



Final report

Stanbroke Beef's Insights2Innovation Manager - High Valued meats strategy

Milestone 12: Collaborative Innovation Program development and implementation.

Project code: P.PIP.0561
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Abstract

Stanbroke Beef and Meat & Livestock Australia have agreed to progress a Collaborative (Value-adding) Co-innovation Program over a three year period commencing in July 2017. The program is designed to support the development and implementation of Stanbroke Beef's red meat high value growth strategies in both the domestic and global markets to be achieved via a range of innovative products, packaging, processes and new business model concepts. The specific focus of the program will be on insights and design led innovation approaches to New Product Development (NPD) and in particular High Value beef exports. It is noted that in addition to the development of new high value products to meet customer demand, the program may also extend more broadly into the Stanbroke Beef's business activities where opportunities to innovate red meat markets are identified.

A range of new product and business growth activities are planned during the three-year period (but not limited to):

- Market and insights intelligence and analysis in targeted high value markets
- Implementation of design-led approaches for New Product Development (NPD)
- Scanning exercises of new innovative product, packaging, technology and processes and business model designs
- Trade shows and industry events to evaluate new innovative products
- Capture, collate and analyse consumer and market trend data to provide insights to new products and packaging to meet customer demand
- Insight and innovation capability and skill development
- Product evaluations and testing
- Study tours of key international and domestic retail and food service markets of innovative products, processes, technologies and packaging
- Facilitated workshops on technologies, processes and packaging involving suppliers and technical experts

The Collaborative Value-adding Co-Innovation Program will be overseen by a joint Stanbroke Beef / MLA Steering Group and implementation will be managed by a team comprised of Stanbroke Beef, MLA and external resources as required. This project provides support for a full-time (i.e 1 FTE) Stanbroke Beef Product Innovation Manager for an initial period of three years with an option to extend to a second 3-year term based on overall progress of the program and projects. As the program strategy evolves it is anticipated that specific R&D projects will be developed, and additional resources to support these projects will be considered as required. Each individual R&D project will be contracted via a separate schedule to be attached to the Collaborative Head Agreement.

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1 Background and scope

1.1 Project background

Stanbroke Beef and Meat & Livestock Australia have agreed to progress a Collaborative (Value-adding) Co-innovation Program over a three year period commencing in July 2017. The program is designed to support the development and implementation of Stanbroke Beef's red meat high value growth strategies in both the domestic and global markets to be achieved via a range of innovative products, packaging, processes and new business model concepts. The specific focus of the program will be on insights and design led innovation approaches to New Product Development (NPD) and in particular High Value beef exports. It is noted that in addition to the development of new high value products to meet customer demand, the program may also extend more broadly into the Stanbroke Beef's business activities where opportunities to innovate red meat markets are identified.

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1.2 Product Innovation Manager - Roles & responsibilities

The major activities to be undertaken by the Stanbroke Beef's Product Innovation Manager include:

- Participate in the development of a Stanbroke Beef Innovation Strategy to underpin a high value red meat growth strategy.
- Develop, evaluate and implement design-led methods for New Product Development (NPD) and new services for "value adding"
- Instigate innovation idea generation and filtering and feedback processes with a specific focus innovative product, processes, packaging and value chain concepts
- Develop and co-ordinate an agreed suite of R&D/ innovation projects.

- Manage and monitor the Stanbroke Beef spreadsheet to manage expenditure and track benefits from outcomes generated from Stanbroke Beef RD&E/innovation projects and activities.
- Participate in the development and implementation of a Stanbroke Beef innovation skills and resources plan as required.
- Support and coordination of site project teams as required.
- Participate in the development and implementation of cultural change initiatives required across the business to deliver against innovation objectives as required.
- External relationship management with research partners, research providers, equipment suppliers, processing sector and value adding sector as appropriate.
- Active participation in the Insights to Innovation events and network meetings.
- Participate in other innovation skills development activities as agreed.
- Prepare regular project reports and quarterly innovation reports.
- Participate and/or facilitate in independent cost benefit analyses as required.
- Assist in developing and monitoring project performance indicators and other measures of impact as agreed.

Ongoing support for this role by MLA will be contingent upon:

- There is clear evidence that the role is a dedicated full-time Stanbroke Beef's Product Innovation Manager role working on a suite of agreed R&D projects focused on achieving growth of the high value Australian red meat segment in both domestic and emerging export markets.
- All reporting and milestone management requirements are met on-time.
- The joint Stanbroke Beef / MLA Steering Group is satisfied with progress and agrees to continue the program at each of the go/no go decision points.

The Stanbroke Beef Product Innovation Manager satisfactorily undertakes the full range of activities as described above (or as varied and agreed by Stanbroke Beef and MLA).

2 Project objectives

2.1 Objectives

The overall objective is to develop and implement Stanbroke Beef's red meat high value growth strategies in both the domestic and global markets to be achieved via a range of innovative products, packaging, processes and value chain concepts.

2.2 Expected Outcomes

The contribution of the Stanbroke Beef's Product Innovation Manager to the overall success of the Innovation Strategy will be determined by:

- Evidence of effective implementation of Stanbroke Beef's red meat high value growth strategies in both the domestic and global markets to be achieved via a range of innovative products, packaging, processes and value chain concepts
- Quantifiable improvements in company innovation measures (as agreed)
- Efficient project delivery in accordance with budgets and timelines
- Quality of reports
- Contribution to Insights to Innovation events and network meetings

3 Methodology

The aim of the three-year program is to evaluate and develop Stanbroke Beef's capabilities in application of design-led approaches for New Product Development (NPD). A range of new product growth and new business growth opportunities are planned including (but not limited to):

- Evidence of effective experimentation and implementation of Stanbroke's red meat high value growth strategies in both the domestic and global markets to be achieved via a range of innovative services, products, packaging, processes and value chain concepts. This is to include agreed metrics between MLA and Stanbroke for a defined increase in a value multiplier created and captured on commodity red meat offer achieved from various innovations. Further, securing incremental growth in new markets and segments will be measured in terms of how insights informed alignment to unmet consumer/market need, input into business strategy and the value and effort to define, build and deliver solutions in these high valued opportunities.
- Actively collecting, collating and analysing various retail, food service, QSR and additional market & trends data.
- Product demonstrations to new and prospective customers of new product and packaging concepts based on market and consumer trends / insights.
- Study tour and scanning exercises of new products, processes, innovative packaging and technology.
- Supplier and technology provider facilitated workshops on consumer-led products, technologies, processes and technologies.
- Documented roadmap by suppliers and providers of immediate priorities for Stanbroke Beef to implement cost effective solutions to provide operational efficiencies.
- Attend local and international trade shows.
- Review of technical and trade barriers to entry for major export markets for value added products including a desktop study of technical and market barriers to major export markets. Specific focus on tariffs, import duties, quotas, labelling, ingredients, shelf-life and order quantities.
- Facilitated process for collecting and collating new product development ideas into insights.
- Documented value added products roadmap and process of determining market insights from data.
- Visits to domestic and international processing operations, packaging companies and meeting with consultants to further examine developments in new innovative products that will inform the development of a value adding strategy and allow Stanbroke Beef to be more responsive to market needs.

The contribution of the Stanbroke Beef's Product Innovation Manager to the overall success of the Innovation Strategy will be determined by:

- Evidence of effective implementation of Stanbroke Beef's red meat high value growth strategies in both the domestic and global markets to be achieved via a range of innovative products, packaging, processes and value chain concepts
- Evidence of improvement in company innovation culture and capability
- Quantifiable improvements in company innovation measures (as agreed)
- Efficient project delivery in accordance with budgets and timelines
- Quality of reports
- Contribution to Insights to Innovation events and network meetings

3.1 Finalise position description

- Finalise position description – ACHIEVED.

3.2 Commence recruitment

- Recruitment of the Product Innovation Manager - ACHIEVED.

3.3 Form Company / MLA steering committee

- Company / MLA steering committee formed - ACHIEVED.

3.4 Set overarching goals, metrics and outline

- Set overarching goals, metrics and outline (to be presented to the Project steering group for input and signoff) with consideration of data availability, metrics and resource planning for product innovation portfolio - ACHIEVED

3.5 Systems & processes

- Systems & processes for R&D portfolio management – ACHIEVED & ongoing
 - Product Innovation Manager commenced the development of a framework and processes for implementation of Product Innovation strategies & R&D projects portfolio.
 - Preliminary list of target R&D applications underway. A spreadsheet capturing all R&D has been drafted and used to capture all R&D project concepts.
 - Update Stanbroke Beef's project spreadsheet with past, current & pipeline projects to include product innovation projects.
 - Providing input into the Draft Stanbroke Beef – MLA Collaborative Strategy page & priorities to present to the project steering group for signoff.
 - Key dates & events including tradeshows, courses & industry / innovation events. Looking to setup & track through IT site.

4 Overall progress of the project – Product Innovation Strategy

High Value Red Meat Strategy – Milestones 11 Report (January 2020)

Overview - P.PIP.0561 – Stanbroke Beef's Insights2Innovation - High Value Red Meat Strategy & Product Innovation Manager			
Innovation Manager	Brendan Elliott	MLA IDMs	Dean Gutzke, Michael Lee
Program Start Date	15-Oct-2017	Program End Date	16-Dec-2020
Extension Start Date	Contract signed 26-Oct-2017	Extension End Date	
Go / No Go Review Dates	18 Oct 2018 (Completion of Milestone 4) – Approved 01 Aug 2019 (Completion of Milestone 8) - Approved		
Review completed			

PURPOSE
<p>Stanbroke Beef and Meat & Livestock Australia have agreed to progress a Collaborative (Value-adding) Co-innovation Program over a three year period commencing in July 2017. The program is designed to support the development and implementation of Stanbroke Beef's red meat high value growth strategies in both the domestic and global markets to be achieved via a range of innovative products, packaging, processes and new business model concepts. The specific focus of the program will be on insights and design led innovation approaches to New Product Development (NPD) and in particular High Value beef exports. It is noted that in addition to the development of new high value products to meet customer demand, the program may also extend more broadly into the Stanbroke Beef's business activities where opportunities to innovate red meat markets are identified.</p> <p>A range of new product and business growth activities are planned during the three-year period (but not limited to):</p> <ul style="list-style-type: none"> • Market and insights intelligence and analysis in targeted high value markets • Implementation of design-led approaches for New Product Development (NPD) • Scanning exercises of new innovative product, packaging, technology and processes and business model designs • Trade shows and industry events to evaluate new innovative products • Capture, collate and analyse consumer and market trend data to provide insights to new products and packaging to meet customer demand • Insight and innovation capability and skill development • Product evaluations and testing • Study tours of key international and domestic retail and food service markets of innovative products, processes, technologies and packaging • Facilitated workshops on technologies, processes and packaging involving suppliers and technical experts <p>The Collaborative Value-adding Co-Innovation Program will be overseen by a joint Stanbroke Beef / MLA Steering Group and implementation will be managed by a team comprised of Stanbroke Beef, MLA and external resources as required. This project provides support for a full-time (i.e. 1 FTE) Stanbroke Beef Product Innovation Manager for an initial period of three years with an option to extend to a second 3-year term based</p>

on overall progress of the program and projects. As the program strategy evolves it is anticipated that specific R&D projects will be developed, and additional resources to support these projects will be considered as required. Each individual R&D project will be contracted via a separate schedule to be attached to the Collaborative Head Agreement.

The major activities to be undertaken by the Stanbroke Beef’s Product Innovation Manager include:

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- Instigate innovation idea generation and filtering and feedback processes with a specific focus innovative product, processes, packaging and value chain concepts
- Develop and co-ordinate an agreed suite of R&D/ innovation projects.
- Manage and monitor the Stanbroke Beef spreadsheet to manage expenditure and track benefits from outcomes generated from Stanbroke Beef RD&E/innovation projects and activities.
- Participate in the development and implementation of a Stanbroke Beef innovation skills and resources plan as required.
- Support and coordination of site project teams as required.
- Participate in the development and implementation of cultural change initiatives required across the business to deliver against innovation objectives as required.
- External relationship management with research partners, research providers, equipment suppliers, processing sector and value adding sector as appropriate.
- Active participation in the Insights to Innovation events and network meetings.
- Participate in other innovation skills development activities as agreed.
- Prepare regular project reports and quarterly innovation reports.
- Participate and/or facilitate in independent cost benefit analyses as required.
- Assist in developing and monitoring project performance indicators and other measures of impact as agreed.

Ongoing support for this role by MLA will be contingent upon:

- There is clear evidence that the role is a dedicated full-time Stanbroke Beef’s Product Innovation Manager role working on a suite of agreed R&D projects focused on achieving growth of the high value Australian red meat segment in both domestic and emerging export markets.
- All reporting and milestone management requirements are met on-time.
- The joint Stanbroke Beef / MLA Steering Group is satisfied with progress and agrees to continue the program at each of the go/no go decision points.

The Stanbroke Beef Product Innovation Manager satisfactorily undertakes the full range of activities as described above (or as varied and agreed by Stanbroke Beef and MLA).

Objectives

The overall objective is to develop and implement Stanbroke Beef’s red meat high value growth strategies in both the domestic and global markets to be achieved via a range of innovative products, packaging, processes and value chain concepts.

Deliver key functions such as:

- Develop strategic portfolio of growth opportunities in “value add/insights” theme
- Manage collaborative R&D projects in this theme.
- Review and provide input into new R&D proposals.
- Track and report on quantifiable benefits of Stanbroke Beef projects.
- Participate in internal and external networks to accelerate outcomes.
- Action steering committee tasks

Submit Quarterly Report to MLA for review and approval.

GENERAL NOTES and COMMENTS

The key focus of the initial phase Stanbroke Beef High Value Foods Strategy Program has been to recruit the Co-Innovation Manager. Brendan Elliott was recruited internally to the business with a background in Retail and Product Development with more than 18 year’s experience with major meat processing companies. Key areas of focus have included optimisation of NPD systems and procedures and familiarisation of current production systems. Specific areas of business improvement included:

- Ongoing development of packaging for an individual chilled burger pack.
- Developed & evaluated marinated beef roast concepts in store trials.
- After a successful initial launch marinated beef roast concepts were rolled out to retail accounts.
- Several product concepts developed through the product development provider(s) pipeline including Earlee Products and Kerry Ingredients.
- Commenced collecting and collating mega trends and insights data.
- Introduction meeting with MLA’s insights team (Sam Bucculo & Michael Lee)
- Ongoing refinements & recipe development for a beef roast using functional ingredients to provide enhanced shelf-life to meet retailer’s requirement – to extend the shelf-life by an additional three weeks. After successful trial period, reviewing options of extending to retail ready range.
- Ongoing review of plans to extend Stanbroke’s capability & capacity in the VA room specifically thin beef slicing and C-Wrap labelling.
- Introduced multiple packed value-added beef products into small retail convenience stores
- Attended Multivac Melbourne workshop & reviewed new technology & packaging concepts.
- Setup secure IT common work space to save documents related to the Stanbroke Beef -MLA Co-Innovation program. MLA created an Extranet site at <https://mlaus.sharepoint.com/sites/StanbrokeBeefMLA> Stanbroke IT team to approve activation allowing access.
- MLA to provide an information pack of current trends & data.
- Update Stanbroke Beef’s project spreadsheet with past, current & pipeline projects.
- Revise Draft Stanbroke Beef – MLA Collaborative Strategy page & priorities to present to the project steering group for signoff.
- Key dates & events including tradeshows, courses & industry / innovation events. Setup & track through IT site.

A preliminary strategy on a page has been further developed awaiting approval from the newly formed Co-Innovation Program steering group. Once approved, it is anticipated that these will remain key areas of focus within Stanbroke Beef’s High Value Foods program and specific targets and measures of success for this will be developed. The High Value Foods program is to be adopted by the work group now formed around each of Stanbroke’s priority areas.

Overall in Quarter 11, Stanbroke Beef has continued to make significant progress in the development of R&D process & NPD systems. Steering group consisting of Stanbroke Beef and MLA is formed. The Co-Innovation strategy and priorities has been further refined awaiting steering group approval. A number of R&D opportunities have been identified and implemented to enhance Stanbroke Beef’s capability.

Specifically, the Quarters 1-11 period has been focused on:

- Completed in the initial phase (i.e. Quarters 1&2) was the recruitment and successful appointment of the Product Innovation Manager (Brendan Elliott) who has demonstrated experience and market knowledge of value added meats in food service and retail markets. Brendan was recruited externally to the business in the three years and brings to the business 18 year's experience in retail-ready value-added meats processing. Since coming to the business in 2015, Brendan's primary focus has been on optimising and expanding Stanbroke Beef's value-added meats offering to existing and new customers. Now that Stanbroke Beef's value adding room has been optimised and expanded, Stanbroke is looking for Brendan's role and responsibilities to be customer focused. Brendan's has been recruited into the new Co-Innovation manager's role.
- In the initial 6 months of the program, Stanbroke has commenced the development of a company based Innovation Strategy to underpin a portfolio of high value red meat growth initiatives and strategy.
- In conjunction with the Stanbroke Beef Team, developed, evaluated and implemented design-led methods for New Product Development (NPD).
- Discussed with the team innovation idea generation and filtering and feedback processes with a specific focus on high value innovative services, products, processes, and packaging concepts.
- Developed a projects Excel spreadsheet that enables Stanbroke Beef projects and pipeline concepts to be tracked providing financial oversight.
- Developed and co-ordinated an agreed suite of insights and value-adding R&D/ innovation projects.
- Managed and monitored the expenditure and track benefits from outcomes generated from projects.
- Supported and provided coordination of Stanbroke Beef value-adding project teams and others as required.
- Participated in the development and implementation of cultural change initiatives required across the business to deliver against innovation objectives as required.
- Utilising existing relationships to build on external company management with external research partners.
- In conjunction with the Stanbroke Beef Team, building a network of insights and innovation providers.
- Active participation in the Insights2Innovation events and network meetings including I2I industry workshops.
- Participated in other innovation skills development activities as agreed.
- Prepared regular project reports and quarterly innovation reports.
- Participated and facilitated in independent cost benefit analyses as required.
- Assisted in developing and monitoring project and program performance indicators and other measures of impact as agreed with the Stanbroke Beef Team.

Current Initiatives / Activities

- Recruited Product Innovation Manager - Recruitment and successful appointment of Product Innovation Manager (Brendan Elliott) who has demonstrated experience and market knowledge of value-added meats in food service and retail markets.
- Initiate strategy development – progressed subject to Stanbroke Beef & MLA input
- Domestic Supermarket Launch – Marinated roast beef retail range being evaluated
- Recipe development underway to present to retailer(s).
- Several product concepts developed through the product development provider(s) pipeline.
- Commenced collecting and collating mega trends and insights data.
- Introduction meeting with MLA's insights team (Sam Bucculo & Michael Lee)

- Ongoing refinements & recipe development for a beef roast using functional ingredients to provide enhanced shelf-life to meet retailer's requirement – to extend the shelf-life by an additional three weeks. After successful trial period, reviewing options of extending to a on shelf retail ready range.
- Ongoing review of plans to extend Stanbroke's capability & capacity in the VA room specifically thin beef slicing and C-Wrap labelling.
- Introduced multiple packed value-added beef products into Singapore (to accommodate small retail convenience stores)
- Developed a projects Excel spreadsheet (Stanbroke Projects Roadmap) that enables Stanbroke Beef projects and pipeline concepts to be tracked providing financial oversight.
- Attended Multivac Melbourne workshop & reviewed new technology & packaging concepts.
- Kick-off innovation planning session.
- Setup secure IT common work space to save documents related to the Stanbroke Beef -MLA Co-Innovation program. MLA created an Extranet site at <https://mlaus.sharepoint.com/sites/StanbrokeBeefMLA> Stanbroke IT team to approve activation allowing access.
- MLA to provide an information pack of current trends & data.
- Update Stanbroke Beef's project spreadsheet with past, current & pipeline projects.
- Revise Draft Stanbroke Beef – MLA Collaborative Strategy page & priorities to present to the project steering group for signoff.
- Key dates & events including tradeshows, courses & industry / innovation events. Setup & track through IT site.
- Creation of a Table of possible Discovery Exercises to help identify appropriate exercises both domestically and overseas study tours. This will include meeting the appropriate MLA business managers in relevant countries Stanbroke export to.
- Attended IFFA 2019 to assess latest machinery/processes available that could potentially reduce labour, improve efficiencies, improve quality systems & overall new cutting-edge technologies.
- Working in collaboration with 2 machine suppliers on projects to improve the plant overall efficiencies. 1. Thermoformer machine capable of packing primals direct from the boning room. 2. Current Steak Production Line : Improving yield and automating.
- Attended FoodTech QLD to view new seaweed alginate sausage machine as an alternate to collagen casings.
- Attended MLA Dry Age workshop in Melbourne to see if there is further industry information on best practice when it comes to dry aging product at a plant level.
- In discussions to launch a flavoured injected roasts. At trial stage with customer with 3 flavour profiles offered. All got very positive reviews with a second round of trial product dispatched to customer.
- Performed a commercial trial for an International Airline to get more beef on the menu's of International flights.
- An independent evaluation of the Stanbroke Co-innovation program was conducted (i.e. Appendix 8) with a summary captured in a Partner Snapshot.

Current Projects

- Product Co-Innovation Strategy & Product Innovation Manager (P.PIP.0561)

Proposed Initiatives / Activities:

- Stanbroke Beef Co-Innovation High Value Meats Strategy commenced development. As the program strategy evolves it is anticipated that specific R&D projects will be developed, and additional resources to support these projects will be considered as required. Each individual R&D project will be contracted via a separate schedule to be attached to the Collaborative Head Agreement.
- Review opportunity spaces and gaps in the market for ready meals including red meat in retail and institutional markets.
- Review trends and opportunity spaces for snacks including red meat.

- Engaging with providers of product development to establish protocols for working up samples from initial product concepts.
- Preliminary trials with Mechanically Deboned Meat (MDM) as a functional filler ingredient for enhanced protein.
- Reviewing feasibility and business cases for cooking capabilities either at the plant or toll processing including the sourcing of new equipment that will make process less labour intensive and deliver the best possible product to consumer. Final prices for this are now with the owner for approval.

Pipeline Projects

- Thinly sliced ready-retail beef for export Asian markets utilising typically “hard to sell” primal cuts – Three “hard to sell” primals identified and tests done on eating quality. Ingredient suppliers have been contacted and the creation of 3 “in trend” flavours has been completed.
- Reviewing cook – chill capabilities and/or toll processing identifying 5 of the offcuts of primals “classed as trim form business view” as the star of the product – Concept.
- Feasibility and business case of MDM in value-added meat products – Trials have been done on product and business case created. Sales are looking at market opportunity for this product for feasibility.
- Sustainable packaging to meet Export market future requirements e.g. paper VSP skin pack with 100% recyclable properties.
- Alignment of the Value Add products under one major brand offering. This reduces the amount of raw materials held and used onsite as well as a more premium looking product utilising the latest labelling solutions (C-Wrap) for the customer which also includes a new way of delivering cooking instructions using the Steak Mate App.
- Further investigation into a natural extreme cold smoke additive that maintains red meat’s “bloom” in vacuum deprived packaging which could open new markets overseas. Investigating with FSANZ & Safefood on allowable potential use. This project has been sidelined due to lack of confidence in process.
- Currently looking at alternate ways of dry aging product at a large commercial level that is in a more controlled and monitored environment. New process of measuring PH within the confined area that then alters atmosphere to obtain best yield and product quality while being able to do a full HACCP trace of product through monitoring system built in that cannot currently be performed. This process also has the capability of accelerating the dry age process.
- Looking to implement the use of thermoform packaging for the boning room’s smaller primals. This gives product better presentation for end user as will present more of a retail style pack.
- Design of a Value-Add catalogue to showcase the room’s capabilities as well as align future sales of products to meet these capabilities so larger runs of products can be planned and reduce overall room costs for the business.
- Have started production of two primal lines from the boning room in new thermoform packaging.
- Developed a Beef Christmas program for one of our International customers. This will encompass 3 new product lines including Christmas themed packaging and flavours.
- Project has begun on the use of live data loggers in shipments both domestic and overseas. This data will then be analysed by an external consultant to generate a report to determine if a large-scale project utilising more loggers will be beneficial. Project is still progressing but has been pushed back due to Covid-19.
- An review of Offal packaging was conducted to improve presentation of product by creating fit for purpose bags. These packaging bags come with a built-in secondary seal for better presentation as purge from product is held within product. This review seen the bag selection of 7 reduce down to just 3 bags.

Working Group (to be confirmed):

- The Collaborative Value-adding Co-Innovation Program will be overseen by a joint Stanbroke Beef / MLA Steering Group and external resources as required. This is to significantly focus on "horizon 2 what's next" innovation (and if desired even "what's possible blue sky horizon 3") rather than "horizon 1 what's now" near term market/brand/product development activities. The expectation is that the large portfolio (and mindset) for "Horizon 2 what's next" investable innovation and growth opportunities can create and capture much greater value (that is, 3-5 times that of commodity meat/service offer) as the innovation addresses consumer and customer needs and pain points rather than a predominantly supply or technology push.
- Stanbroke Beef – Mark Harris, Jim Friis, Brendan Elliott
- MLA – Sean Starling, Richard Apps, Dean Gutzke, Michael Lee

An evaluation of the Stanbroke Co-innovation was conducted by Hargraves Institute (Tess Julian) on 20 August. A review of the program, including the Stanbroke Product Innovation and the Digital on-farm program is currently underway. The outcome will be a report including potential case studies. Draft results from the third party independent evaluation of the Stanbroke Product Innovation program (See Appendix 8). Ongoing input required from Stanbroke and MLA.

The Go/No Go review meeting was conducted as part of the Stanbroke Co-Innovation evaluation independent review meeting on the 20/09/19 where highlights of the project to date (i.e. outcomes of Milestones 1-8) were presented and reviewed by the project steering group. The project steering group approved the continuation of the project to Milestone 10 and beyond on the basis of Stanbroke’s current product innovation priorities that were presented for the next 12 months (ie Approval of the Go/No go decision point).

An independent evaluation of the Stanbroke Co-innovation program was conducted (i.e. Appendix 8) with a summary captured in a Partner Snapshot (Refer to Appendix 9).

CURRENT Projects

P.PIP.0561 – Stanbroke Beef’s Insights2Innovation Manager - High Valued meats strategy	Innovation Capability	

STANBROKE BEEF – MLA INTERACTIONS
(these people interact between companies and are included on report distribution)

MLA	Position
Sean Starling	MLA General Manager – Research Development & Innovation
Richard Apps	MLA Co-Innovation Program Manager
Dean Gutzke	MLA Innovation Development Manager
Michael Lee	MDC Science & Technology
STANBROKE BEEF	Position
Mark Harris	Global Sales Manager
Jim Friis	Manager of Processing Operations
Brendan Elliott	Product Innovation Manager

ISSUES IDENTIFIED

- Issue with managing R&D pipeline with so much R&D activity across the business, need for a co-ordinated internal process to manage ideas in the pipeline.
- Looking at a machine that uses a seaweed alginate as the skin for sausages. As the alginate is a natural product Halal and Organic certification should be able to be obtained. Due to Covid-19 the company has suspended bringing machine to market at this stage.

Key Achievements (Yr. 2017/18/19/20)

- Recruited Innovation Product Manager (December 2017).
- Product Innovation Manager – Roles and responsibilities – under development.
- Initiated Stanbroke Beef-MLA Collaborative Strategy.
- Project concepts under development.
- Developed a projects Excel spreadsheet that enables Stanbroke Beef projects and pipeline concepts to be tracked providing financial oversight.
- Reviewing options with Sam Bucculo and customer design-led methods.
- Attended Multivac Melbourne workshop & reviewed new technology & packaging concepts.
- Setup secure IT common work space to save documents related to the Stanbroke Beef -MLA Co-Innovation program. MLA created an Extranet site at <https://mlaus.sharepoint.com/sites/StanbrokeBeefMLA> Stanbroke IT team to approve activation allowing access.
- MLA to provide an information pack of current trends & data.
- Update Stanbroke Beef's project spreadsheet with past, current & pipeline projects.
- Revise Draft Stanbroke Beef – MLA Collaborative Strategy page & priorities to present to the project steering group for signoff.
- Key dates & events including tradeshows, courses & industry / innovation events. Setup & track through IT site.
- Co-Innovation manager now reporting to Sales & Marketing Manager and Operations from the commencement of 6th Quarter.
- Growth Value Add plan, significant progress & growth in the last 6 months (Quarters 5&6). The expansion of the value adding operations has meant an increase in Full Time Labour units for the production area.
- Six new products developed & launched before December 18 including 3 flavoured mince blocks & 3 roasts.
- Developing new injected blade roasts, Chuck strung Wagyu.
- A range of product samples has been developed and pre-tested for DFI.
- Packaging focus to reduce waste around product, reduce labels (from 40 to 12 cent wrap labels) resulting in significant cost savings (cost benefits being determined over time).
- C-wrap packaging equipment order and scheduled to be installed by mid-year with capacity of 120 packs per min with no paper waste.
- Sales work completed in re-arranging product range (branding) over the past 6 months now looks premium.
- Evaluated beef broth options Aussie Gellatin.
- Developing a range of secondary-cut lines in ready for cooking format by airline catering services.
- NPD processes now have been refined with Products Innovation Manager now working closely between Operations & Sales & Marketing. The new process is resulting in efficiencies & quick to market by integrating with clients/customers. The new approach being used now starts with marketing bring ideas from customers then develop product concept(s), build a product brief & in house development (at the plant or at Pilot labs), internal tasting & feedback (using MLA assessment sheet), application and cooking instructions developed by the in house chef trial

samples sent to customer(s). This approach is now resulting in the high success rate, in many cases resulting in immediate orders with limited knock backs.

- The new development is that Product Innovation Manager has a high profile in the company. The Product Innovation Manager now provides an update at weekly management meetings resending on new products featuring run down on development & tasting sessions to senior management (including Operations, Sales & Marketing, Livestock, Feedlot, CFO & Owner/Direction).
- Attended IFFA 2019 and reviewed new technology and packaging concepts.
- Complete redesign of the Value-Add packaging/branding that is now streamlined and all under the one design that represents our business.
- Commenced trial of thin slice beef programme.
- Commenced MAP mince for domestic supermarket chain in Australia.
- Developing a Christmas program for International. This will encompass 3 new product lines including Christmas themed packaging and flavours that are new to customer.
- The Value-Add department is now packing 6 primals from the Boning Room.
- The Value-Add catalogue is now completed and ready to be supplied to market.
- First trials of the Alginate sausage casings have taken place.

Key Focus Areas

The future focus over the next quarter period will be:

- Looking to develop burgers & skin pack Tomahawks
- Better utilising equipment, better engagement of customer, better working with Sales team
- Focus will be utilising secondary cuts for Middle East markets
- Further development of Domestic customer (dry age in dry age cabinet), evaluating Dry age for export product
- Reviewing cooking & broth production options. Evaluating beef broth options including
- Aussie Gellatin company powdered shelf-stable beef version & no added salt)
- Packaging stickers for temp abuse
- Review shelf life, costing, what is the 3 hardest cuts to sell
- Continue to focus on great range of beef products for International Markets.
- Taiwan & Hong Kong markets – focus on new clients & markets
- Expanded value add room designed, ongoing refinement of the new VA room design
- Presence at Gulf Foods to see alternate markets.
- Stanbroke to participate & demonstrate product & better engagement with customers in more events in 2019 eg IFFA (4-9 May), Gulf Foods.
- Bugajny Meat Products – shelf ready cartoned product using unspecified cuts was trialed. however didn't progress at this stage due to branding to be further developed.
- Dry age beef continue to be developed.. Preliminary work showing a dry aged product is similar (in flavour, texture & tenderness) to wet aged product. Further work to refine the dry aged.
- Stanbroke requested information on the Singapore brief of new story-board products.
- Attended IFFA 2019 and reviewed new technology and packaging concepts. The key focus areas aligned with Stanbroke's priorities at IFFA were:
 - Cook chill technologies & processes
 - Processing & packaging new concepts
 - Processor tour – Danish Crown
 - Schroder plant (cook chill opportunities)
 - Trim Management Sysytem - yield management system
 - Meat slicing systems

- Tempering processes
- Cobolus ? pork belly stuffing Spain
- New packaging concepts, point of difference, C-wrap machine on order for skin packs (designed for square packs)
- CL trim management solution – in line ideally (ideally better than current 2% tolerance)
- Load out / container & van loading.
- Machinery value added, eg upgrade Mince machine – currently not able to high volume and currently can't keep up with packaging system. All in one primary grind & blend
- See outcomes of previous project review meeting (12 April 2019) – Refer to Appendix for notes & agreed actions.
- Current priorities:
 - The Value Add room has been seeing some fairly good growth in the past 6 months with extra volume really showing excellent results for the business overall.
 - Developing set weight process, automating it the process.
 - Thin-sliced beef until adequate machinery is found to suit the business is a low priority on this project. Future projects to be prioritised again.
 - Sustainable packaging options is on the horizon as priority in the future.
 - Offal packaging is priority. Opportunity to improve packaging for offal, trim up packaging waste.
 - Started live data loggers Initial data shows.
 - International Flight finished last commercial trial. Earlier trials went well. Opportunity to improve packaging (to avoid packs accumulating air). Modification to packaging
- Portion grader was commissioned on the 29.04.20 and is running successfully within the VA area with a reduction in process of 2 fulltime units.
- New labeller has undergone its FAT testing in Germany and is currently on the water on route to Melbourne for final product testing. Software training has taken place at Stanbroke on the 06.05.20 so labels will now be merged to new system. New Labelling system has now been commissioned into the Value add room with great success. This one labelling machine now handles the work of the 2 previous labellers utilising linerless labels for all of our VSP product range.
- Offal Packaging has been tested for sizing and presentation with very good results so an order placed for the bags which should arrive within the next 2 weeks which will be implemented into the offal packing process immediately. This has condensed different bags used for 7 products down to 3 with less waste due to improved sizing.
- Started live data loggers Initial data encouraging results for Stanbroke to continue to use to identify breakdowns in supply chain (& opportunities for improvement). Stanbroke to continue to use the loggers. . Humidity capability available as well. GPS tracking available now. Current temp loggers not being continued. Benefits of new loggers is data is being streamed live (without having to return the loggers). Other benefits, report can be generated at any time.
- While over in IFFA last year and visiting the European markets we were able to identify an additional packaging concept that has been incorporated in their flexible packaging which is a secondary seal solution that has become available on thermoform machines which allows the packaging not touching product within the pack to bind together and form another seal around the product which means a large qty of purge around the product is eliminated making the appearance a lot more appealing to customers.
- Stanbroke's Value Add has always been predominately sold export with only 2 products sold domestically. We have recently extended our range domestically to include 2 VSP steak lines 1 I/W Vac Burger & 4 MAP Mince Products all being sold in supermarkets within Australia.

5 Conclusion and Recommendations

5.1 Conclusions

Overall, Stanbroke has continued to make significant progress in the development of co-innovation strategy aligned to their overall business strategy. Steering group consisting of Stanbroke and MLA is formed. The collaborative Stanbroke MLA strategy and priorities has been further refined awaiting steering group approval. At the conclusion of Milestone 8 was a critical Go/No Go decision point (due 10 August 2019). The outcome of the review meeting will be that the steering group are to review and approve continuation of the program to Milestone 9 including the next 12 months priorities.

The program has successfully achieved by completion of :

- Contract execution – ACHIEVED
- Finalise position description, commence recruitment (Product Co-Innovation Manager appointed) – ACHIEVED
- Form Stanbroke / MLA steering committee consisting of Stanbroke & MLA representation – ACHIEVED
- Commenced setting overarching goals, metrics and outline in the form of a draft Collaborative innovation strategy & key priorities – ACHIEVED
- Develop strategic portfolio of growth opportunities in “value add/insights” theme – ACHIEVED
- Manage collaborative R&D projects in this theme – ACHIEVED
- Review and provide input into new R&D proposals – ACHIEVED
- Track and report on quantifiable benefits of Stanbroke projects – ACHIEVED
- Participate in internal and external networks to accelerate outcomes – ACHIEVED
- Action steering committee tasks – ACHIEVED
- An independent evaluation of the Stanbroke Co-innovation program was conducted (i.e. Appendix 8) with a summary captured in a Partner Snapshot (Refer to Appendix 9).

The key achievements has been:

- Discussed with the team innovation idea generation and filtering and feedback processes with a specific focus on high value innovative services, products, processes, and packaging concepts.
- Developed a projects Excel spreadsheet that enables Stanbroke Beef projects and pipeline concepts to be tracked providing financial oversight (see Appendix 4).
- Developed and co-ordinated an agreed suite of insights and value-adding R&D/ innovation projects.
- Managed and monitored the expenditure and track benefits from outcomes generated from projects.
- Supported and provided coordination of Stanbroke Beef value-adding project teams and others as required.
- Participated in the development and implementation of cultural change initiatives required across the business to deliver against innovation objectives as required.
- Utilising existing relationships to build on external company management with external research partners.
- In conjunction with the Stanbroke Beef Team, building a network of insights and innovation providers.

- Active participation in the Insights2Innovation events and network meetings including I2I industry workshops.
- Participated in other innovation skills development activities as agreed.
- Prepared regular project reports and quarterly innovation reports.
- Participated and facilitated in independent cost benefit analyses as required.
- Assisted in developing and monitoring project and program performance indicators and other measures of impact as agreed with the Stanbroke Beef Team.
- Started live data loggers with initial data shows supply chain temperature results. Encouraging results for Stanbroke to continue to use to identify breakdowns in supply chain (& opportunities for improvement). Stanbroke to continue to use the loggers. Benefits of new loggers is data is being streamed live (without having to return the loggers). Other benefits, report can be generated at any time.

An evaluation of the Stanbroke Co-innovation was conducted by Hargraves Institute (Tess Julian) on 20 August. A review of the program, including the Stanbroke Product Innovation and the Digital on-farm program is currently underway. The outcome will be a report including potential case studies. Draft results from the third party independent evaluation of the Stanbroke Product Innovation program. Ongoing input required from Stanbroke and MLA.

It was noted that the Stanbroke Product Innovation Manager project (p.pip.0561) was at a critical decision Go / No Go point. The Go/No Go review meeting was conducted as part of the Stanbroke Co-Innovation evaluation independent review meeting on the 20/09/19 where highlights of the project to date (i.e. outcomes of Milestones 1-8) were presented and reviewed by the project steering group. The project steering group approved the continuation of the project to Milestone 10 and beyond on the basis of Stanbroke's current product innovation priorities that were presented for the next 12 months (ie Approval of the Go/No go decision point).

5.2 Recommendations

The project proposes to progress to the next phase:

Collaborative Innovation Program development and implementation. Deliver key functions such as:

- Develop strategic portfolio of growth opportunities in “value add/insights” theme
- Manage collaborative R&D projects in this theme.
- Review and provide input into new R&D proposals.
- Track and report on quantifiable benefits of Stanbroke projects.
- Participate in internal and external networks to accelerate outcomes.
- Action steering committee tasks
- Submit Quarterly Report to MLA for review and approval.