmap include:

- Create and prepare business model and launch website
- Finalise business branding, marketing strategy and packaging
- Finalise produce development process and curated offerings based on customer segment
- Develop financial and carcass utilisation models

Sarah was selected to progress into Stage 3 of the program.

John Stokes

John is a passionate regenerative lamb farmer from NSW. Prior to the program, his business was in its early stages of setting up a direct to consumer model of selling fresh grass fed lamb cuts. John identified a challenge with this process with limited visibility on quality and presentation outcomes after processing. John entered the program to work on new business concepts such as nutritious, sous vide meals and components.

Progress through Stage 2

John undertook a number of customer interviews via his current customer base to better understand their specific requirements. Through that process, John was able to discover a number of different segments that could be supplied with new lamb solutions providing options for marinated cuts and customisable boxes to suit different occasions under the 'Dirt Crazy' brand. The program helped John to gain confidence and refine his business roadmap setting a 6 month goal to sell 5 lambs per fortnight achieving \$2200 revenue and a 50% increase on the standard carcass value.

What's next:

The key activities outlined in Dirt Crazy's 6 month roadmap include:

- Refine business model to consistently deliver a high value product
- Establish a stable customer basis with regular sales increasing to 250 customers over the time period and supported by a digital marketing strategy

John was selected into Stage 3 of the program.

"F2F has been a great learning experience. The mentors have been first class with a wealth of experience and knowledge. The friendly environment has encouraged me to keep going and develop my business dreams."

Rebecca Mohr-Bell

Rebecca Mohr Bell is part of a family owned cattle business called Pancho Beef near Katherine, NT. The business focuses on building a high quality Brangus herd and has a goal to provide NT locals, Indigenous communities and tourist visitors with grass fed beef from the region. Rebecca had identified some key problems to be solved due to challenges around finishing cattle; limited options for processing resulting in an inability to purchase and have access to high quality local beef; and a perception that NT beef was of a lower eating quality. Rebecca entered the program to develop a more refined business strategy that would not only have an impact on her operation but the broader community.

Progress through Stage 2

During the program, Rebecca identified core customer segments for her solution such as food service operators, local residents and outback community stores who are seeking local sources of high quality protein and contributing to their value proposition. The business is proposing to do the full paddock to plate operation themselves from breeding, developing on farm operations and improving pastures and build a small scale abattoir on site.

Due to the long term nature of the project and its complexity in supply chain constraints, over the next 6 months Rebecca will be focusing on further customer research to continue to refine the offerings. They do not expect to be supplying for at least 2-3 years and will use this time to also develop a strong marketing plan to support the launch.

Judith Bennett

Judith and her husband Richard are regenerative beef farmers in the south west of WA running an operation called Belvedere Valley. They have a small herd of lifetime pasture fed Angus Wagyu cattle (the only Wagyu farm in WA) and are in the process of setting up a small on-farm dry-aging and packing facility with the view to sell direct to customers and restaurants.

Progress through Stage 2

During the program, Judith continued to refine her value proposition around offering an exclusive, premium product and identified the core channels in which she will launch via high end restaurants. Since starting the program, Judith made a significant pivot in the customer segment they were targeting from the 'environmentally and health conscious professional' to high end chefs also resulting in a change of focus for her marketing strategy. The program provided Judith with the confidence and capabilities to approach this segment undertaking multiple customer interviews with chefs from the region. Through this process, Judith was able to better understand their challenges and needs. In particular, these chefs are seeking new, limited availability and innovative

ingredients to satisfy their sophisticated clientele and provide them with an opportunity to establish their own unique offering in the market.

What's next

The key activities outlined in Belvedere Valley's 6 month roadmap include:

- Prepare detailed business plan ready to launch beef sales direct to high end chefs and explore opportunities to sell lesser cuts in different channels
- Refining marketing and brand strategy
- Continue to develop confidence and capabilities when presenting to new business customers
- Finalise business procedure and costings
- Continue with weekly chef interviews and other potential segments to validate solutions
- Product development testing and financial modelling around COGs

Judith was selected into Stage 3 of the program.

"The value+d program was run like a tight ship. Challenging you to really look at your business idea more critically and objectively. The support and mentoring was invaluable."

Peter and Bec Armstrong

Peter and Bec Armstrong are first generation farmers from Comboyne, NSW. Their business Grazed and Grown Farm showcases regenerative agriculture practices and is a mixed operation covering eggs, heritage breed pigs, Brangus cattle, dorper sheep, meat birds and vegetable crops. Prior to the program they were at early stages of developing mixed produce boxes directly to consumers that had no preservatives or stabilisers used. They joined the program to explore options on scaling their business and new value added options for cured meat products.

Unfortunately the team were impacted by personal issues early in the program and had to withdraw.

Brent Old

Brent and his partner Alice recently overtook the management of the family's livestock business in Orange, NSW. They have a mixed farming operation including certified organic grape growing and a certified organic, self-replacing Dorper flock of approximately 1000 ewes. The business uses organic and regenerative farming practices, rotational grazing and ensuring animal welfare, soil health and sustainability. They recently created a brand for their lamb and joined the program to identify opportunities to utilise the whole carcass through both direct sales in foodservice and butchers as well value added products such as ready meals, sausage rolls and pies.

While Brent and Alice were able to progress well through the early part of Stage 2 of the program, changes to their business circumstances meant they had to withdraw prior to completion. F2F will stay in contact to determine their interest in re-entering in 2023.

"The Value + d program is fantastic for anyone in the red meat industry looking to improve their business and add more value to their product."

Wes Sloane

Wes Sloan and his wife operate a small grazing property near Yelarbon in Queensland. They practice regenerative grazing systems and are currently upgrading infrastructure to accommodate sheep as well as their current cattle operation. Wes entered the program with an idea to explore value added

products such as jerky and other red meat snacks using mutton thus creating additional revenue streams for the business. While Wes progress well during Stage 2 he decided that the timing was not right to continue and withdrew before completing.

“Informative, enjoyable and great value.”

Sally Strelitz

Sally is a livestock producer from New South Wales, who also owns and operates Milly Hill Meat, a branded product that can be seen on the menus of some of the best restaurants on the East Coast. Sally came into the program to further explore new offerings under her Milly Hill @ Home brand such as ready meals and smallgoods.

Progress through Stage 2

During the program, Sally had a major pivot in her business idea. After having discussions with the F2F coaching team and her own experience looking after elderly parents, she identified an opportunity to develop convenient, functional and protein dense solutions for the active ageing segment. Through a number of interviews with individuals and aged care service providers, Sally developed a much deeper insight into the current pain points experienced by this segment in terms of nutritional value of foods, protein requirements, snacking and meal occasions. Sally set a clear 6 month goal to sell 300 meals and be ready to launch a strategic marketing campaign. In addition, Sally will look to secure partnerships with at least three retirement homes and set up a D2C model for those active agers still living at home.

What’s next

The key activities outline in Milly Hill’s 6 month roadmap include:

- Continue detailed customer research including meetings with nutritionists and dieticians
- Explore packaging requirements and broaden sales funnel
- Source key partners such as a co-manufacturer, website designer and digital marketing specialist
- Secure meetings with retirement villages to understand key requirements and operations
- Launch marketing campaign

Due to personal issues, Sally decided not to progress to Stage 3 at this time. The F2F will maintain contact with her to determine interest in 2023.

“The Value+D program was an excellent way to learn all the different steps that are essential to start a successful business. Having a brain's trust behind you to lead you through these steps is invaluable.”

Todd Cranney

Todd is part of a family operated Wagyu business in Queensland supplying high quality wagyu beef. Todd entered the program to explore opportunities to capture more value back to the business through establishing closer relationships with different channels such as butchers. Similarly, Todd wanted to explore value added concepts such as wagyu gyoza and ravioli using grass fed wagyu cull cows as they currently do not achieve a premium in the market. In the program, Todd set a 6 month goal to have quotes from at least two manufacturers to produce the value add products and finalise recipe formulations.

What’s next

The key activities outlined in Todd’s roadmap included:

- Contact abattoir and butcher to develop financial models around different cuts
- Contact CSIRO to use testing centre for recipe design
- Undertake shelf life and allergen testing
- Secure quotes from co-manufacturing partners
- Set up new business structure via a discretionary trust
- Identify foodservice partners interested in trialing the products

“I came into this program with an open mind and limited knowledge on how to start value adding my red meat. Value-d has given me the knowhow and connections to start producing ready made wagyu Gyoza's.”

Appendix Five: Progress of Participants in Stage 3

Adam and Jody Turner, Springhill Beef Co

Adam and Jody Turner own Springhill Beef Co, a first-generation family farming business from the Hunter Valley, NSW. Since 2016, Spring hill Beef has continued to scale their operation from approximately 300 acres with their first property, to adding additional properties of 180 acres and 1400 acres in 2021. The farming operation is proudly using regenerative practices focusing on soil health, biodiversity, minimising chemical inputs and using holistic management to produce sustainable, single source grass fed beef.

In 2020, they commenced selling branded beef directly to consumers via markets, their own website and a local grocer with a vision to create a successful, scalable model and introduce new value-added concepts into their range. Their current range of premium retail beef cuts are cryovac packed and then packaged in a specialised temperature-controlled box and delivered to customers via refrigerated courier.

When Adam and Jody came into Stage 3, they had set a target to achieve approximately 120 subscribers to their meat boxes, processing 4 beasts per month and delivering a \$2000 profit margin. Their 6-month roadmap set out some clear milestones they were seeking to achieve during the program including:

- Utilise the carcass modelling tool to develop a cut sheet to determine subscription pricing
- Finalise value chain elements including the securing of a regular processor, butcher and chilled courier
- Develop customer journey plan and digital marketing strategy to increase customer acquisition and eventual retention
- Update ecommerce website, launch direct to consumer subscription business model and finalise product packaging

Since undertaking Stage 3 of the program, Adam and Jody were able to accelerate their growth and make significant progress through the roadmap they had developed to be able to establish a strong supply and processing side of their business. In particular, the successful strategic decision to purchase a butcher shop was a significant achievement for the business, helping the company to scale quickly and overcome some processing challenges.

Similarly, with the guidance of the Farmers2Founders team, Springhill Beef is developing a strong brand strategy and marketing plan for the next 6-12 months, with investment in videography, building of a new ecommerce platform to optimise the customer buying journey and implementing new back-end software to increase retention rates of customers. In addition, the securing of new cold logistics partners with different couriers will open up new areas of distribution for their subscription beef boxes. As a result, Springhill Beef has set a new target of growth to increase monthly subscribers to at least 500 per month within the next 6 months. The business has achieved a great deal during the value+d program with the founders developing a much clearer understanding of their target customer segments and therefore better identifying the business and brand purpose to communicate their value proposition and vision. The business is also now in a position to employ a part time marketing person to help the founders with the implementation of their digital marketing strategy and social media.

Over the next six months, Springhill Beef Co will be concentrating on building their subscription boxed beef business with a target of a consistent 500 customers per month purchasing 5kg boxes with a goal to move to a fortnightly cycle ordering system. The business is forecasting a \$1M per

year in total sales. The purchase of their butcher shop involved the acquisition of well known, local brand Trunk's Jerky and 130-year-old salami recipe. The acquisition of this new brand will allow the business to potentially explore a different brand hierarchy's and new customer segments and channels (such as bottle shops and Hunter Valley retailers) through the development and trial of a value-added product portfolio through the Trunk's brand whilst maintaining the proposition and D2C stream with the Springhill Beef brand.

"We really enjoyed the program! We were able to meet other like-minded red meat producers and listening to their journey and sharing ours with them. It was a great group of people where we could talk openly and honestly about our ideas no matter how big or small. All the coaches were extremely great to deal and coming from different backgrounds to help us out in all the avenues that we needed to cover to develop and produce our value-add product. It is a great program that I hope will keep running so that there is always new and fresh ideas coming through for the Australia red meat industry along with supporting Australian farmers."

Juanita and Steele Bosel, Bush Lemon Farm

Juanita and Steele Bosel farm beef, lamb and goats on a property located in the Pioneer Valley west of Mackay, Queensland. Their farming operation known as Bush Lemon Farm follows regenerative agricultural principles and all of their animals are ethically raised, grass fed and pasture raised. The team came into the program seeking support to launch their retail side of the business with new retail ready packs of meat via local farmers markets in addition to their bulk boxed beef business. Bush Lemon Farm will also commence new value-added product trials in early 2023.

Over the course of Stage 3, Bush Lemon Farm utilised the project management tool developed by Farmers2Founders to help them accelerate their value adding journey. In particular, the business achieved significant progress across several key business milestones including:

- Food Safe QLD application and approval
- Farmers market registration and approvals
- Approval of farmgate sales by council

Similarly, the business has set a clear target to launch their retail ready cuts via farmers markets which they have now successfully achieved with a regular presence at three farmers markets each fortnight. Through this process, the business has set up:

- Trailer sign writing
- Farmers market insurance
- Point of sale systems, pricing strategy, and sales and marketing material
- Introduced food compliant labelling to their retail packs

Bush Lemon Farm has also made contact with a variety of suppliers following their visit to Foodservice including the purchase of equipment and ingredients. The founders also identified their confidence has significantly increased during the program as they have a much more refined plan achieving new revenue, new customers and a new sales channel for their red meat (with all three species selling out). In addition, through the development of local producer partnerships, Bush Lemon Farm lamb was recently featured on a restaurant menu in the region which was achieved within 6 weeks rather than the longer timeframe originally set.

Over the next 8-12 months, the business has established a clear target to reach retail sales of \$7-\$8K per fortnight, achieving a 3X value on the live animal and 50% increase in profit. They aim to service between 150-200 consumers per fortnight and secure 2-3 cafes and restaurants. In the new year, F2F will assist Bush Lemon Farm with their proposed development of some ready to heat

convenience-based meals such as lamb pepperoni pizza, goat lasagne and other snack type products. The first concepts are forecast to be ready in February 2023 to commence trialling at farmers markets to validate and receive customer feedback. Some key areas the business will prioritise include:

- Commence value adding product development and trials
- Food safety training
- Packaging design and nutritional panels for a tested range of 8-10 value added products using less popular meat cuts
- Secure commercial kitchen
- Investigate additional distribution channels for products and key opportunities to target tourism sector such as the development of the local Mountain bike trial hub in the Pioneer Valley being set up by local council and predicted to bring 30,000+ tourists to area per year
- Partner with other local producers to offer gourmet hampers and ready to heat meals showcasing produce from the region
- Increase stock throughput and set up for on farm production, cold storage, processing and commercial kitchen facilities
- Develop plan to secure outside funding

“The Value+d program has given us the tools needed to grow as business owners. We have the farming thing down pat but lacked the skills to grow a value-added red meat business. Thankyou F2F and STTS for empowering us to make better educated decisions on how to develop our ideas.”

Kelly Akers, Home Paddock Meats

Family beef producers, Chris and Kelly Akers moved from Victoria to Southern Queensland about five years ago after fifteen years operating a family farming business. They are located in Southern Queensland running a beef enterprise producing British and Euro crossbred cattle into the local weaner market. In recent years, drought has significantly impacted on their breeder numbers and they are in a period of rebuilding their breeder herd and pastures. When Kelly joined the Stage 2 program, she said that they were “looking for ways to do justice to the animals they were producing” through value adding with a focus on their sustainable agriculture credentials and values. They have always wanted to brand their own beef and provide consumers with a paddock to plate experience. Kelly also said at the start of the Stage 2 program “we have spent twenty years focussing on the day to day running of the farming business, it’s time for us to get out of the paddock and focus on making more with what we have”.

During the program Kelly carried out extensive Customer Discovery, validating assumptions about her customer segment and persona whilst garnering a thorough understanding of her market and making changes to her solution in response. Home Paddock Meats customers are busy mums seeking convenience, quality, value for money, healthy and inspiring dinner options for their families. They provide farm-raised sustainable beef hampers, portioned into convenient meal sizes and vacuum packed to help prevent food waste by keeping the beef fresher for longer.

In Stage 2 Kelly learned the basics of the Business Model Canvas tool and dive deep into her customers, market and solution and started to form a brand identity. Stage 3 helped her get really clear on her brand identity and values, as well as develop a robust Go2Market strategy with a goal to have minimum viable product into the market in quarter one of 2023. Kelly was able to dive deep into the value chain components needed to bring her dream to reality through a greater understanding of carcass modelling, processing and packing, alignment with consumer value proposition, cold chain logistics and consumer engagement through marketing. Kelly also learned

about food labelling and safety requirements which have contributed to her plans for processing, packing and distribution through contract and mobile arrangements. Like many producers in the program, access to service processing and packing services are a major challenge, as well as the satisfactory delivery of these services to a quality standard. This has driven a focus on in-housing rather than outsourcing where possible in the initial business launch.

Kelly was able to identify gain-oriented opportunities for her customers to enable them to have shopping lists, seasonally-based menu cards and content marketing to engage them on how to prepare meals utilising all the cuts provided in a boxed beef offering. Similarly, the business has built a distribution strategy that leverages farmer's markets for ongoing customer discovery and promotional opportunity, reinforced by feedback from a founders panel in the course of the program. She is also seeking to create diversification and risk management, through a core boxed beef market operating alongside an additional customer who is a chain partner with a commercial kitchen located in an educational and tourism-oriented facility.

The program also delivered value to Kelly through allowing her to address governance and risk management facets of her business and access learning from producers and product innovators who have been on the same journey that she is currently embarking on.

Kelly has garnered significant benefit from the adoption of a project management tool to manage all the various facets of bringing her brand to market, this is also facilitating the process of forecasting a comprehensive budget plan in the short to medium-term.

Over the next six-months, Home Paddock Meats will be concentrating on:

- Trialling and finalising processing and packing processing with cold chain logistics, including purchase and certification of mobile cold-room equipment as well as packing and labelling equipment, based on learning from Sydney face to face program component.
- Finalising brand identify and e-commerce website and social media engagement platforms including initial landing page to capture customer interest and create first CRM database.
- Developing marketing plan and content, including seasonal recipe cards and "story behind the brand" content around the paddock to plate nature of the business reinforcing the locally produced, family farm, and regenerative agriculture practices value set.
- Continuing her commitment to customer discovery and the build, measure, learning process in continuing refining the business.
- MVP from four beef bodies to be processed into boxed offerings of various compositions, are proposed to be launched in the market during 1Q 2023. A 'soft launch' is planned for Australia Day long weekend for limited product to road test processes and systems.
- Planning out past six-months to twelve-months and aligning production planning and management of the livestock side of the business to suit. Kelly also wants to explore long-term what other on-farm value adding might be viable, such as agri-tourism or food service related initiatives.

"The F2F value+d program has been a massive learning curve on the best way we can start our own branded beef business. From nothing more than an idea that definitely would have taken years to get off the ground and that's if it got that far to in 11 months we will be going to market with our beef hampers to a customer segment we understand and a brand we feel very passionate about."

John Stokes, Dirt Crazy

John and Sam Stokes operate a family lamb business based at Duri, south of Tamworth, in New South Wales. John joined the program with some early stage experience in direct to consumer marketing of boxed lamb in his local area, under the Dirt Crazy brand.

The Dirt Crazy brand is derived from John's passion driving a purpose to restore health to our soils, our bodies and our communities through sustainable, ethical and profitable farming systems. "Dirt Crazy lamb is ethically and sustainably produced in the north-western slopes of New South Wales. Bringing highly nutritional, chemical free and great tasting red meat products direct to our customers' door."

Whilst John came into the Stage 2 program with some limited experience in direct-to-consumer boxed lamb production, he had not adopted much of a structured process of customer discovery, branding and marketing or go to market strategy in a supported environment with the benefit of 1:1 coaching. This program has been highly beneficial in John gaining the skills and knowledge he needs to apply to his Dirty Crazy business in order to take it forward and realise the vision he is so driven and passionate about. During difficult seasonal conditions, it has also been a good opportunity for John to seek support on the entrepreneurial journey from like-minded people, realising the "tribe factor" that the Value+d program brings to agricultural innovators like John.

John's main areas of focus to work on in the program were around getting clear on his customer segment and validating assumptions around his customers as well as working on exploring options around business models, processing and packing and cold chain logistics as well as value adding opportunities beyond boxed lamb such as marinades. John was able to do a deep dive into the value adding opportunities through the face-to-face component in Sydney. In the course of the program, John was able to identify and articulate his customer segment as health conscious, environmentally aware families who require consistency, quality and provenance in the New England and the north west slopes and plains region. He was able to identify and address business structure and governance risks and take steps to address.

A key achievement for John has been to determine that his business, Alveston Pastoral has multiple streams of which Dirt Crazy is one of them. This has enabled him to make some core decisions around separating the identity of the Dirty Crazy product business from his broader Alveston Pastoral farming and consulting operations, particularly from a branding point of view. Like many producers wanting to create a paddock to plate business, John is constrained by his access to reliable, quality processing and packing services in his geographic region. To this end he is also exploring taking greater control of his quality standards through in-housing packing and distribution in the medium-term. He is also investigating investment and revenue options that support this initiative and how that might also be expanded to on-farm value adding initiatives such as education and agri-tourism integrated with his broader Alverston Pastoral business operations.

John's main learnings in the program were around the critical importance of the customer discovery process, the opportunity to value add beyond boxed lamb into rubs and marinades for more consumer driven solutions, and a substantial gain in the development of skills and knowledge for the marketing component of his business and subsequent go to market strategy. John will focus on the following key steps over the next six-month of the Dirty Crazy journey:

- Carry out more comprehensive customer discovery leveraging existing customer base and others to validate assumptions around business growth strategy including participation in farmers markets as well as direct to consumer channels.
- With the help of the F2F team, John will further refine his brand identity and brand strategy to review and update existing digital assets such as website and establish relevant social

media channels. which will help to better target consumers and create consistency in his brand messaging

- Utilise the project management tools to plan and manage actions and drive the development of short to medium term budget forecasting and management.
- Evaluate on farm processing and packing options with a view to in-housing to establish reliable processes to a high standard, consistent with brand values.
- Revise and update the planning roadmap for short and medium-term growth and commercial returns.

“Farmers2Founders has been pivotal to helping me understand what is involved in marketing and selling our product and achieving success.”

Judith Bennett, Belvedere Valley

Judith and her husband Richard are regenerative beef farmers in the south west of Western Australia running a unique farming operation called Belvedere Valley Beef (BVB). Belvedere Valley produces three-year-old, lifetime on pasture Wagyu beef, the only one of it's kind in WA. Belvedere Valley is on a clear mission to provide their customers with rare, organic and regeneratively farmed Wagyu beef that has been hand raised and produced on a low footprint farm. Their main customers are high end chefs who are looking for a unique and exclusive product to put on their menus and establish a competitive advantage.

After registering their business name, Belvedere Valley Beef, 9 years ago, Judith and Richard had a vision to sell their wagyu beef to consumers but limited experience in how to go about achieving it. After completing the value+d program they now have a strong vision to be the most sought-after beef producer and a clear and actionable plan to achieve it, with chefs now proactively contacting them to find out how they secure some of their limited supply.

During the program, BVB made a significant pivot in their business direction in changing their target customer to high end chefs which has had a fundamental shift in terms of the roadmap set out by the business. The business identified some clear priorities to focus on during the program and for the next 6 months including:

- Undertaking a full carcass breakdown (as first animals ready to process) to identify COGs, pricing strategy and validate quality, flavour and other sensory attributes of the product
- Interviews with select chefs to finalise product requirements and create business customer database
- Complete on farm butchery installation and approvals; development of dry ageing capabilities
- Finalise marketing strategy including new branding design
- Soft launch to local direct business customers including pop up dinners
- Samples sent to chefs and shelf-life testing undertaken
- Expansion of on farm offering and agritourism opportunities
- Development of new value-added products utilising lesser cuts
- Exploration into opportunity in Singapore market

Belvedere Valley has identified that the program really supported the founders to become much more organised in the way they ran their business. A clear achievement is that whilst the business was registered over 9 years ago, it had taken some time to grow the business to the current stage and because of the program, a very clear and accelerated launch to market will be achieved in the next few months. The business will also seek to participate in the next large food event hosted in WA

in 2023 to showcase their beef products to the industry. It has been forecasted that within 12 months the business will have at least 20 high end chefs, 50 online direct customers and supplying two large local events, resulting in an estimated \$160,000 revenue. Similarly, with a clear focus on branding and digital marketing strategies the business will look to increase its brand awareness and engagement resulting in continued demand for their wagyu beef products.

“F2F helped us put the brakes on for a minute and stop at each point along the way to truly understand what we needed to do as we raced towards value adding our product. We now feel like we are navigating the twists and turns on the start-up journey in a sleek Mercedes rather than the old farm ute.”

Sarah Hamilton, Grampians Gourmet Cavendish

Sarah Hamilton along with her husband Shane, runs a farm in the Grampians region of Victoria implementing sustainable and ethical farming practices to raise Saddleback pigs, prime lambs and other produce. Sarah has been working with F2F team for over 6 months to refine her idea around a value-added red meat business and during stage three, Sarah officially launched Grampians Gourmet Cavendish. Grampians Gourmet provides tailored produce boxes of pasture raised lamb and pork with seasonal spray free produce and flowers. The meat products include both retail cuts and also curated small goods. The business services core customers segments of accommodation hosts, households and individuals via a direct-to-consumer model. The business is utilising couriers, click and collect services and farm gate sales to distribute their products.

During Stage 3, Sarah has made significant progress since starting the program and has been able to refine her business model, develop a much clearer roadmap to launch her products, registered her business with ASIC and briefed a graphic designer to build her brand and logo. An important step in the program, has been the ability for Sarah to align with and engage her business partner in this aspect of the overall farming operation. Similarly, involvement in the three-day bootcamp provided Sarah with the opportunity to meet with labelling and packaging manufacturers as well as the visits to Harris Farm and Pinos providing inspiration and ideas for future product lines.

Over the next 3-6 months, Grampians Gourmet will be planning a soft launch of the produce boxes direct from farm and then progress to finalising the business’s branding and website. From here, accommodation hosts will be secured as customers with a number already reaching out to secure supply. The business is forecast to process 140 lambs in the next couple of months which will allow the business to meet demand for its new products.

“It has helped with every aspect of my business idea, the business start-up and launch. The Farmers2Founders Hatch and Value+d programs have been incredible for me. Every aspect of the program has been a huge learning curve and I will be applying all learnings moving forward.”

Georgina Baker, Bello Beef

Georgina Baker is a red meat producer and entrepreneur on a mission to reinvent the beef sausage by creating a healthy, delicious and affordable organic red meat option. She is the founder of Bello Beef, grown from Levenvale Farm located in Bellingen (NSW). Bello Beef is a regenerative, certified organic grass fed and finished beef brand creating a range of premium, nutrient dense value-added products including gourmet sausages, mince, bone broth and other nose to tail offerings.

Bello Beef is targeting 30-50 year old consumers with an illness history themselves or that of a family member (including nutritional deficiencies and dietary restrictions). This segment indulges in their

health and wellness, prioritises their spending on food, going to the gym, taking nutritional supplements and spending time in the outdoors. Bello Beef has been able to establish a strong and loyal customer base by deeply understanding their needs and motivations through the techniques of customer discovery and continues to have a key focus on ensuring that all products contribute to the brand's value proposition around provenance, connection to the producer and only using real ingredients.

During Stage 3 of the program, the core focus of Bello Beef was to establish efficient systems in order to be able to scale their sausage range. However, the business was struggling to do this with originally only using a small part of the carcass (and only sourcing from their own farm). A key achievement for Bello Beef was the refinement and eventual pivot to split the business into core streams of operation, evolving the scaling of sausages through a different value chain and channel, whilst continuing to grow the D2C beef business with own supply of animals. This helped Bello Beef to clearly distinguish between the two arms of the business and strategically source the inputs for each through different supply chains. In doing this, Bello Beef has been able to overcome supply and capacity constraints and has now sourced organic trim from other producers. In addition, the business has leased a commercial kitchen increasing production volume to 50kg per day; hired a chef to help with recipe development and a personal assistant to help with business administration and day to day running of operations allowing Georgina to focus on the business's growth strategy.

Other key achievements for the business during this time has also been:

- Outsourcing of branding, label and packaging design with an agency to develop the full range of value-added products including core, gourmet and mince plus ranges
- Through contract manufacturing research and formation of new strategic partnerships with kitchens has been able to secure and launch new broth product range with production completely outsourced
- Sensory evaluation of sausage range conducted
- Building of freezer room on farm
- Progress on on-farm licenses
- Recruitment of new employee to pack boxes
- Connections made with packaging suppliers, ingredient houses, contract manufacturers for sausage production, POS systems and commercial manufacturing machinery

During the program, the F2F program manager supported Georgina to run a live focus group with several real customers of the business which helped to give new direction and insights for packaging, claims hierarchy and labelling. Similarly, the support of the team has helped Bello Beef to identify new recipe development concepts, grant opportunities and new channels into retail stores. In the program, Bello Beef added an additional six retail stores to double wholesale production and now has set a clear target of growing distribution to 20 health food stores and other speciality retailers on the mid-north coast.

Over the next six months, Bello Beef is set to achieve 2tonne in red meat production per month by mid-2023 in their sausages and mince range, as well as increasing to 1 tonne of full body processing per month (minimum of 5 bodies at \$7K per body) forecasting \$1M in Bello Beef sales. To do this the business will be prioritising:

- Continued expansion of value-added product ranges such as international flavoured broths
- Continue to build logistics partnerships and secure distributor to target larger retail chain stores in Sydney and Brisbane such as Harris Farm and Flannerys
- Prepare to pitch to Harris Farm in June 2023 once they have established freezer distribution and warehousing

- Develop marketing strategy through outsourced capabilities and refine retail promotional plan
- Explore partnership with kitchen to create new nose to tail products, explore investment in oven and pasteurising equipment and automated patty machinery

“The value+d program has given me the networks and linked me in with direct sources of information so that I have the framework to grow our value-added beef products. There are so many industry experts I didn’t even know existed and Farmers2Founders have not only found them but enabled us to have direct contact and guidance from some invaluable industry resources.”