Final report

Oakey Beef Exports Supply Chain Extension and Feedback Project

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Abstract

Data is being collected at different points of the beef supply chain, which if converted to information and disseminated in a form which can be interpreted and acted upon by other chain members can increase the efficiency, productivity and profitability of the entire chain. The project activities addressed key industry strategic goals including how to facilitate on farm adoption of research and development. Producers once aware of the information which is available and the financial impact to their own business were interested to learn and change. It was identified a multi-faceted approach is required which included empowering champions with knowledge, field days with information shared from industry experts, peer to peer learning and one on one processor to producer information sharing. Internet connectivity and computer literacy were barriers in relying on web-based and emails to transfer information to producers. The program had seen increased knowledge and engagement from producers in understanding how to reduce downgrades and achieve price premiums. Oakey Beef Exports has learnt were misunderstandings, miscommunication and information sharing challenges are, working on how to simplify the communication on pricing grids to improve the value of beef across the supply chain can occur. Further to this, the collaboration between Oakey Beef Export staff and ISC employees has provided valuable insights around the adoption of industry tools such as myFeedback, eNVDs and MyMLA. Commercial challenges in adopting tools during first testing enabled rapid adjustment to tool functionality, resulting in more appropriate tool functionality, and with increased value for users. Challenges around Digital integration, and cultural barriers to adoption of digital technologies for various stakeholders in multiple supply chain sectors are still a barrier to digital decision support.

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1. Project Overview

MLA's Innovation capability building sub-program is to engage industry in a range of capability building initiatives to accelerate innovation adoption and increase the industry's investment in innovation. Initiatives within the 'capability building (industry)' product group include the investment in digital value or supply chain officers (SCO) to assist companies to develop a whole-of-value chain digital strategy that leverages the best solutions and ensures they are well positioned for new and evolving digital enablers. This project directly facilitates the employment and support of a supply chain extension & adoption chain officer within Oakey Beef Exports (OBEX).

Collectively the red meat industry is investing heavily in technology and systems that will generate more and more data for use by supply chain participants. The assumption in these investments is that the data generated will be able to be used by producers to improve their performance (and profitability) and to ultimately improve the optimisation of the supply chain. The challenge of presenting complex information in a simple and actionable way is significant and this project is exactly the type of strategic initiative that is required for supply chains to be successful in the longer term. This project is an adoption strategy for the OBEX supply chain, **with a particular focus on suppliers to the USDA underpinned "Natures Fresh" MSA registered brand.**

This project facilitates the employment of a SCO within the OBEX business to enhance the capability of not only OBEX, but also its suppliers. Specifically, this will be through the provision of targeted extension material and educational workshops to use advanced analytics and data sets to generate new insights for businesses and therefore carcase performance and ultimately, supply chain profitability.

To remain globally competitive, it is critical that the productivity of each section of that supply chain is maximised. This project is designed to develop the feedback systems and associated extension material from the meat processor back to the producer with the aim of getting uptake by the producer of improved genetics, nutrition and husbandry practices, so that on farm productivity is enhanced. That feedback will cover data from LDL and the new myFeedback system, Meat Standards Australia (MSA), animal disease & defect data, Lean Meat Yield percentage (LMY%) and any potential new data sets.

2. Project Objectives

This project is an adoption strategy for Oakey Beef Exports supply chain and provides an invaluable case study for industry. The process, tools and material developed would become available for use in the wider industry. Industry will also be able to feed into this project tools and extension materials for testing and verification. Critically this project will allow for the impact of the adoption of feedback to be quantified which will help drive similar models across the industry.

- Enhance existing feedback reports covering MSA, Animal disease & defect data and investigate inclusion of Lean Meat Yield percentage (LMY%)

- Investigate the possibility of collecting data and reporting on other issues that could affect yield and grading outcomes such as nutrition, animal handling, transport and animal health
- Understand current on farm managements systems and how they can evolve to use feedback from processors
- Develop tools that farmers can use to maximise the benefit of feedback (i.e. more controlled reproductive practices, better nutrition/trace elements, glycogen loading prior to transporting for slaughter, etc.)
- Identify relevant external tools and systems and implement in the supply chain
- Identify local champions who are willing to trial innovative practices
- Benchmark on farm practices at the commencement and then measure annually to assess productivity improvements and provide case studies for other farmers to follow
- Develop extension material related to the above.
- Deliver 4 supplier engagement activities (workshops/webinars etc.) per year for two years.
- Attendance at bi-annual Supply Chain & Digital Value Chain Officer workshops to build skills and pool of contacts through networking opportunities within industry, but outside of company.
- Become an advocate for the roll-out of enhanced integrity systems, including myFeedback and eNVD.

3. Report Objectives

The three-year program of work included in this project has been completed. This report reflects the third-party review of the activities undertaken during the program. An objective assessment of the project has been made based on the evidence provided through review of written reports, provision of company data, and discussions with ISC and Oakey Beef employees. Where possible qualitative evidence has been presented as a quantitative measure of the projects effectiveness in supporting industry value creation, and in identifying areas where continued support could return further benefits to the industry.

4. Final Report Methodology

MLA and ISC undertook a review of the Innovation Manager Program in 2021, which this Oakey Supply Chain Officer Project is the last of, prior to commencing a new program. The report Project V.ISC.1933 Evaluation of the Integrity Systems Company Co-Funded Resources Program summarised the program investment. The findings and recommendations outlined in that report were considered as part of this review. Some correlations between the findings are referenced in this report.

One key finding across all 13 company projects was the lack of quantifiable metrics and KPI targets. The evidence in this Oakey Beef program is also limited in quantitative evidence. However, the program has delivered some very valuable insights and increases in capability and collaboration across producer suppliers, company (Oakey Beef Exports) and industry stakeholders.

To the extent possible, an assessment framework was developed as part of this final report assessment that categorises the various activities into capability themes required for effective producer feedback systems that lead to increased supply chain performance and value creation.

As the industry continues to develop LMY% feedback mechanisms, combined with MSA data and disease & defect data in feedback for suppliers, the industry will need to focus on communications and extension of this to suppliers to ensure that the data/information that is supplied is in actionable form. Information needs to be presented in a manner that encourages action.

A series of tools for digital decision support will need to be developed that enable cattle producers and other supply chain stakeholders such as processors to make improvements to their businesses. Capabilities are required across the supply chain to generate quality communication of information in both feedback and feedforward directions.

The industry needs to be ambitious enough to link carcase performance data (LMY%, MSA, disease & defect) with genetics (short term gain through progeny testing and improvements to on farm breeding technology and long term through selection of more appropriate breeding lines for the consumers being targeted) and nutrition. To achieve this, information systems are becoming more relied on to integrate data easily for communication of insights up and down the supply chain.

Given the dynamic nature of an agricultural supply chain, engagement of people (Connected Stakeholders) is required to overcome barriers to adoption, enable sharing of information, grow understanding of its implications on each stakeholder, and encourage practice change that helps the entire supply chain.

A range of capabilities and cultures are required to support practice change that will create new value. Across the supply chain there has to be a willingness to encourage adoption of enhanced systems (often conversion from manual to digital), adoption of on and off farm management practices (often through an understanding of intervention actions that will increase compliance to grids, increase herd health, improve product quality, reduce costs, increase value), and eagerness to support a growing understanding of the value of more digitally connected decisions.

The following capability themes in Table 1 have been applied to map the work in this project.

Table 1: Capability Themes

	Supply Chain Capability Themes
1	Quality Communication (Feedback & Feedforward)
2	Information systems to enable Communication
3	Supply Chain Engagement - Connected Stakeholders
4	Stakeholder Capability - to support Value Creation
5	Supply Chain Performance - Creation of Stakeholder Value
6	Participation in Industry Collaborative Programs
7	Capability Development for Personal, Company and Industry Growth

A few capabilities were created (Table 2) to map the activities undertaken during the program.

Table 2: Capabilities used to map specific evidence from activities and outcomes

	Capability	Supply Chain Capability Themes
1	System Useability	Information systems to enable Communication
2	Industry Collaboration	Information systems to enable Communication
3	System Integrations	Information systems to enable Communication
4	Adoption Readiness	Information systems to enable Communication
5	Analytic Functionality	Information systems to enable Communication
6	Effective Feedback	Quality Communication (Feedback & Feedforward)
7	Awareness	Quality Communication (Feedback & Feedforward)
8	Understanding Supplier Drivers	Supply Chain Engagement - Connected Stakeholders
9	Stakeholder Awareness	Supply Chain Engagement - Connected Stakeholders
10	Adoption Readiness OR Practice Change	Supply Chain Engagement - Connected Stakeholders
11	Farm Management Decisions	Supply Chain Engagement - Connected Stakeholders
12	Stakeholder Relationships	Supply Chain Engagement - Connected Stakeholders
13	Intepret Feedback for Practice Change	Stakeholder Capability - to support Value Creation
14	Supportive Culture	Stakeholder Capability - to support Value Creation
15	Collaborative Learning	Participation in Industry Collaborative Programs
16	Contribution to broader MLA initiatives (building industry innovation)	Capability Development for Personal, Company and Industry Growth

The effectiveness of each activity was made using three evaluation metrics including:

1. The degree of capability identified at the outset of the activity of project.
2. The effectiveness of the activities in creating value (this leans towards non-financial increases in capability due to company confidentiality and limited provision of financial metrics); and
3. Opportunity posts the activity for further improvement. This last measure is important in developing recommendations and suggesting further work.

A ranking system on a score of 1-6 was used and summarised in Table 3.

Table 3: Assessment Criteria for three evaluation metrics

N/A	Capability Scale	Performance Criteria
1	Unsatisfactory	Performance is consistently below expectations. A rating at this level requires that a performance plan be written. Supervision: Requires excessive time and attention by supervisor.
2	Improvement Required	Performance is somewhat below expectations for full competence, but some elements of satisfactory performance are exhibited. A rating at this level anticipates that improvement is achievable. This rating requires that a performance support plan be written. Supervision: Requires greater than usual time and attention by supervisor.
3	Developing Capability	A rating at this level reflects a growth and learning mode in terms of organizational values and/or Competence. Greater growth and development can and are in the process of being achieved. Developmental goals and skills development support will help continue to learn and grow their capabilities. New participants, newly promoted or transferred participants tend to fall into the growth and development mode. Support: requires support in the form of coaching and feedback to continue making progress.
4	Solid Capability	Capability in this category consistently meet expectations and at times exceeds them in demonstrating organizational values or supply chain efectiveness. Reasonable stakeholder performance, goals and objectives were achieved.
5	Exceeds Expectations	Individuals in this category consistently exceeds expectations in most of the organizational values. All requirements were met and goals and objectives were achieved above the established standards.
6	Outstanding/ Outperforming	Capability in this category demonstrated exceptional ability to exhibit stakholder or supply chain effectiveness. All required capabilities for value achieved well above indsutry averages Accomplishments were made in unexpected areas.

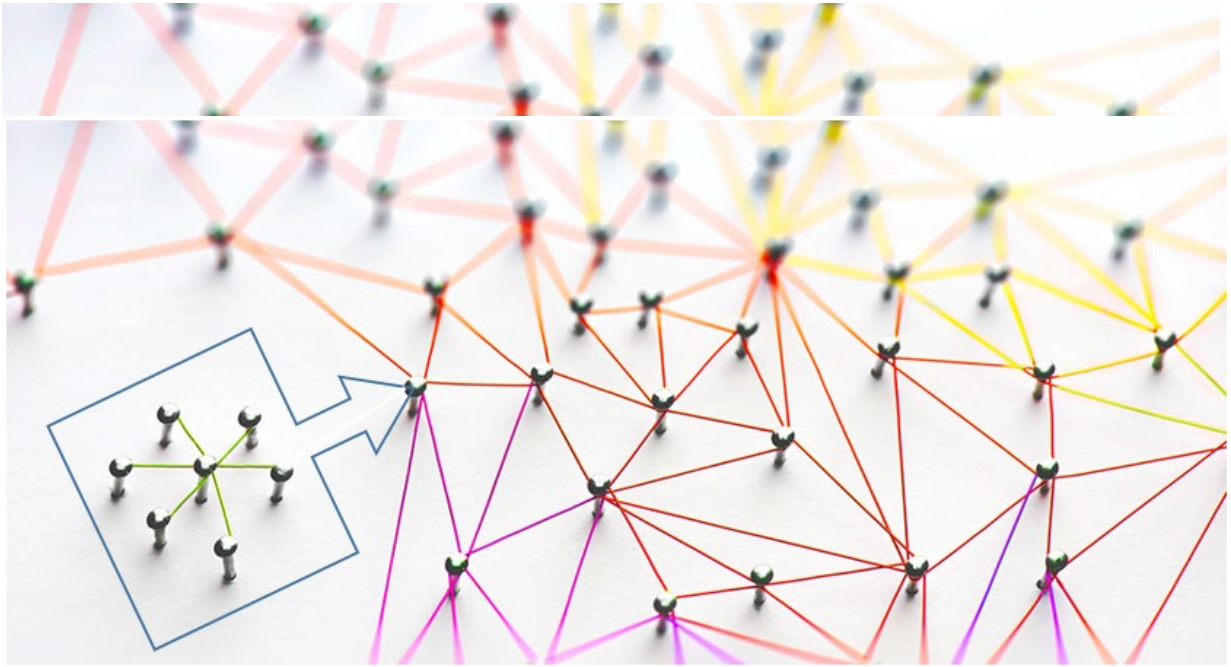
5. Oakey Beef Program Methodology

It was the intention at the outset of the project to develop better ways of communicating to producers the livestock data which is collected at processing with the view to enhance their understanding of the information and to assist with use of the information in improvement of live animal management practices.

The Oakey Beef Exports used a collaborative approach to setting up, delivering and enhancing the extension program over a three-year engagement strategy. This commenced with a range of activities that were further refined and enhanced through joint learnings with MLA, industry experts and producer and community stakeholders as the program matured.

Vision for a Supply Chain network

The transition from single connections in the left of Figure 1 to a network of connections to the right is an oversimplification of the relationships in the region. Many producers already have existing connections and relationships with other producers, Oakey Beef Exports and technical experts. However, it is quite accurate in terms of a processor-initiated program of activities where the project design has been to intentionally create awareness, build capability, develop support resources, and provide ongoing conversations that enable connection between these different aspects that is broader and multi-dimensional beyond the traditional processor-producer connection via a feedback sheet, and with some attached “How-to” guides as a best case.



Across the three-year duration of the project, the activities evolved as collaboration and information transfer increased. The activities became more targeted as the program team developed a deeper understanding of the producer questions, needs, areas of interest and concern, knowledge gaps in their livestock

performance at processing. A range of tools were developed to maximise the benefits of feedback, adjust management practices in direct response to the needs identified by producers, Oakey Beef Exports and industry experts.

Considering all players in the chain are people and share a common interest, but all have different constraints, perspective and contexts, the program began with establishing a conversation, seeking to understand, identifying opportunity areas, then collaboratively addressing those opportunity areas.

The activities evolved progressively over the course of the project. Supply Chain capability does not increase in a direct linear fashion. It is more like, “here a little, there a little” with all capabilities increasing in parallel and at varying rates. The activities undertaken have been summarised as groups of capabilities, rather than as a timeline of activities across the three years.

The range of activities evolved and can be summarised in the following categories:

- Enabling a collaborative conversation
- Identifying opportunity to increase understanding
- Supporting the win-win
- Development of knowledge and capability
- Development of support materials
- Supporting an ongoing collaboration

6. Project Activities

Key activities have been drawn from the detailed program reporting in each project milestone and included here to underpin the results and findings in Section 7. Across the three-year program SCO activities revolved around:

- improving OBEX and supplier capabilities through the development and training of the SCO.
- substantial supplier engagement and by hosting eight workshops attended by 299 suppliers and supply chain members.
- and by contributing to the adoption of MSA, eNVD and myFeedback among OBEX suppliers.

Engagement in conversations to breakdown misconceptions and to build a level of trust became important in motivating adoption. Involvement from industry experts broadened the network and enable different conversations around motivations for change and the benefits.

The activities undertaken are documented in detail in each of the supporting milestone reports and are summarised here in in following sections.

Table 4: Summary of 3-year Program Activities

Milestone	Producer Sessions and Workshops	Producers Attended
1	N/A	N/A
2	1	50
3	1	15
4*	0	0
5	1	66
3	1	60
7	1	40
8	1	20
9	1	11
10	1	37
TOTAL	**8**	**299**

* Milestone impacted by further Covid-19 restrictions

6.1 Supply Chain Adoption

- Supported the implementation and adoption of MSA, eNVD and MyFeedback in the OBEX supply chain.
- Conducted supplier visits to gain feedback and discuss improvement opportunities for MSA, eNVD and MyFeedback.
- Developed training material for suppliers to assist in ensuring correct paperwork is submitted.
- Conducted Nature's Fresh audits and trained suppliers on compliance with the requirements.
- Arranged educational visits for suppliers to boning rooms, kill floors, and loadout areas with practical demonstrations by meat inspectors and carcase graders.
- Presented benefits of feedback systems through case studies showing compliance and cost implications.
- Participated in eNVD trials with ISC to assist in app development prior to rollout.
- Collaborated with Meat Standards Australia team on MyFeedback and data reporting functionalities.
- Identified areas for improvement in the eNVD app to enhance effectiveness and efficiency.

6.2 Supplier Engagement and Workshops

- Built relationships with suppliers, gaining a better understanding of their on-farm management practices and becoming more involved in cattle procurement and regular communication with suppliers.
- Organized and hosted training workshops for suppliers unfamiliar with MyMSA and MyFeedback.

6.2.1 Developing a network of key industry experts

In conjunction with MLA and Oakey Beef Exports existing connections, the concept of an Industry Expert Panel was developed. The intention of the network was to provide a method and context for support to producers as awareness and engagement increased that grew beyond a single line of communication between the producer and the processor, the producer and the agent, the producer and the farm agronomist.

Approximately 23 experts and industry leaders were involved in the network and in supporting producers to better understand feedback and to apply knowledge to adapt management practices for improved performance.

Broadening conversations on topics which have financial impact around low compliance and downgrades helped keep conversation's objective. The way in which some experts communicated topics such as animal health and that the biggest losses are felt by the producer helped change perceptions that the program was being processor driven for processor gain only.

6.3 Enabling a collaborative conversation

Developing a connected network of people where information is shared easily and participants in the supply chain work to support each other in individual and collaborative practice change involving a few sectors require lots of conversation to be able to meet on common objectives.

The first consideration of the project was enabling conversations that could build and grow progressively, supporting trust, knowledge sharing and then practice change.

6.3.1 Producer Field Days

Field days are a traditional way of getting producers together to share knowledge. The context for them to network and discuss various topics amongst themselves is also valued.

Launching the project with field days - was a context Oakey Beef Exports used to engage their existing network and to begin discussions around the broadening out of their communication and initiatives to work together with producers over the coming three years to enhance the supply chain for all involved.

The first field day was a National Agriculture Day lunch. It was a fantastic way to connect the processor team with producer suppliers to understand more about their operations. It was an opportunity for producers to complete a feedback sheet to further understand exactly how OBEX could support them better.

Post that day, monthly and sometimes weekly updates regarding grid changes and market updates were e-mailed.

Field days tailored to Producer interests – At the initial field days surveys were conducted to identify topics of future interest. Based on discussions with producers and industry expert's key topic areas raised by producers were then addressed through field days and Producer Workshops and Plant Tours.

A conduit for raising awareness – While the field days themselves had some reach, the advertising for the Producer Field days had a much broader reach. The advertising for the field days had a substantial impact and engagement outside of the Oakey Beef Exports immediate producer network.

6.3.2 Identifying Producer Champions

Producers talk to one another, trust each other as reliable information sources (more than they trust processors) and learn from each other. Given the project aimed at increasing adoption of practice change, leading producers are an example of what practice change can look like. No one is perfect and leading producers are often the first to admit they are focused on improving. So, adoption of new concepts is likely to happen faster with these types of producers.

Identifying and engaging producer champions was an initiative which from the outset enabled more collaborative conversations.

Ten producer champions were identified that played a role in speaking of their successes and demonstrating benefits of adoption of best practice.

6.3.3 Facilitating Producer engagement

Feedback and feed forward - Producers gained understanding from Oakey Beef Export staff to access myFeedback and carcase reports in person, over the phone and in hard copy. As part of this interaction, it allowed staff to identify any issues and possible interventions and where more information was available. This interaction provided direct feedback on issues producers were having in understanding the pricing grids and other carcase compliance information presented to them in MyMSA. The workshops also highlighted areas of improvement in the information that OBEX provided to producers with enhancements being made by OBEX to their feedback information.

6.4 Identifying opportunity to increase understanding - Identifying barriers to adoption

Through direct day to day interaction with producers accessing carcase results, pain points with eNVD, knowledge gaps and misconceptions were identified at an on-farm level. Barriers to adoption of improved practises were (1) not knowing there was a problem, (2) producers not understanding they have influence to reduce, solve or mitigate non-compliance, (3) producers not knowing latest proven research and development (MSA training) and (4) producers not understanding the economic influence and impact on their business.

6.4.1 Producer pain points in current feedback

Through the implementation of this program, it was identified that producers have knowledge gaps in understanding the implications and management interventions from the feedback reports. This includes disease and defect data and animal health.

Producers were interested to meet the premium MSA markets however based on the carcase feedback they were unsure how they could increase their compliance to meet the premium MSA market specifications. Through the field days topics, it was identified producers were willing to change management practices to meet premium market specifications, suggesting an openness in working collaboratively to improve whole of supply chain outcomes. An increase in performance of all grain and grassfed supply against the MSA index over the period of the program was identified.

6.4.2 Pricing Grid Upgrades

Given practice change is linked to pricing signals, Oakey Beef Exports grid, payment structure and clarity around display of carcase information was reviewed.

After some correspondence with long term producers, it was brought to Oakey Beef Exports attention that some producers still struggle to understand how to read the company's Grid. Through discussions with NH Foods head office, it was decided to create a simplified grid that is the same across all NH Foods Australia owned abattoirs including Wingham Beef Exports and Thomas Borthwick & Sons. The degree to which this increases the clarity to producers on how to obtain the highest price per carcase is being reviewed.

6.4.3 Digital System Adoption

During the program a few digital information system upgrades at OBEX presented challenges for integration with other systems. This is not an uncommon challenge across industry and is still a barrier to wider spread digital technology adoption to support data driven decision making.

One strong capability that was demonstrated in a few ways during this challenging period was the level of collaboration and communication across sectors from the OBEX staff.

Industry (ISC): Processor Collaboration - The ongoing transition from paper-based vendor declarations to digital systems and the rollout and adoption of digital feedback such as myFeedback has been slow across industry.

The value of the SCO program was demonstrated at OBEX. Strong working relationships during early adoption of new applications and web-based systems was able to quickly identify missing functionality or required modifications to make solutions more user friendly. These insights from the commercial sector are critical in building effective information systems.

A Culture of Digital Adoption – the adoption of eNVDs has been slow with perception that producers are slow to adopt. However, a culture of adoption at the processor is also required and can have a big impact on upstream adoption. During this program a few situations where the SCO was not available forced livestock team members to learn, and then manage electronic declarations. They were surprised how simple the eNVD system can be. This experience flagged the previous reluctance for adoption and where barriers to adoption were sourced. OBEX has been recruiting people to the team with a specific focus on a cultural willingness for adoption of digital technologies. This is evidenced in increased conversion to paperless declarations over the program.

6.5 SCO Professional Development and Training

There is strong evidence that the program increased the industry knowledge, professional capability and confidence on the SCO. They have demonstrated positive influence with a wider range of people within the processing plant and across the supply chain for the benefit of OBEX's immediate supply chain and more broadly for the wider industry. Individual capability grew in a few areas because of the program including but not limited to:

- Gained foundational knowledge regarding differing industry frameworks and systems.
- The network of supply chain and industry experts were called on for various input and involved in a few of the workshops and producer days.
- Completed three MSA training courses on beef processing and product integrity.
- Attended workshops with other co-funded officers as part of the program's capability building and peer group activities, discussing barriers and key learnings to improve supply chain outcomes.
- Attended the Northern Intercollegiate Meat Judging Conference as a professional development activity.
- Attended a Chiller Assessment and MSA Grading course presented by AUS-MEAT.

7. Project results and findings

The program has been successful in supporting partner companies to drive digital innovation capability across the supply chain. It has also highlighted the importance of close collaboration across the stakeholders in the supply chain to support the progressive adoption of digital systems. For effective adoption a range of capability areas need to be further developed such as an increase in understanding of user needs, improved system integration connectivity,

connection between stakeholders for enhanced clarity of communication and awareness of the drivers of value in each sector of the chain. These areas for growth should be considered opportunities for value, rather than negatively.

The key findings supporting the continuation of the program include:

7.1 Multiple extension approaches are required for impact

Extension activities were important in achieving objectives – Multiple methods helped collate the topics of the program and bring them together. Whilst each quarter of the project touched on a different item or area it was important to make sure producers understand that the overarching theme to this whole process is about increasing information feedback whilst also helping to increase on farm profitability.

No one extension approach was the single answer - for all supply chain participants. Many approaches supported engagement in different ways, and provided unforeseen insights, used later in the project to further refine messaging and engagement.

Reaching a broader audience – by employing varying methods throughout the project has allowed for the messages with greater impact and the ability for deliverables to continue to support and inform long after each reporting period had passed.

7.2 Program Successes

The key success areas were as follows:

- Improved compliance to Nature's Fresh Programme.
- The biggest progress of the project though has been the increased engagement with suppliers on behalf of OBEX in terms of discussing feedback and having the correct paperwork for each market. This has led to more internal supply chain audits and face-to-face visits to increase the rollout of myFeedback.
- Most suppliers who have transferred from using Livestock Data Link to the new myFeedback platform have been impressed with the new program and the updated reporting and analytic functionalities. Most have expressed their desire to continue using the systems and look forward to the continued updates and improvements.

7.3 Challenges Faced During the Program

Several challenges were presented and provide rich insight into areas that will benefit from future focus. These are listed in summary below and were also applied to the capability mapping framework.

Feedback from Suppliers

- It is challenging to obtain good feedback from suppliers.
- Suppliers found LDL difficult to navigate by themselves.
- There was low adoption of LDL by OBEX suppliers.
- Suppliers have a weak understanding of MSA requirements.

Feedback Format

- Suppliers have identified the format of feedback sent by OBEX as a pain point.
- They would appreciate a link to myMSA or myFeedback to access interactive feedback directly.

Grid Building in Livestock Data Link

- There were difficulties in altering/building grids in LDL specific to suppliers and their target markets.
- Although the grids can be made specific, improvement is still required for producers to fully benefit from the feature.
- In the meantime, myMSA is proving effective in generating useful feedback and trends over time.

Adoption at the Plant

- Older workers at the plant, who handle cattle arrivals, are resistant to using devices while working.
- Progress has been slow in getting these workers on board with new technology. T
- The Yards receival team has faced staffing shortages, but new members are receptive to using eNVD, which is positive for future paperless consignment adoption.
- Newer employees are more open to using eNVD and other digital tools.

Connectivity Issues

- Many suppliers have weak or no internet service, with some lacking Wi-Fi at home and needing to go into town to update their apps.
- This raises concerns about rolling out a paperless consignment system across the supply chain.
- With the feedback from suppliers most people are afraid that they cannot use the eNVD app without internet or reception.

Key learnings

- OBEX has found that increasing face-to-face, on-property visits with suppliers is the most effective way to guide suppliers in navigating myFeedback.
- Currently, OBEX sends feedback in a basic format, including a PDF link to MyMSA. To enhance accessibility, there's an opportunity to include this link directly in automated emails for immediate access to MyMSA.
- Feedback from OBEX is considered basic. Improving this could involve attaching MSA feedback as a clickable link or directly attaching MSA sheets to emails upon request for a more detailed breakdown.
- Oakey Beef Exports believes that offering training sessions at suppliers' locations will enhance their ability and willingness to use the My Feedback platform.

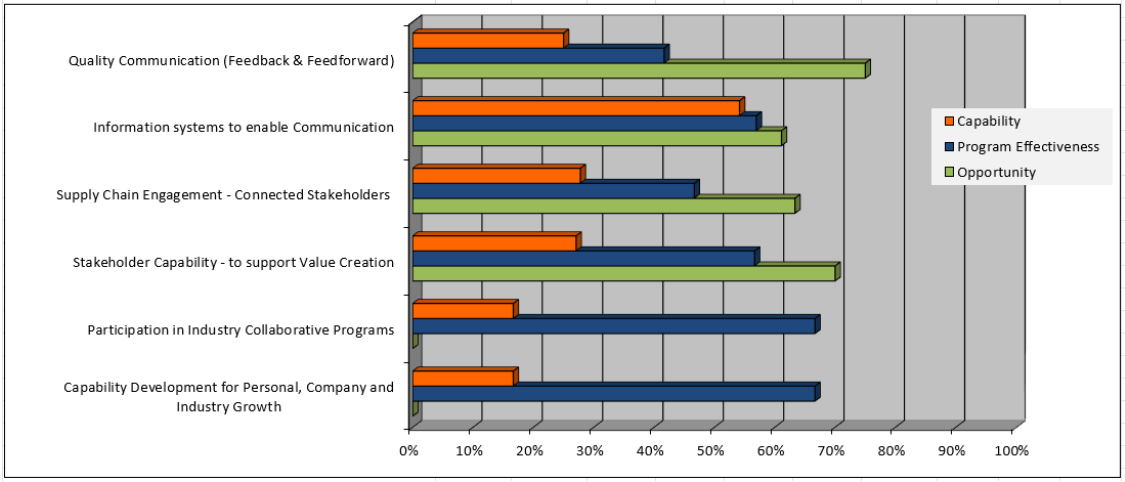
Continued Improvement

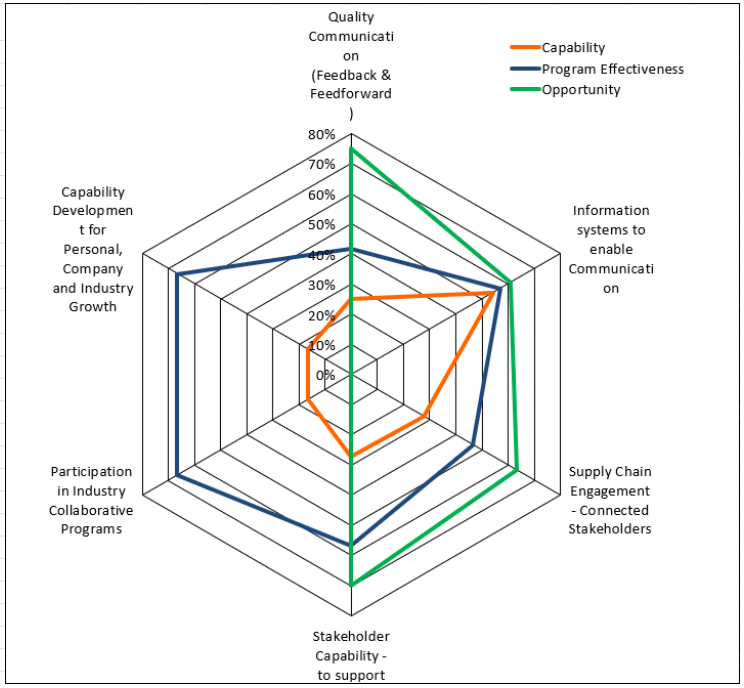
- Collaborating with the yard/livestock team to access eNVD through the web and mobile app.
- Assisting graziers with varying technology skills:
    - Those with no computer skills: Helping them sign up for a myMLA account and use the eNVD web interface.
    - Those with basic computer skills: Encouraging transition to electronic submissions, even if initially printed.
    - Those with good computer skills: Facilitating the transition to using the eNVD app for paperless declarations.
- Working with NH Food feedlot (Whyalla Beef) to achieve complete paperless operations.
- Engaging with vendors and truck drivers to identify barriers to adopting paperless processes.

7.4 Summary of Capability Mapping

The left-hand side of the table identifies the capability themes to which evidence was mapped. The whole numbers in the table provide the summed score (Total) from each piece of evidence and the number of points of evidence (Score) for Capability (the observed level of capability prior to the activity), the Effectiveness of the activity in increasing capability, and the Opportunity (that still exists at the end of the program to support further value increases).

Supply Chain Capability Themes	Capability Score	Capability Total	Program Effectiven	Program Effectiven	Opportunit y Score	Opportunit y Total	Capability	Program Effective	Opportun ity	Overall
Quality Communication (Feedback & Feedforward)	3	2	5	2	9	2	25%	42%	75%	47%
Information systems to enable Communication	39	12	41	12	44	12	54%	57%	61%	57%
Supply Chain Engagement - Connected Stakeholders	5	3	14	5	19	5	28%	47%	63%	49%
Stakeholder Capability - to support Value Creation	13	8	34	10	42	10	27%	57%	70%	53%
Participation in Industry Collaborative Programs	3	3	12	3	0	0	17%	67%	0%	42%
Capability Development for Personal, Company and Industry	2	2	8	2	0	0	17%	67%	0%	42%
Total	**65**	**30**	**114**	**34**	**114**	**29**	**36%**	**56%**	**66%**	**53%**



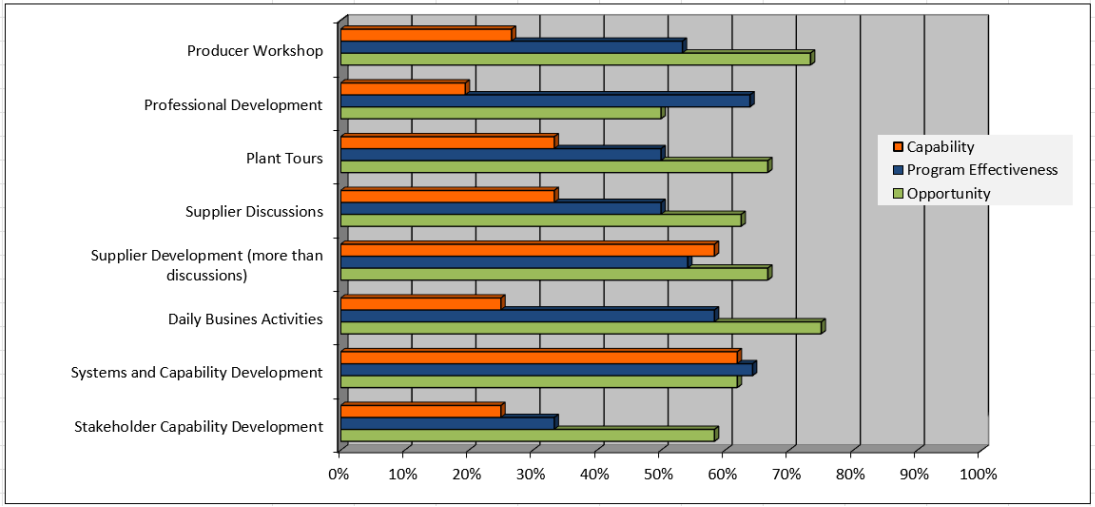


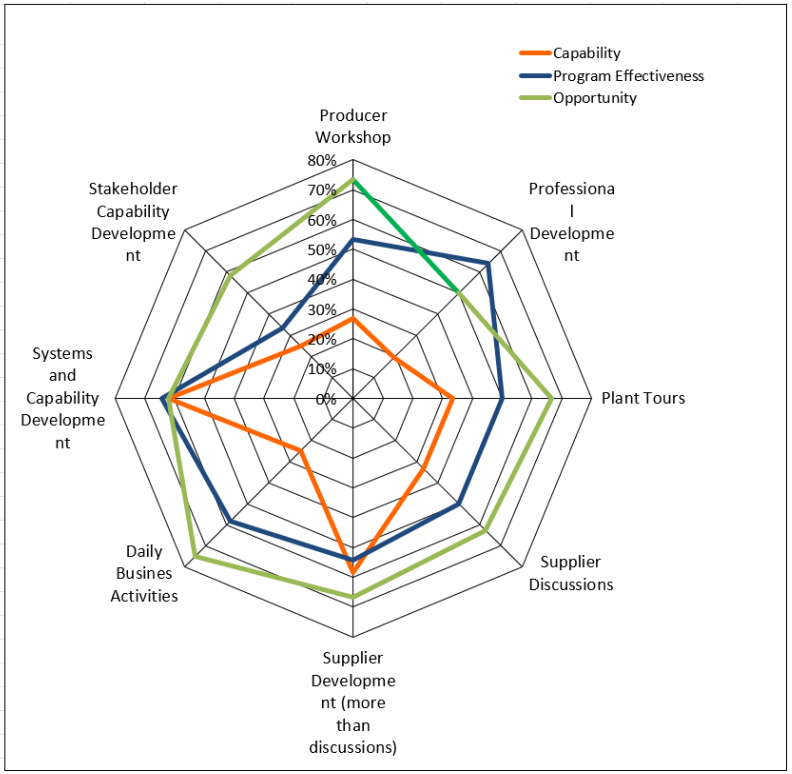
Information systems to enable communication presented the greatest capability prior to commencement with some improvement during the program. It should be noted this theme also had the largest base of evidence (12) and had a wider variation in individual scores (see Appendix 9). Supply Chain capability to support Value Creation showed the largest improvement and presents opportunity for additional benefits. Supply Chain Connections and Quality of Communication were also effective and show additional opportunity.

7.5 Summary of Program Activities

The left-hand side of the table identifies the capability themes to which evidence was mapped. The whole numbers in the table provide the summed score (Total) from each piece of evidence and the number of points of evidence (Score) for Capability (the observed level of capability prior to the activity), the Effectiveness of the activity in increasing capability, and the Opportunity (that still exists at the end of the program to support further value increases).

Activities	Capability Score	Capability Total	Program Effectivenes	Program Effectivenes	Opportunity Score	Opportunity Total	Capability	Program Effectivenes	Opportunity	Overall
Producer Workshop	8	5	16	5	22	5	27%	53%	73%	51%
Professional Development	7	6	23	6	3	1	19%	64%	50%	42%
Plant Tours	2	1	6	2	8	2	33%	50%	67%	53%
Supplier Discussions	8	4	12	4	15	4	33%	50%	63%	49%
Supplier Development (more than di	7	2	13	4	16	4	58%	54%	67%	60%
Daily Busines Activities	3	2	7	2	9	2	25%	58%	75%	53%
Systems and Capability Development	26	7	27	7	26	7	62%	64%	62%	63%
Stakeholder Capability Development	3	2	4	2	7	2	25%	33%	58%	39%
Total	**64**	**29**	**108**	**32**	**106**	**27**	**37%**	**56%**	**65%**	**53%**





Professional Development and Daily Business Activities had the largest positive impact as individual pieces of evidence. However, all activities besides Systems and Capability Development show the largest opportunity for increase in value creation above their current estimated state post the program.

The opportunity is grounds for considering further investment in capability for wider industry value.

8. Conclusions/recommendations

- There is evidence to show that companies supported through the co-funded resources program have **implemented new, innovative digital solutions to collect, integrate, analyse, store and visualise data across different parts of the supply chain**, with a focus on livestock procurement.
- The co-funded role has **tested, trialled and adapted new digital innovations within their companies. This has led to improvements in feedback provided to suppliers and has created efficiencies for the company via improved use of data to gather insights for decision making.**
- The program has been instrumental in driving the process to embed new digital innovations into day-to-day company operations by building capability to support utilisation of digital innovations to deliver on company priorities.
- The program activities have made progress in developing feedback systems to suppliers/producers to enable carcase quality and disease/defect data to be provided on an individual carcase basis. While this is still an area that requires further work to link feedback to on-farm practice change and improvements in carcase quality, the foundations have been built to further progress impact

8.1 Investing towards a common understanding of the shared opportunity

Producers request information when they know it's available – The project has increased the availability of information to support feedback. As importantly, the project has increased awareness of this information and that it can help when dealing with the health of or defects in their animals. The livestock team have fielded increasing calls across the network requesting assistance accessing the information or the possibility of having the information provided to them.

Information accessibility is important for adoption - Generally, producers who request the information by phone are less proficient on computer and have been unsuccessful in their attempts to access the information themselves. There is a miss perception from a segment of producers that they are not able to use the systems like eNVD' s offline, or that the systems are too difficult or not relevant for them.

New digital functionality could increase adoption – OBEX, MLA, service provider and ISC collaboration with producers, throughout the project helped increase awareness of MLA tools, support resources and practical help to increase producer capability. Further to this, rapid testing and adjustment of industry tools helped make them more effective for producer and processor useability.

Evidence indicates data is informing even the most aware producers. Producers said they were unaware of the management decisions they can make to improve their compliance to MSA. Common responses to the data from producers are that the information is useful and will help inform practice change.

8.2 Messages are required in multiple forms

For a message to be effectively communicated the message also needs to be delivered in a way in which the receiver can absorb. To engage in receiving the message, the receiver also needs to understand the importance of relevance of the message. For effective message communication to a broad spectrum of producers' multiple forms of the message is required from email, phone

conversations, text messages, face to face meetings, field trips, videos and feedback with a dollar value impact. To communicate a message to producers it is therefore important to develop a few channels to ensure the communication is effective. Cooperating with and providing extension materials and resources to the different groups which interact with producers means messages reach producers in different forms from people they trust and interact with.

8.3 Producer / Processor Collaboration

Producers are more likely to adopt change and trust the information when it comes from another producer, thus working with “champions” and “demonstration farms” are ways to increase the impact of the message and facilitate change. Producers will also engage with trusted experts. Through the program, staff within Oakey Beef Exports became trusted experts with producers where direct discussions between the SCO and producers built new connections. The processing staff also gained a deeper understanding of the producers’ drivers and the information they need for practice change.

8.4 Industry / Processor Collaboration

The accessibility MLA/ISC were given to the processor when rolling out new technologies and digital applications provided a testing ground for rapid identification of functionality that needed to be adjusted or created to meet the various stakeholder needs.

Additionally, the context provided by the MLA program to integrate SCOs to other industry members for networking and sharing of knowledge could not have been achieved to the same degree without the program.

8.5 Development of Professional Capability

There is strong evidence that the program increased the industry knowledge, professional capability and confidence on the SCO. They have demonstrated positive influence with a wider range of people within the processing plant and across the supply chain for the benefit of OBEX’s immediate supply chain and more broadly for the wider industry.

8.6 Value Propositions to Support Supply Chains

Activities which are undertaken on farm impact the profitability and efficiency of the whole beef supply chain. Through this project it was identified that producers had limited understanding of the whole of chain value implications. When producers understood the value implications for them, interventions were undertaken. When enacting change, the value propositions, financial impacts and dollar returns on interventions should be clearly communicated to facilitate the change process.

8.7 Enhanced digital information sharing functionality

myFeedback’s new interface and the data presented received positive comments from Oakey Beef Exports and producers during workshops. If ISC is planning further enhancements to myFeedback, a helpful feature would be a more automated way of accessing data and reporting.

- The ability to extract data/reports as a processor for all producers for a period (weeks production for example), push those reports via e-mail to each producer with a single push

of a button, or set this up to occur automatically would increase the presentation of myFeedback data while saving time and effort of the processor.
- Making that e-mailed report clickable to view, and to automatically log into myFeedback to see that report / selection of data presented in myFeedback for the producer could help increase adoption of the data and encourage direct access to myFeedback by producers.
- This could be initiated for each producer, either in conjunction with processors or at an industry access level.
- Functionality for the producer to turn the feature off would enable them to have the last point of control, but after being presented with the functionality first.

8.8 Progressive Network development is needed for lasting improvement

Strong progress has been made in development of a more performance driven supply chain for Oakey Beef Exports and their producers.

Objective information has been adopted by a wider group of producers. This is due in part to the multipronged approach taken to engagement, extension, and support initiatives with the project.

The starting of discussions around value-based decision making across the supply chain have begun. But effort required to move forward will be unlikely to continue without some form of external intervention to re-ignite those discussions. Clarifying potential value propositions for all parties involved, and identification of the risks, coupled with support to explore and collaborate further would be important to address.

Consideration should be given to build out network support so producer peers can support each other ongoing. This is more sustainable than high effort activities like the ones invested in during this project. However, given the time it takes for cultural and practice change across the supply chain, the activities within this project should be continued in some form to achieve a well informed and connected producer peer network.

8.9 Value in a Future Program

Opportunities have been identified from the assessment in section 7.4 and 7.5 that warrant further investment.

Any future investment should be coupled with measurable metrics where possible to help guide the program structure, support integration to Oakey Beef Exports Digital Strategy and subsequent measurement of value and effectiveness.

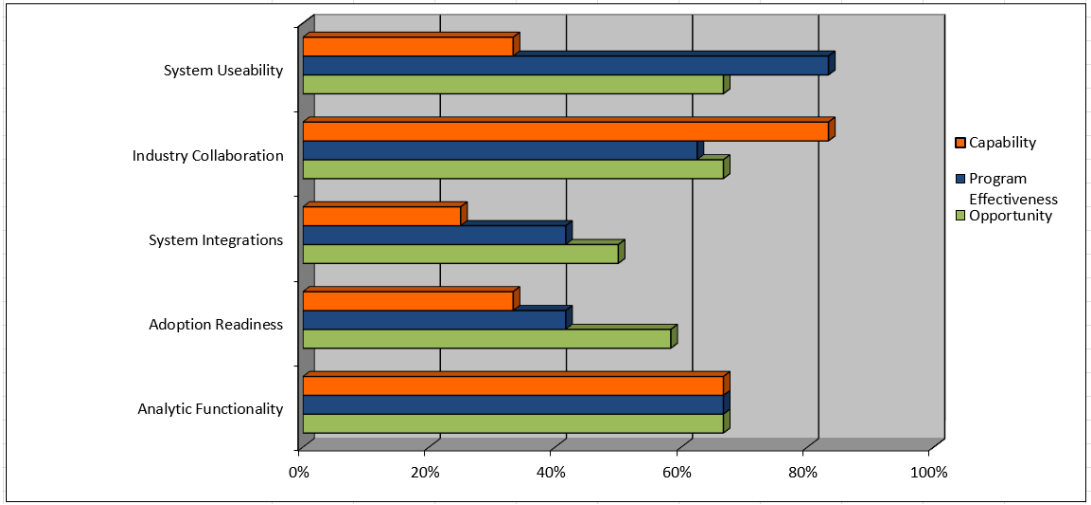
This is consistent with the findings from the Project V.ISC.1933 Evaluation of the Integrity Systems Company Co-Funded Resources Program.

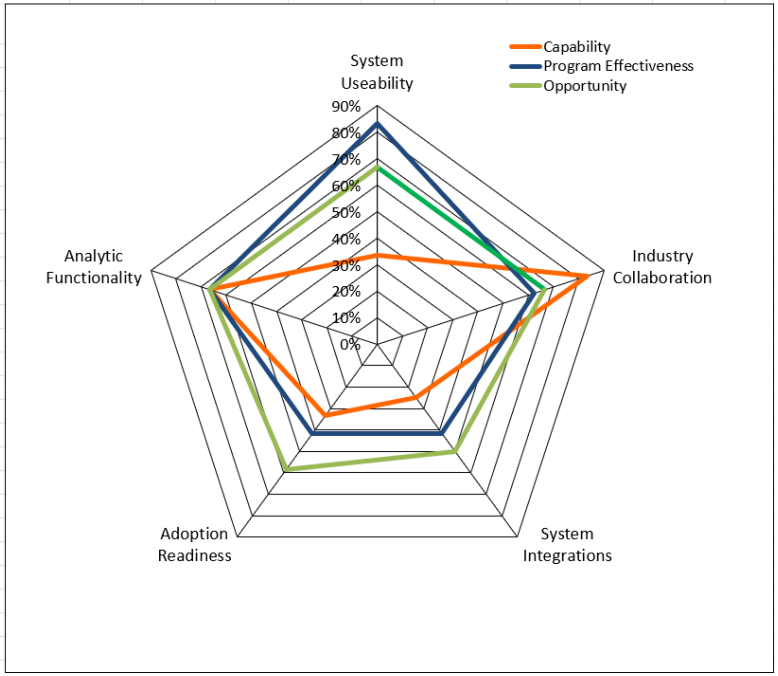
9. Appendix

9.1 Appendix – Capability Development Outcomes

The largest variation in capability was in the Information Systems Theme. This provided an averaging effect across the theme. However, when looking in detail at the various areas, Industry Collaboration was very high and should not be discounted as a benefit to the wider industry on an ongoing basis in the development of systems to support digital decision making and increasing awareness and adoption of those systems.

Supply Chain Theme	Information systems to enable Communication									
Capabilities	Capability Score	Capability Total	Program Effectivenes	Program Effectivenes	Opportunity Score	Opportunity Total	Capability	Program Effectivenes	Opportunity	Overall
System Useability	2	1	5	1	4	1	33%	83%	67%	61%
Industry Collaboration	20	4	15	4	16	4	83%	63%	67%	71%
System Integrations	3	2	5	2	6	2	25%	42%	50%	39%
Adoption Readiness	4	2	5	2	7	2	33%	42%	58%	44%
Analytic Functionality	8	2	8	2	8	2	67%	67%	67%	67%





9.2 Appendix – Comparison with Similar Projects

MLA and ISC undertook a review of the Innovation Manager Program in 2021, which this Oakey Supply Chain Office Project is the last of, prior to commencing a new program. That report Project V.ISC.1933 Evaluation of the Integrity Systems Company Co-Funded Resources Program, summarised the program investment. The findings and recommendations outlined in that report were considered as part of this review. Some excerpts from that report are included here.

- The Oakey Beef Exports program focused on Producer feedback. The first two of four sections in table 1 of that report (Over page) provide similar levels of value for the areas reviewed. The third and fourth area were not focused on in the OBEX program.
- The overall contribution of the OBEX role shows similar increases in capability using a very different methodology to the V.ISC.1933 Evaluation for similar focus areas.

Table 1: Average contribution of co-funded roles to advancement in data use across the supply chain compared to expected advancement without the roles

Company	Average
Using data to assist producer/feedlotter decision making	
Before program	29%
Expected progress by end of role term	78%
Estimated progress without program	38%
Overall contribution of role*	**41%**
Using data to assist buyer decision making	
Before program	35%
Expected progress by end of role term	80%
Estimated progress without program	45%
Overall contribution of role*	**35%**
Using data to assist company in decision making	
Before program	43%
Expected progress by end of role term	79%
Estimated progress without program	50%
Overall contribution of role*	**29%**
Using data to assist marketing activities and insights	
Before program	32%
Expected progress by end of role term	65%
Estimated progress without program	38%
Overall contribution of role*	**27%**

* Difference between progress with roles and without roles by end of current employment term (percentage points)

Table 2: Average contribution of co-funded roles to advancement in data use to assist in achieving environmental/sustainability outcomes across the supply chain

Company	Average
Before Program	27%
Expected progress by end of role term	68%
Estimated progress without program	44%
Overall contribution of role*	**24%**

* Difference between progress with roles and without roles by end of current employment term (percentage points)

The following excerpt from that report indicates similar findings across the ten companies as was found in this OBEX supply chain program.

Benefits of the co-funded roles to date have largely been within the confines of the partner companies, with some benefits extending to customers, primarily through the DMO roles, and to buyers and producers, primarily through the SCFEO roles. Potential value from the roles to producers has been hampered by several key issues, including limitations to producer engagement due to COVID-19 and extensive drought conditions across many regions, a reported reticence among some producers to be engaged as individual 'producer champions' for case study purposes, and the cancellation of one of the SCFEO roles part way through the employment term.

It is expected that greater benefits will be delivered to producers in the future as many of the companies have needed time and resources to develop internal tools, systems and capability before being in a position to deliver more useful and timely feedback to producers. An ongoing challenge for achieving adoption and impact among suppliers will be developing a clearer understanding of what changes are required to cost effectively improve specific carcase characteristics within the context of a whole farm business.