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**Vegetable Industry Development Program**

**National Co-ordination Sub Program**

**Project Completed 1st July 2012**

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**Project Purpose:**

The purpose of the Vegetable Industry Development Program (VIDP) National Coordination Subprogram, defined at the commencement of the project, was to ensure:

- The Vegetable Industry Development Program functions effectively as a whole
- The Sub Program service providers meet their contractual obligations
- The Program evolves over time in order to meet the changing needs of industry stakeholders
- The Program Co-ordination service provider has effective working relationships with key stakeholder groups
- There is a productive working relationship with Horticulture Australia Limited, AUSVEG Ltd and industry
- IAC and IAC Working and Advisory Group consultation

**Funding Sources:**

The Vegetable Industry Development Program was funded by HAL using the vegetable levy and matched funds from the Australian Government.

**Collaborating institutions:**

There were a number of Vegetable Industry Development Program Subprogram providers that contributed to the broader VIDP project, each with a significant role. Collaborating Institutions were:



**Dianne Fullelove & Associates Pty Ltd**



**Industry Data Economic Analysis**

**Date of report:** 30th June 2012

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## 1. Summary

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The Vegetable Industry Development Program was a new approach to providing industry development services to the vegetable industry. Seven subprograms focussed on providing:

- Retail and consumer insights
- Industry economic and competitor analysis and a business focus for the industry
- Support to assist in policy development and decision making
- Developing new industry leaders, a culture of learning and business skills development
- Developing integrated pest management packages and developing plans to increase uptake of integrated pest management
- Development of an updated industry website, incorporating a vegetable industry contacts database
- An extensive, searchable database of current and previous vegetable industry research, development and extension reports, information and materials
- Industry development packages that responded to identified industry needs and issues
- Creating awareness of the Vegetable Industry Development Program and other vegetable industry research development and extension information

These subprograms were overseen by a National Coordination function. Its role was to foster collaboration between the subprograms, liaise with industry stakeholders, align the program to industry strategy and ensure that it evolved to meet emerging needs. Project plans were developed and execution was monitored.

The Vegetable Industry Development Program also worked with state based Collaborative Industry Organisations projects who acted as a conduit for industry development information. They also provided a mechanism for industry feedback.

The project outcomes were to;

- Develop leaders for the industry
- Foster a market orientated approach
- Increase understanding of vegetable products, consumers and the supply chain, to optimise path to market
- Have growers consider and change aspects of their business model
- Support improved business decision making
- Make available findings and outputs from vegetable industry research
- Contribute information to support sound policy decisions

Ultimately the focus was to improve adoption of industry development information, to better individual business and the broader industry.



## 2. Introduction

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### 2.1 Background

#### 2.1.1 Why a Vegetable Industry Development Program

The Vegetable Industry Development Program (VIDP) represented a major shift in focus and approach for the vegetable industry and the way it transfers knowledge from its multi-million dollar levy funded research investment to businesses in the industry<sup>1</sup>.

Historically the industry had invested approximately 25% of its levy resources in industry development<sup>1</sup>. The resources were invested in a network of state-based industry development officers (IDO), national communications projects and other investments to meet particular industry needs identified over time<sup>1</sup>.

The industry development officer arrangement had served industry well in the past<sup>4</sup>. IDO's successfully got growers together and built networks and connections between growers, researchers and peak industry bodies; monitored industry issues on the ground; disseminated information to growers about R&D and were a go to point at the state/regional level for growers on day to day issues<sup>4</sup>.

However, the need for change was identified in a range of industry reviews<sup>4</sup> and can be summarised as:

- Industry development management arrangements were confusing to most
- A need for responsiveness of services, using expertise orientated decision making processes
- Governance and the need to separate political representation from IDO roles
- The need to balance on and off farm services and different stakeholder needs
- The need to tailor services to needs of different groups
- Government and levy payers requiring focus and impact from technology adoption
- Demand for specialist knowledge
- Inequitable access to IDO's
- Program design needing to occur after client needs analysis
- The ability to tailor delivery mechanisms to meet different client needs
- The need to monitor and improve performance through monitoring of client satisfaction
- Growers changing their sources of advice as their businesses develop, with increased reliance on specialist commercial advisors

Limitations of the IDO model were identified as

- A lack of clear direction
- Trying to do too much
- Generalist rather than specialist
- Grower needs had moved beyond production
- Professional growers businesses requiring specialist advice and employing consultants rather than using IDO's
- Loose accountability arrangements
- Difficult to evaluate return on investment
- Lacking skills to engage the supply chain
- Equity issues in service delivery
- Technical rather than a business focus
- Tendency toward state members rather than national levy payer interests

Interviews with industry stakeholders identified a case for change to the IDO system<sup>4</sup>, as beneficiaries of the IDO structure were not necessarily levy payers<sup>4</sup>. There was a perceived growing role for commercial advisors<sup>4</sup>. Hence, a new model for industry development was proposed that became the Vegetable Industry Development Program.

### *2.1.2 What is industry development?*

To better understand the role of the Vegetable Industry Development Program it is important to understand what industry development is, and the differences between research, development and extension.

Industry development is defined by Horticulture Australia Limited as “The process of informing and empowering those in horticulture to make better business decisions”<sup>3</sup>. It is characterised by services that:

- Empower those involved in horticulture to make better business decisions<sup>3</sup>
- Benefit growers from informed business decisions across the supply chain, including retail, wholesale service, supplier and logistics businesses<sup>3</sup>
- Develop industry capacity through people and institutions<sup>3</sup>.

Further to this, Rural Directions defines industry development as the process of transforming research into technical and commercially feasible products and services that provide value to the end user<sup>3</sup>. The end user can exist anywhere within the supply chain<sup>3</sup>.

### *2.1.3 Research, Development and Extension*

Recognising the difference between research, development and extension is critical to understand the positioning of VIDP<sup>3</sup>.

Research (R) involves investigating an issue that is important for an industry and providing data and evidence to explain what has been observed<sup>3</sup>. It involves both technical and market research<sup>3</sup>.

Development (D) involves taking the research findings and making them commercially useful to industry at a regional scale<sup>3</sup>. Research is tested at the local level to ensure proof of concept as well as gauging technical and commercial outcomes<sup>3</sup>. The business case for adoption is defined and research is developed into products, services or packages that can be easily adopted by the end user<sup>3</sup>.

Extension (E) involves the promotion of the R&D products to encourage adoption<sup>3</sup>.

## **2.2 The Vegetable Industry Development Program**

### *2.2.1 The structure of the Vegetable Industry Development Program*

This final report focuses on the role and activities of an individual subprogram of the Vegetable Industry Development Program (VIDP). However, it is important to understand that each individual subprogram and activities occurring collaboratively between subprograms made a significant contribution to achieving the broader VIDP goal and objectives.

### *Program goals and objectives*

The Vegetable Industry Development Program goal was “to provide knowledge, tools and insights to decision makers to improve the competitiveness of Australian vegetable growers in domestic and international markets”.

This was achieved by addressing a number of program objectives, as follows:

- Program Objective 1: “A new generation of leaders are active in the industry”
- Program Objective 2: “Decision making in the industry is increasingly market driven”
- Program Objective 3: “Industry is more informed and understands the benefits and the qualities of Australian vegetable products, so as to optimise their path to market”
- Program Objective 4: “More growers are actively seeking to evolve their business models to meet new challenges posed by the market”
- Program Objective 5: “Findings and outputs from research are increasingly being applied by industry stakeholders in decision making”
- Program Objective 6: “Industry is effectively using findings and outputs from research to formulate policy and manage the image of the industry”
- Program Objective 7: “Levy payers are better able to provide feedback into the National R&D system”

### *Program structure*

To achieve the goal and objectives, a structure involving a number of subprograms, along with a National Coordination role was utilised. Participating subprograms are detailed in Table 1 below.

Table 1: Vegetable Industry Development Program Subprograms

Project number	Project title	Organisation	Subprogram leader
VG08040	Economic Research Services for the Vegetable Industry	Industry Data Economic Analysis	Ian James
VG09144	Vegetable Industry Development program – National Program Coordination	Rural Directions Pty Ltd	David Heinjus
VG09145	Vegetable Industry Development Program People Development Subprogram	Dianne Fullelove and Associates Pty Ltd	Dianne Fullelove
VG09146	Vegetable Industry Development Program Consumers and Markets Subprogram	Freshlogic Pty Ltd	Martin Kneebone
VG09147	Vegetable Industry Development Program	Freshlogic Pty Ltd	Steve Spencer

	Knowledge Management Subprogram		
VG09149	InnoVeg Local Partnership Program- Coordinating Collaborative and Innovative Industry Development Products	RMCG	Dr Anne-Maree Boland
VG10117	InnoVeg – Tier 2 development products for delivery to the Vegetable Industry	RMCG	Dr Anne-Maree Boland
VG09161	AUSVEG Support to Vegetable Industry development Knowledge Management Subprogram	AUSVEG Ltd	Richard Mulcahy
VG09191	National Vegetable IPM Coordinator	Schofield Robinson Horticultural Services	Lauren Thompson

In addition to the above subprograms, there was a project entitled “Collaborative Industry Organisations Support to VIDP” established. This was managed by Vegetables Program Manager Horticulture Australia Limited, Kathryn Lee and delivered by the organisations detailed in Table 2.

Table 2: Organisations delivering the Collaborative Industry Organisations Support to VIDP

Project number	Project title	Organisation	Subprogram leader
VG10096	Collaborative Industry Organisations	Horticulture Australia Limited	Kathryn Lee
VG10097	Collaborative Industry Organisations – Queensland - Support to VIDP	Growcom	Margie Milgate
VG 10098	Collaborative Industry Organisations – New South Wales - Support to VIDP	NSW Farmers Association	Dr Alison Anderson Alicia Harrison
VG10099	Collaborative Industry Organisations – Victoria - Support to VIDP	Vegetable Growers Association of Victoria	Tony Imeson
VG10100	Collaborative Industry Organisations – Tasmania - Support to VIDP	Tasmanian Farmers and Graziers Association.	Nick Steel
VG10101	Collaborative Industry Organisations – South Australia - Support to VIDP	Virginia Horticulture Centre Inc	Mike Redmond
VG10102	Collaborative Industry Organisations – Western Australia -Support to VIDP	Vegetable Growers Association of WA Inc	John Shannon

The role of the Collaborative Industry Organisations Support project was to provide a conduit for outputs from each of the VIDP subprograms. Working with the InnoVeg subprogram the Collaborative Industry Organisations provided a delivery mechanism to industry for VIDP.

The remainder of this final report focusses specifically on the project VG09144, Vegetable Industry Development program – National Program Coordination, delivered by Rural Directions Pty Ltd.

### *2.2.2 The role of VIDP and its relationship to VEGVISION 2020*

The VIDP role was to provide knowledge and information services to the vegetable industry<sup>1</sup>. Services were designed to positively influence business decision making in the industry by giving levy payers, their advisors and the supply chain increased access to the most relevant information from industry research and other sources<sup>1</sup>.

Successful implementation of the program was expected to make a significant contribution to the achievement of the industries strategic plan, VegVision 2020 and its vision<sup>1</sup>.

“To double the 2006 value of fresh, processed and packaged vegetables in real terms by stimulating and meeting consumer preferences for Australian products in global and domestic markets”<sup>1</sup>.

The VIDP contribution was to be achieved by meeting the program objectives<sup>1</sup>. The VIDP team also developed an overarching goal for the program “to provide knowledge, tools and insights to decision makers to improve the competitiveness of Australian vegetable growers in domestic and international markets”.

This working goal assisted VIDP to focus its activities and work programs.

### *2.2.3 The Role of the National Coordination Subprogram*

The purpose of the Vegetable Industry Development Program (VIDP) National Coordination Subprogram, defined at the commencement of the project, was to ensure:

- The Vegetable Industry Development Program functions effectively as a whole
- The Sub Program service providers meet their contractual obligations
- The Program evolves over time in order to meet the changing needs of industry stakeholders
- The Program Co-ordination service provider has effective working relationships with key stakeholder groups
- There is a productive working relationship with Horticulture Australia Limited, AUSVEG Ltd and industry
- IAC and IAC Working and Advisory Group consultation

### **3. Methods and Activities**

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#### **3.1 Project management methodology**

There were a number of regularly programmed activities that assisted in managing the Vegetable Industry Development Program. These are detailed below.

##### *3.1.1 Development and monitoring of annual operating plans*

A key milestone for both National Coordination and each of the individual subprograms at the commencement of each financial year was the development, submission to HAL and approval of annual operating plans. These operating plans then informed the required six monthly milestone reports.

Each subprogram was supplied with excel based operating plan template. It contained the key milestones extracted from subprogram contracts, along with general VIDP operational requirements such as scheduled teleconferences and team meetings.

Each subprogram and the National Coordinators were then required to detail, within the operating plan, the key tasks for the year, that would contribute to achieving the program goal and objectives. These tasks were time bounded.

Individual subprogram operating plans were reviewed by the National Coordinators, with changes negotiated where necessary. Once subprograms and National Coordinators were in agreement, operating plans were submitted to HAL Program Manager Vegetables, Kathryn Lee, for approval. In year two operating plans were also presented to the IAC for their endorsement.

At the conclusion of every month the National Coordinators requested an update of operating plans from each of the subprograms. This project management process provided a means of assessing progress against plans. When necessary National Coordinators liaised with subprogram team leaders to understand anomalies, then planned an appropriate response to ensure that the progress of deliverables remained on track.

These operating plans were also submitted to HAL in line with six monthly milestone reports.

In some instances there was a need to request a change to programmed outputs during project delivery e.g. as an industry need changed or as ideas that met industry needs evolved. In these instances Subprogram Leaders, along with National Coordinators, negotiated these changes with the HAL Program Manager Vegetables, Kathryn Lee. In these instances updated operating plans were submitted and approved.

##### *3.1.2 Monthly Teleconferences*

Monthly teleconferences were scheduled in the National Coordination and all subprogram operating plans. An agenda was circulated prior to teleconferences, to which all VIDP participants could contribute. The purpose of these was to plan, update on project progress, share information and

ideas, contribute to solving issues as they arose and to increase collaboration between subprograms. Progress regarding outputs, VIDP team meeting planning, industry event coordination and the like were all discussed. These teleconferences were also attended by HAL Program Manager Vegetables, Kathryn Lee and by HAL Industry Services Manager Vegetables, Will Gordon.

It should be noted that there were also occasions where scheduled teleconferences were cancelled. Typically this occurred when they were in close proximity to face to a face team meeting or mentoring sessions.

Action notes were produced by the National Coordination team after each teleconference. This ensured that detail, including actions for individuals and subprograms, with timelines were captured for all to refer to. National Coordinators periodically followed up on these actions to ensure implementation.

### 3.1.3 Half yearly team meetings

The National Coordination team also planned and coordinated face to face team meetings, held approximately six monthly. The purpose of each of these differed, depending upon the stage of the project. The team meeting dates and purpose is summarised in the table 3 below.

Table 3: VIDP team meeting dates and purpose

<i>Team meeting dates</i>	<i>Purpose of meeting</i>
25th and 27th August 2009	Project inception meeting. Team member introductions, understand each of the Sub Programs in detail, discuss Sub Program interaction and collaboration to achieve greater efficiencies and outcomes for the vegetable industry.
25th and 26th November 2009	Review VIDP progress, develop monitoring and evaluation plans, discuss and address challenges, plan for 2010.
10th March 2010	Review VIDP progress, explore and inform linkages between subprograms, update on industry issues
28th May 2010	Develop understanding of the IPM subprogram, InnoVeg methodology and industry consultation, optimising use of VegInsights quarterly reports, draft operating plans for 2010-2011.
18th and 19th November 2010	To take stock of the challenges and opportunities to date and plan the VIDP approach for the next 12-24 months while seeking opportunities for linking / integrating sub programs and related activities, including with Collaborative Industry Organisations.
2nd June 2011	Each sub program will present to the group their work plan for the final 12 months of the project. Setting out how it will address the VIDP objectives, industry needs as identified by CIO and InnoVeg and the

	legacy that will be left by the project in July 2012.
29 <sup>th</sup> November 2011	To ensure, over the final six months of the VIDP project, that tangible outputs are delivered to industry, industry is aware of and utilising outputs, utilisation of outputs are understood and preparation for a seamless handover is in place.
19th April 2012	To update on agreed actions to the end of the program, present an outline of each subprograms final report and to confirm arrangements for the AUSVEG Convention.

Once again, action notes were produced by the National Coordination team after each team meeting. This ensured that detail, including actions for individuals and subprograms, including timelines were captured. National Coordinators periodically followed up on these actions to ensure implementation.

#### *3.1.4 Mentoring and regular contact with subprogram team leaders*

Another role of the National Coordination team was to maintain regular contact and mentor subprograms as they executed their VIDP sub program operating plans. Teleconferences and face to face team meetings were a contributor here. However, there was also a requirement for communication outside of these formally scheduled events. National Coordination team members were readily contactable and accessible via email and telephone on as needs basis for each subprogram and were accessible whenever the need arose.

Sub program leaders were contacted periodically on a one to one basis to assist them with project planning, delivery and management of any issues being encountered. Sometimes this would occur via a scheduled telephone call. However, there were also instances during the course of the project where National Coordination Team leaders arranged face to face mentoring sessions.

There were also occasions where particular subprograms required intensive assistance throughout the course of the project to ensure deliverables occurred either as scheduled or at the conclusion of a project. The Integrated Pest Management sub program required substantial support as major reports were due as the sub program reached its conclusion. The InnoVeg subprogram was also provided with additional support during a period where a large number of deliverables were programmed for completion.

#### *3.1.5 Regular liaison with HAL*

The National Coordination team maintained a good working relationship with HAL. As previously mentioned, HAL Program Manager Vegetables, Kathryn Lee and Industry Services Manager Vegetables, Will Gordon participated in VIDP team meetings and teleconferences. In this way they were kept fully up to date with the activities of the subprograms and actively contributed to the program as it was delivered.



Contact also occurred outside of these times. HAL Program Manager Vegetables, Kathryn Lee, was regularly contacted via teleconferences and emails over the course of the project. National Coordinators also travelled to Sydney to meet on a face to face basis when there was a need.

A critical aspect of this liaison was in the review and approval of yearly operating plans for National Coordination and for each of the subprograms. HAL Program Manager Vegetables, Kathryn Lee worked with the National Coordination team to fine tune planning as these operating plans were developed. In this way HAL was kept fully aware of all VIDP programmed activities. Any changes were managed by the same process, with formal HAL approval being sought via an operating plan update. These changes occurred after prior consultation and discussion, so that approval was ratification of a previously agreed course.

### *3.1.6 Reporting to the IAC*

Regular reporting to the Vegetable Industry Advisory Committee was also a requirement for the VIDP project. Reports were edited and produced by the National Coordination Team using content initially supplied from each of the subprogram leaders. The reports focussed on activities conducted to produce an output, or on outputs themselves and on the benefit to industry.

Requirements for these reports changed over the course of the project. Initially reporting was monthly and was framed around individual subprogram areas. The IAC requested a change to this format, with the aim of producing a more succinct report. National Coordinators then developed a framework where the VIDP IAC report mapped activities and outputs against each of the project objectives. Hence subprograms reported on how their activities and outputs contributed to achieving individual VIDP project objectives.

In the final year of the project these reports reverted to being submitted on a quarterly rather than monthly basis. In the interim periods Chair of the IAC Jeff McSpedden, was briefed by the HAL Program Manager Vegetables, Kathryn Lee regarding progress.

## **3.2 Support for activities delivered by subprograms**

The nature of the National Coordination Program meant that it did not have a direct responsibility for delivery of outputs to producers or industry. Rather, it contributed indirectly through support for planning, development and delivery in each of the sub programs. The National Coordination role is briefly described below.

### *3.2.1 Industry training events*

National Coordinators contributed to industry training events by assisting in developing concepts, reviewing proposals, reviewing outlines for and later the developed materials. Training events were then delivered by the subprograms themselves (or subcontractors where applicable).

### *3.2.2 Conferences, field days and seminars*

The AUSVEG National Convention and Trade Show, held in each of the three years of the project was a focal point for the VIDP. It provided an important avenue to liaise and network with industry stakeholders and also to promote VIDP program outputs. As such, a representative or

representatives of the VIDP National Coordination team attended the conference on each of the three years.

National Coordination team members assisted in planning and in delivery of VIDP activities associated with the AUSVEG Convention. In year one this included networking and events where stakeholders were invited to sessions that enabled them to understand possible ways they could interact with VIDP. It also provided an opportunity for those stakeholders to communicate their needs to the VIDP program. This two way information flow was regarded as essential. In years two and three it involved promoting VIDP program outputs via a booth at the trade show. This activity was coordinated by the InnoVeg subprogram, with the National Coordination team providing significant support.

A member of the National Coordination team also attended the PMA conference in years 1 and 2 of the project. This provided liaison and networking opportunities that informed project direction.

### *3.2.3 Industry planning contribution*

Industry planning contributions for the VIDP occurred in two ways. In year two of the project the National Coordination Team liaised with the Vegetable Industry Advisory Committee members regarding the program direction. This was achieved by presenting draft operating plans for each of the subprograms and the National Coordination role at an IAC meeting. In this way the IAC members were informed of plans and were able to suggest refinements to ensure that industry needs were being addressed. Changes to subprogram operating plans were made as a result of this process.

National Coordinators and all subprogram leaders had input into development of the Strategic Industry Plan (SIP) as it was developed by Consulting and Implementation Services (CIS). The Economics subprogram provided substantial supporting data and input for the SIP.

### *3.2.4 Grower and business visits*

National Coordination Team members were not directly involved in any grower and business visits across the duration of the project. The program design meant that the primary links between the VIDP, growers and businesses were channelled through the sub program activities, especially the InnoVeg and AUSVEG Communications Subprograms.

An additional critically important avenue for information flow was each of the CIO subprograms for individual states.

### *3.2.5 Publications*

The National Coordination Team was not responsible for publications associated with the VIDP program. An exception here was an initial VIDP overview document that informed the vegetable industry stakeholder community about the program, the subprogram providers and the program purpose.

Publications were produced by each of the subprograms. These included a range of reports, fact sheets, business cases, case studies, newsletters, articles, research papers, data compilations,

training materials and the like. A list of the publications produced by the VIDP is provided in Appendix 1.

National Coordinators did have an active role in reviewing a large number of publications from subprograms as they were drafted. Some examples where substantial input was given included VegInsights quarterly reports for Consumers and Markets subprogram, fact sheets, business cases and case studies from the InnoVeg subprogram and reports from the IPM subprogram. Other assistance was also provided on an as needs basis.

### *3.2.6 Media coverage*

Responsibility for management of the media coverage achieved by VIDP was a prime role of the AUSVEG VIDP Communications subprogram. This was managed principally by Richard Mulcahy and Andrew White.

Media coverage was achieved via a number of means. A targeted number of press releases resulted in television, radio and a substantial level of print media coverage. Regular articles on VIDP initiatives and outputs were also produced for the Vegetables Australia publication. The AUSVEG Weekly update email distribution list was also used as a tool to create awareness.

National Coordinators ensured that communication activities appeared regularly on team meeting and teleconference agendas. In this way, suggested topics for articles were developed and linkages between subprogram activities and the communications function were made. This ensured that the broader vegetable industry stakeholder community were kept informed of opportunities and available resources as they became available.

### *3.2.7 Professional Development*

An important aspect of the VIDP project was to broaden the focus of growers and other industry stakeholders beyond the traditional focus on production. For this reason there was an emphasis on the following:

- Understanding markets
- Understanding consumers
- Business related decision making processes
- Information and tools for making informed business decisions
- Management and leadership skill development
- Understanding external factors in the broader economic environment and their potential impact on vegetable industry businesses

Encouraging a business and market focus contributed to the professional development of vegetable growers, vegetable industry leaders and stakeholders.

It should be noted that this was not to the detriment of making production related research results, tools and information readily available. Newly released research results were highlighted in the VIDP newsletter and in the AUSVEG weekly update. Key information was also compiled into fact sheets. This information was also added to the Knowledge Management R&D database.

### **3.3 Strategies used for the successful implementation of VIDP**

To ensure the successful implementation of the VIDP and meet the purpose outlined above the National Coordination team utilised a number of underpinning principles to direct activities as the project was delivered. These principles are detailed below.

#### *3.3.1 An output focus*

All activities within the VIDP were directed towards outputs of practical use to vegetable industry stakeholders. A table of the key outputs for the VIDP can be found in Appendix 1.

#### *3.3.2 Meeting industry needs and evolving as needs changed.*

Consultation with industry stakeholders, typically occurring via the CIO mechanism, but also with HAL, AUSVEG and the IAC, occurred during the planning stage for proposed outputs to ensure an industry need was met. The use of annual operating plans (see later) ensured flexibility and the evolution of the program to meet changing needs over time.

#### *3.3.3 Multiple conduits to reach growers.*

It was recognised that vegetable growers have a multitude of channels through which they receive information. In some instances the VIDP engaged directly with growers. However, VIDP also worked collaboratively with the CIO and also deliberately targeted the industry service provider network as a means of getting information to growers. The AUSVEG Communications Support Program was also an important mechanism.

#### *3.3.4 Information in different formats.*

Industry stakeholders also prefer to receive information in a range of formats. Newsletters, articles, fact sheets, workshops, training programs, podcasts, conferences, SMS, email, trade displays, industry publications, research papers, the AUSVEG Website and the Knowledge Management system were all used as ways of providing information to growers. A mixture of hard copy and electronic distribution was utilised.

#### *3.3.5 Engagement across the supply chain.*

VIDP recognised that for the vegetable industry to progress, all aspects of the supply chain needed to be considered. Extending, understanding and interaction with supply chain members was also considered important. This occurred principally through the Consumers and Markets and InnoVeg subprograms.

### *3.3.6 Alignment with VegVision 2020*

The project goal and objectives for the VIDP were designed to align with VegVision 2020. As the program was delivered, activities and outcomes were mapped against the program objectives through monthly and then quarterly reporting to the IAC. Alignment with VegVision 2020 was therefore regularly monitored.

### *3.3.7 Improving understanding of industry development*

Industry development is defined by HAL as “the process of informing and empowering those in horticulture to make better business decisions”<sup>3</sup>. Growers and the historic industry development function typically focused on production issues as a means of business improvement. There is still a need for production related R&D outcomes to reach the grower base, but the VIDP consciously focused on building a body of business management and decision making information, and skill development opportunities to address this imbalance.

### *3.3.8 Easy access to R&D and industry development information for industry use*

A focus of the VIDP project was to collate and make available both current and previous R&D research reports. VIDP collated research reports, tools and other products funded by HAL and others. This database of resources was made available via the Knowledge Management system, embedded within the AUSVEG website. Search functions assist in locating relevant information on desired topics. Growers and industry service providers can now easily access information. HAL, AUSVEG and the IAC can also use it to access R&D outputs and direct future investment.

### *3.3.9 Collaborative approach with HAL, AUSVEG, IAC and Industry Organisations*

Regular communication with the breadth of industry organisations was an important element for VIDP. Productive relationships and regular contact was established with HAL and also with industry organisations via the CIO project. Initial planning was to involve regular contact and contribution via IAC and working group activities. However, this was scaled back at the request of the IAC. Regular contact was maintained with AUSVEG given they were an integral part of the VIDP project.

VIDP subprogram team leaders also contributed to the development of the Vegetable Industry Strategic Industry Plan, providing information and liaising with the consultant engaged to assist the industry in its development.

### *3.3.10 Presence at key industry events*

It was important for the VIDP to have a presence at key industry functions for a number of reasons. It enabled networking and development of relationships and increased understanding of emerging industry issues. Importantly it also provided an opportunity to showcase outputs from the program to the broad range of industry stakeholders present. The VIDP therefore had a presence at each of the AUSVEG National Conventions that occurred throughout the course of the project. In years two and three, InnoVeg coordinated a VIDP trade display. National Coordination team members and Subprogram team leaders all attended and contributed to planning activities and to staffing the booth. Subprogram team leaders were also represented as part of the conference speaker program.

Subprogram team leaders also attended and presented at other key industry events throughout the duration of the project e.g. PMA conference, grower events, leadership courses.

#### *3.3.11 Contributing to strategy and outputs for individual subprograms*

The National Coordination team sought to actively work with subprograms in planning of subprogram activities. Where required, National Coordination also assisted in providing clarification as outputs were developed, or as issues arose as programs were implemented. Critical review of outputs occurred as needed.

Strategy input occurred via a number of means. Collaborative development of annual operating plans, monthly team teleconferences, face to face team meetings occurring every six months and individual subprogram emails, phone calls and meetings were typically used. Where clarification was required HAL Program Manager Vegetables, Kathryn Lee, was consulted.

#### *3.3.12 Development of leaders for the industry into the future*

Developing future leaders for the vegetable industry, and facilitating individuals into leadership roles was also a focus of the Vegetable Industry Development Program. This included developing leadership skills, increasing knowledge of the leadership opportunities available within the industry and linking future leaders with industry mentors to support the process. It also involved increasing awareness of the availability of leadership program opportunities e.g. promotion of Growing Leaders, Nuffield Scholarships, Australian Rural Leadership Program. Initially this principally occurred through the People Development Subprogram, until this subprogram was redirected to a focus on south east Queensland. The aim with this redirection was to support recovery of growers after the 2011 natural disasters.

The InnoVeg subprogram then developed a project called GAIN, the Vegetable Industry Alumni Program, and subcontracted to Rural Training Initiatives Jill Briggs. This was designed as a follow on program for graduates from other leadership development opportunities. In addition, individual subprogram leaders participated in presenting material as part of the program for the aforementioned courses.

#### *3.3.13 Promote project outputs to create awareness and use by industry stakeholders*

The VIDP understood that its outputs needed to firstly address an articulated industry need. Industry stakeholders then had to be aware of and have ready access to those outputs. This was achieved in a number of ways. The roles of the InnoVeg, AUSVEG Communications Support and Knowledge Management subprograms were critical here, as was the link to the CIO program.

InnoVeg provided the key link to the CIO sub program for VIDP outputs and the outputs from other levy funded projects. The role of the CIO subprogram was to promote and disseminate these outputs and results to growers. InnoVeg also specifically targeted the service provider network, via an E-Newsletter.

The service provider network was also provided with briefings on the information available on the AUSVEG website and the Knowledge Management system embedded within the website.

The AUSVEG Communications Subprogram played an important role in creating awareness and use of VIDP outputs. The sub program generated significant press, radio and television coverage for VIDP. They also:

- Created and coordinated articles on VIDP and its subprogram outputs for the Vegetables Australia Magazine,
- Distributed VegInsights publications, and
- Promoted other VIDP outputs in the AUSVEG Weekly update email.

#### *3.3.14 Utilisation of outside expertise where required to address an identified industry priority*

The VIDP subprograms were themselves able to develop and deliver on a significant number of planned outputs throughout the duration of the program. However, there were also instances where outside expertise was utilised. This ensured that specialised technical, development and extension expertise was utilised to enable the highest quality output possible.

Proposals were developed for approval as required e.g. by HAL, the Vegetable IAC to explain the industry need, proposed output and the required outside services to be subcontracted. The most appropriate service providers were identified and then subcontracted to deliver on the output. Examples where this occurred included for review of IPM content, delivery of LOTE program activities, delivery of the GAIN Vegetable Industry Alumni program, development of the framework for the AUSVEG website and the R&D technical database and the systems for automatic update of the same.

#### *3.3.15 Understand the impact of the program*

Developing a suite of industry development products that meet the needs of the vegetable industry was an important undertaking. However, it was also important to understand the impact the program and its outputs were having and to make adjustments where required. This occurred at the individual output, subprogram and wider program levels.

Individual subprograms regularly sought feedback from users of products and made adjustments where necessary throughout the course of the program. Often subprograms were assisted by feedback gathered by the AUSVEG Communications Subprogram, who were proactive in assisting improve outputs across the duration of the project. An example includes the change from a weekly to a monthly publication for the VegInsights newsletter. The InnoVeg subprogram also regularly liaised with the CIO project team members to seek feedback. Feedback mechanisms also existed through the AUSVEG website. Subprogram leaders and National Coordination team members also sought to regularly liaise with industry stakeholders to understand acceptance and relevance of VIDP outputs.

In addition to regularly seeking informal feedback more formal mechanisms were also utilised. These are discussed under the evaluation subheading.

#### *3.3.16 Identification of key program assets and ensure preparation for ongoing maintenance and handover to industry*

The structure of the VIDP was such that it was delivered by individual consultants who were contracted to deliver specific services to the industry for a defined time frame. A significant risk for the industry, identified by VIDP itself and also by CIS Consulting in its VIDP Program Evaluation report, was that this expertise and knowledge could become unavailable to the industry at project completion. The result would be the loss or lack of maintenance of, assets important to the industry.

It was therefore a priority of the program to firstly identify its key program assets, ascertain those of critical importance for maintenance into the future and then develop systems and/or recommendations so that they continue post the initial VIDP project.

### *3.3.17 Delivery of value*

Throughout the project VIDP strived to ensure that the levy payers received value from their investment in the program. A principle underpinning this was to ensure that outputs produced by the program were grower focussed, were readily usable either directly by growers or could be delivered to growers through other conduits, and that they would be readily applicable and improve a growers' business.



## **4. Vegetable Industry Development Program Outputs**

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Although the National Coordination sub program was not directly responsible for delivery of the programs outputs, it remains important that the VIDP contribution to industry is highlighted. For this reason the outputs from each of the subprograms are summarised below. The contribution of National Coordination to outputs is also explained. Note that more detail is available in the final reports prepared by each subprogram.

### **4.1 Economics**

The Economics sub program ensured that growers had accurate and up-to-date economic data and analysis to better understand the economic environment in which they operate. This information covered both domestic production and domestic and export trade<sup>5</sup>. It developed following outputs.

#### *4.1.1 AUSVEG Weekly Update Economic brief*

Published in the AUSVEG Weekly Update which was emailed to vegetable industry stakeholders, the economic weekly update provided commentary on the economic climate and its impact on the vegetable industry.

#### *4.1.2 Vegetable Spotlight Publications*

Commodities covered included capsicum, beans, lettuce, broccoli, cauliflower and carrots. Covered production, value and pricing, state production and consumption, grower numbers, import and export figures and commentary.

#### *4.1.3 Discussion papers*

Discussion papers focussed on issues impacting the vegetable industry. Topic included:

- A comparison of production expenses of vegetable farms in Australia and the USA
- The impact of exchange rate movements on vegetable imports
- Management practices on Australian vegetable farms
- Pricing, cost structures and profitability in the Australian Vegetable Industry

#### *4.1.4 Fact sheet*

A Fact Sheet titled “What drives the economy” was produced in conjunction with the InnoVeg sub program.

#### *4.1.5 Vegetables Australia Articles.*

Articles were produced regularly for this key vegetable industry publication. Topics, with publication dates were:

- A rebounding economy: what’s in it for vegetable growers (May-June 2010 )
- Comparing water use in agriculture (November-December 2010)
- The other side of the coin (January- February 2011)
- The economics of mechanisation (March-April 2011)
- Bumpy road to a prosperous future (May-June 2011)

- The reality of interest rate rises (July-August 2011)
- Aussie growers better placed (September-October 2011)
- The Northern Myth (March-April 2010)
- Vegetable growing and the carbon tax (September-October 2011)
- Clean energy policy opportunities for vegetable growers (November-December 2011)
- Diverse financial state: vegetable industry financial performance (January-February 2012)
- Vegetable industry: the facts (March-April 2012)
- Import deluge swamping the Australian vegetable industry (May-June 2012)
- Vegetable import sources into Japan and Singapore and the importance of price competitiveness (July-August 2012)

#### *4.1.6 Vegetable Industry statistics.*

These statistics included the following information;

- Financial performance of vegetable farms by state
- Vegetable farms with negative cash incomes
- Farm business profit of vegetable farms
- Rate of return to capital excluding capital appreciation
- Comparison of financial performance and debt characteristics of different vegetable farms
- Components of cost of production for different vegetables
- Cost of production per tonne for different vegetables

#### *4.1.7 Domestic industry statistics.*

These statistics included the following information;

- Grower distribution by value of operations
- Detailed data by vegetable
- Vegetable farm size
- Vegetable diversity
- Volume of vegetable production
- Vegetable yields
- Vegetable Plantings
- Number of vegetable establishments
- Vegetable establishments – state distribution
- Value of vegetable production

#### *4.1.8 Trade in vegetable data.*

This data included the following.

- Summary – trade in vegetables
- Export
  - Country of destination by category
  - Vegetable by value

- Import
  - Country of origin by category
  - Vegetable by value

#### *4.1.9 Policy support*

Another important role for the subprogram was to provide additional data to support policy discussions and the development of the strategic industry plan. Presentations at vegetable industry events were also delivered. The subprogram leader, Ian James, also represented the industry on the Office of Horticultural Market Access committee.

The National Coordination team contributed to the development and delivery of Economic subprogram outputs through collaborative planning. This involved suggesting topics for discussion papers, fact sheets and articles and in scoping possible content. Draft versions were also reviewed on an as needs basis. Ongoing progress was also monitored on a monthly basis.

## **4.2 Consumers and Markets**

This sub-program demonstrated how domestic markets work and reported on consumer and household behaviour when buying and consuming vegetables. Information on supply chains and consumer preferences assisted vegetable industry stakeholders in understanding their markets<sup>5</sup>. It also reported on innovations in vegetable marketing from around the world. Detail regarding its key outputs is provided below. In addition, the subprogram also made presentations to some industry groups.

### *4.2.1 VegInsights Newsletters.*

These newsletters were initially published on a weekly basis. Following feedback from vegetable industry stakeholders VegInsights moved to a monthly report format from October 2010. The VegInsights provided insights into the vegetable market<sup>5</sup>. Specifically the publication aimed to;

- Raise awareness on what factors are driving the market
- Provide insights into how to use and interpret market information
- Provide market signals from consumers and commercial buyers of fresh vegetables
- Build understanding of market issues by growers and encourage increased use of detailed market information reports released by the Consumer & Markets sub-program
- Inform the industry about news, events and innovations that impact markets, supply chains and vegetable category performance.

Examples of the type of information presented includes wholesale vegetable prices, sales of fresh and processed vegetables, category descriptions, information on the food market, retailer activity, the consumer and innovations from the world. Newsletters were delivered weekly from the commencement of the project until the end of September 2010. Twenty monthly newsletters were then completed.

### *4.2.2 Weekly market variables*

Weekly market variable information was available electronically and was posted on the AUSVEG website on a weekly basis. There are several market variables that reflect trading dynamics in the vegetable market. These were tracked and translated into profiles that showed the status and level of activity<sup>5</sup>. This included retailer promotional activity and wholesale vegetable price trends<sup>5</sup>.

#### *4.2.3 VegInsights quarterly reports.*

The Quarterly Report reviewed the vegetable market and consumer behaviour and targeted two types of audience<sup>5</sup>. The primary audience was Australian vegetable producers. The secondary audience was enterprises and service providers in the vegetable supply chains that support producers.

It also aimed to provide settings for ongoing market analysis for a period of three months - for each quarter of the year - and it profiled consumer-buyer behaviour and vegetable market performance<sup>5</sup>. In total there were eleven quarterly reports produced.

#### *4.2.4 Category Profile publications.*

Vegetable category profiles were designed as concise summaries of the key supply and market facts for the featured vegetable<sup>6</sup>. They typically included:

- Production volumes by state and imported volumes of fresh and processed product
- Fresh and processed volumes distributed into retail, food service and export distribution channels.
- Retail fresh market value, average price paid and average quantity of fresh product purchased on retail shopping trips
- Retail sales by product type
- Weekly purchase penetration of fresh vegetable product by household segment and ranking compared to other vegetables
- Seasonal wholesale price patterns
- Retail range comparison to US and UK markets
- Profile of the volume and pricing of retail promotional activity for major retailers
- A consumption profile that identifies the primary and secondary preparation methods

Vegetable category profiles were produced on the following vegetables: pumpkin, sweet corn, capsicum, Asian leafy vegetables, green beans, broccoli, carrots, cucumber, zucchini, cauliflower, celery, brussel sprouts and eggplant. In the latter stages of the project some of the data for these profiles was refreshed.

#### *4.2.5 Other activities.*

In addition, the subprogram also made presentations to vegetable industry stakeholder groups, collected feedback on its activities to adjust to stakeholder needs (including an evaluation survey) and trialled delivery of information via audio files.

The National Coordination team contributed to the development and delivery of these Consumers and Markets subprogram outputs through planning and by providing feedback on content so practical outcomes of presented information were highlighted. Re packaging of materials in differing formats and delivery via different mechanisms were also suggested. Draft versions of quarterly reports were also reviewed. Ongoing progress was also monitored on a monthly basis.

### 4.3 AUSVEG Communications

The role of the AUSVEG Communications subprogram was to, in conjunction with Knowledge Management and other subprograms, work together to develop, deliver and communicate to industry research outcomes and products<sup>5</sup>. It was also a significant contributor to the development and maintenance of the AUSVEG website, the R&D database and the system that has been developed for its ongoing maintenance. Some of the subprograms key activities are detailed below.

#### 4.3.1 Vegetable Australia articles.

The AUSVEG Communications subprogram produced regular articles for the Vegetables Australia magazine. The list of article titles, and publication dates, are provided below;

- VegInsights: the market Q4 2009 (May/June 2010)
- Root Veg Think Tank (May/June 2010)
- New AUSVEG Website launched (January-February 2011)
- Grower resources revealed (March-April 2011)
- Growing leaders national vegetable industry leadership program (March-April 2011)
- Lettuce in the spotlight (March-April 2011)
- An insight into vegetable purchasing (March-April 2011)
- Vegetable Industry Development Program – getting the message out. Growers encouraged to get online (May-June 2011)
- The Vegetable Industry Development Program one year on (September- October 2011)
- Veggie bites (November-December 2011)
- The chain of communication (November-December 2011)
- Planting seeds of thought (January-February 2012)
- Veggie Bites (January-February 2012)
- Translating better practices (January-February 2012)
- Veggie bites (March-April 2012)
- Discussing better business (March-April 2012)
- Investigating IPM (March-April 2012)
- Advancing Australia at Agripro Asia (March-April 2012)
- Veggie bites (May-June 2012)
- Industry development program yields national R&D database (May-June 2012)
- The Vegetable Industry Development Program: shining the light on carrots (July-August 2011)
- Collaborative approach key to industry development (November-December 2010)
- Leading vegetable growers set to take on global challenge (November-December 2010)
- VegInsights: the market Q2 2010 released (November-December 2010)

#### 4.3.2 Press releases.

Regular press releases were also produced by the AUSVEG Communications subprogram. Examples of titles of some press releases are given below;

- Christmas comes early for consumers with vegetable prices down by 18%
- Time poor Australians strain supermarket budget
- Only 7 per cent of the weekly shopping bill is spent on vegetables
- Preparation and variety the key to higher vegetable consumption
- AUSVEG strengthens the link between researchers and growers
- Big jump in the number of Aussies who say they 'love to cook'
- Carrots reign supreme again as Australia's most popular vegetable
- AUSVEG CEO promotes revolutionary research tool to Industry Leaders
- Cooking could be key to higher vegetable consumption
- AUSVEG challenges veggie growers to get online
- Next wave of growers to be educated in leadership
- Top 10 most popular fresh vegetables revealed
- Vegetable prices falling rapidly
- Price decreases create Christmas bargains in salads and soft cooked veg
- Aussies big on carrots, but size still matters
- Price decreases create Christmas bargains in salads and soft cooked veg
- Junior Master Chef and school garden initiatives encourage new generation of young veggie consumers
- Leading vegetable growers set to take on global challenge
- Females lead males in vegetable purchasing
- Veg consumers shopping more regularly and purchasing smaller portion sizes
- Families battle against kids not eating their vegies
- Carrots the most popular vegetable, as take home food spend increases
- Vegetable consumers motivated by superficial and seasonal factors
- Fall in vegetable production recorded as retail prices hit lowest winter levels in five years
- AUSVEG CEO reports fall in vegetable prices-bargain opportunities for consumers
- Carrots, lettuce and potato are among consumers' top 10 favourite vegetables
- Tomatoes, mushrooms and pre-packed salads up to five times more valuable to consumers, veg industry quarterly report finds
- Quarterly report reveals men like it hot
- Families choosing home prepared meals over eating out, survey says
- Heatwave may impact rural farming operations, survey says

These press releases resulted in significant coverage for the vegetable industry in both print, radio and television media. In total, media monitoring showed over 800 media mentions across the course of the project. This assisted to raise the profile of the industry and the activities of the VIDP project.

#### *4.3.3 Communication support*

The AUSVEG Communications sub program was also responsible for providing communications support to the project. This was achieved via a number of avenues. These are summarised below;

- Email distribution of the VegInsights monthly and quarterly reports, via email distribution
- Posting the weekly variable market information onto the website

- Use of the AUSVEG Weekly Update email to highlight opportunities that the program provided to vegetable industry stakeholders
- Use of SMS as a communication tool was also trialled as another way to reach industry stakeholders
- Delivery of briefing sessions. Six briefing sessions with key industry service provider groups were delivered. These created awareness of the AUSVEG website, the R&D database and the ability to access current and historic vegetable industry research information, tools and resources. This resulted in a significant number of registrations enabling access to the system. This group was specifically targeted as they represented a significant conduit for information to then reach growers.

#### *4.3.4 Website, R&D database and update system.*

The AUSVEG Communications sub program worked closely with the Knowledge Management subprogram. They contributed to the design and specification briefs for the website, R&D database and the system designed for automating updates post the VIDP project. They were also responsible for website updating and maintenance and uploading of information to the R&D database. They also ensured that VIDP information was included as part of this process.

The National Coordination team contributed to the development and delivery of these AUSVEG Communications outputs through project planning, suggesting topics for Vegetable Australia articles and ensuring that linkages between the AUSVEG Communications and other subprograms were used to provide content for communication. Key events to be included in the AUSVEG weekly update were also suggested. Ongoing progress was also monitored on a monthly basis.

## **4.4 InnoVeg**

The InnoVeg subprogram was designed to coordinate collaborative arrangements with service providers to create and deliver industry development products to the vegetable industry<sup>7</sup>. InnoVeg also developed a significant number of products in their own right.

The subprogram worked closely with CIO team members and other industry stakeholders to firstly identify an industry need and then deliver a product or service designed to address that need. These were outlined within project proposals. Key outputs delivered as a result of this process are detailed below.

### *4.4.1 Fact sheets.*

The IAC requested that InnoVeg initially focus on the production of a series of fact sheets on issues that were topical for the vegetable industry. Often these were produced in conjunction with other VIDP subprograms or with vegetable industry research providers. The titles of these fact sheets are listed below.

- Accessing useful resources online
- Overview of the Vegetable Industry Development Program
- Handy hints for vegetable growers: a resources guide



- Vegetable production in New South Wales
- Vegetable production in South Australia
- Vegetable production in Northern Territory
- Vegetable production in Western Australia
- Vegetable production in Queensland
- Vegetable production in Tasmania
- Vegetable production in Victoria
- Consumers and Markets overview
- A smooth transition: navigating your way through the family business
- Business decision making
- Business management: thinking through the numbers
- Gross margins using Vegtool
- Post-harvest management for vegetables
- Soil Health
- What drives the economy
- A guide to effective weed control in Australian brassicas
- Mega pests: managing foliar diseases
- Mega pests: managing soil borne diseases
- Mega pests: the basics of protecting your crop
- Mega pests: managing major chewing and biting insects
- Mega pests: managing sucking pests
- Managing pesticide resistance
- Plant biosecurity
- Why cleaning spray tanks is important
- Climate change: managing variability and carbon
- The 'Everyday' Health Benefits of Vegetables

In addition to the above, two booklets listing previous and current vegetable industry research projects were produced.

#### *4.4.2 InnoVeg newsletter.*

The InnoVeg Newsletter aimed to facilitate information flow within the vegetable industry<sup>9</sup>. It was distributed on a monthly basis to service providers and others within the vegetable industry and provided the latest information on:

- Recent activities and outputs from the VIDP which will benefit the vegetable industry<sup>9</sup>
- Outcomes from current and recently completed Research, Development and Extension (RD&E) projects<sup>9</sup>
- RD&E activities for the vegetable industry across Australia<sup>9</sup>

Each of the subprograms contributed to the newsletter on a monthly basis. A total of 250 vegetable industry stakeholders were regular recipients. Articles from this publication were also used by members of the CIO program to provide content for their own individual publications, meaning that information also reached a broader audience via this avenue.

#### 4.4.3 Talking Business

The delivery of resources developed within the Talking Business Project was aimed at initiating cultural change within the vegetable industry, with a vision of ‘assisting the vegetable industry to become more comfortable with talking through the numbers’<sup>8</sup>. The program developed a series of resources and delivered activities that assisted vegetable growers with the management of their finances, understanding how their business is performing, and management of their business into the future<sup>8</sup>. A series of business cases and case studies were developed in the following topic areas:

- Case studies
  - Using cost of production for decision making
  - How is our business going?
  - Direct sales and food safety
  - Vegetable supply agreements (Contracts)
  - Building a sound vegetable growing business
  - Labour management
  - Exiting the industry
  
- Business cases
  - Tractor replacement
  - Developing a block of land for vegetable production
  - IPM in lettuce
  - Buy a truck or use a contractor
  - Lettuce planter
  - Capsicum grader
  - Property relocation part A
  - Property relocation part B
  - New irrigator
  - Expansion through vertical integration

Each of the business cases was accompanied by an Excel based spread sheet calculation tool. The business case process depicted in the document could then be used in conjunction with the spread sheet, allowing a grower to conduct the calculation using their own numbers to help decision making within their own business.

These resources were also used as the basis for the conduct of a series of talking business workshops. Six were delivered in Queensland; with one each also delivered in Western Australia, Tasmania and Queensland.

#### 4.4.4 Graduate Alumni Industry Network (GAIN)

The Graduate Alumni Industry Network project was designed to meet the needs of leaders within the vegetable industry, many of whom have undertaken some type of leadership training over the past 4-5 years<sup>11</sup>. The proposal was to utilise and harness the learning and enthusiasm that has been developed within these individuals to provide longer term benefits for them and the industry<sup>11</sup>.

The purpose of the GAIN project was to establish a leadership Alumni with associated ongoing Alumni activity<sup>11</sup>. Graduates from Growing Leaders, Australian Rural Leadership Program, TRAIL, Nuffield Fellowships and Churchill Fellowships that are involved in the vegetable industry were invited to participate<sup>11</sup>.

The GAIN project focused on developing the skills of leadership graduates and assisting them in contributing to industry development activities into the future<sup>11</sup>. This involved:

- Providing an information conduit between industry organisations and graduates to ensure inclusion of the graduates into industry committees/boards<sup>11</sup>
- Assisting industry organisations to develop a "how to get involved" guide<sup>11</sup>
- Setting up an Alumni online conversation portal via an online medium somewhere<sup>11</sup>
- Establishing an annual Alumni activity connected to one of the industry events<sup>11</sup>
- Establishing a formal mentoring process for the industry<sup>11</sup>
- Contributing to the testing of industry materials and participating in train the trainer activities for programs focusing on:
  - LOTE<sup>11</sup>
  - Talking Business and<sup>11</sup>
  - Consumers and Markets<sup>11</sup>
- Enabling and assisting leaders to become advocates for the vegetable industry<sup>11</sup>

The delivery of the project occurred in partnership with Rural Training Initiatives (Jill Briggs) to build on the highly successful Growing Leaders program<sup>11</sup>. Its official launch occurred at the 2012 AUSVEG National Convention.

#### *4.4.5 Language other than English program*

A significant number of vegetable growers speak a language other than English (LOTE). The vegetable industry has a number of support staff who work specifically with the LOTE vegetable growers, but who had limited opportunities to work collaboratively with others in this specialised field<sup>10</sup>. InnoVeg initiated a LOTE community of practice (CoP), the purpose of which was to provide LOTE support staff around Australia with a regular opportunity to work together to share information, build knowledge, develop expertise and solve problems<sup>10</sup>.

Initially a teleconference was held to determine interest and direction for the group<sup>10</sup>. Participants involved in the teleconference agreed that the LOTE CoP should form and be focussed on the production side of LOTE grower support<sup>10</sup>. Participants felt that the purpose of the LOTE CoP should be to;

- Share experiences, ideas and methods used<sup>10</sup>
- Provide updates on current LOTE projects in each state<sup>10</sup>
- Share products and resources, and<sup>10</sup>
- Share experiences on building relationships with LOTE growers and community leaders<sup>10</sup>.

A workshop was also held that developed a work plan for the group<sup>10</sup>. Identified activities of priority to the LOTE community were;

- Undertake national stocktake of LOTE resources and provide a summary on the AUSVEG website<sup>10</sup>
- Include a list of translated VIDP fact sheets in the VIDP e-newsletter<sup>10</sup>
- Provide a distribution list of relevant state LOTE representatives and translators<sup>10</sup>
- Develop a guide to working with interpreters<sup>10</sup>
- Ongoing translation of high priority materials for states<sup>10</sup>
- Include LOTE stories in the Vegetables Australia magazine<sup>10</sup>
- Seek assistance to fund grower tours to other states<sup>10</sup>
- National communications – existing database and media list<sup>10\*</sup>
- Develop project for national outreach officer<sup>10\*</sup>

Projects marked with an \* above were beyond the scope of the LOTE CoP work plan, however, the LOTE CoP recommended this action to AUSVEG for further investigation.

#### *4.4.6 AUSVEG Convention activities*

InnoVeg coordinated a Vegetable Industry Development Program presence at AUSVEG National Conventions.

In both 2011 and 2012 the VIDP had a booth in the trade show at the convention. The purpose was to increase awareness of VIDP products amongst industry stakeholders.

In 2011 the focus was on the InnoVeg fact sheets, category and vegetable spotlight publications, promoting awareness and use of the AUSVEG website and the R&D database. Industry service providers were also encouraged to subscribe to the VIDP newsletter.

In 2012 the focus was on the compiled category and vegetable spotlight publications, the InnoVeg business cases and case studies, InnoVeg fact sheets, the AUSVEG website and the R&D database. Industry stakeholders were also surveyed regarding awareness and usefulness of VIDP products. The GAIN initiative was also launched.

In 2011 there was also a VIDP HAL Researcher Meet and Greet session that provided an opportunity for members of the VIDP to meet face to face with the research community currently involved in HAL vegetable projects<sup>12</sup>. The objectives of the meeting were to better understand respective roles and for each of the VIDP sub-programs to highlight the products it had delivered and how these could be used by growers<sup>12</sup>. Researchers were also asked the following:

- What additional information do you need from the VIDP and how would you like to receive it?<sup>12</sup>
- How can the VIDP assist in getting research findings to the end-user?<sup>12</sup>
- How do you want to be connected with other researchers and service providers in the vegetable industry?<sup>12</sup>

The information provided by the research community was used for planning of future project activities.

#### *4.4.7 Consumers and Markets Course*

Consumers and Markets sub program outputs, including the Consumers and Markets Overview fact sheet and VegInsights monthly and quarterly reports, provided insightful information on the vegetable market and consumer preferences.

A legacy from these outputs is a Certificate 4 or Diploma training course, the development of which has been coordinated by the InnoVeg subprogram. Consumers and markets resources provided the basis for the development of the course content.

A registered training organisation, GOTAFE, was contracted to develop the course materials, deliver a pilot course and provide ongoing coordination of facilitators. This course will be available to vegetable industry stakeholders into the future providing them with the opportunity to complete an accredited training program. GOTAFE are also able to assist the industry in accessing funds to subsidize course delivery.

#### *4.4.8 Link to Collaborative Industry Organisations*

InnoVeg provided the link from the broader VIDP subprograms to the CIO program. It also ensured that all VIDP products and information was made available to the CIO. This meant that VIDP materials were able to be delivered to vegetable industry stakeholders as per the terms of the CIO project being managed by HAL. InnoVeg also worked collaboratively with the CIO to identify and prioritise industry needs.

The National Coordination team contributed to the development and delivery of these InnoVeg outputs through collaborative planning. Topics for fact sheets were suggested, content and layout was reviewed. The whole business case initiative was initiated by the National Coordination team. This was supported further with business case examples and methodologies. Topics and content for business cases and case studies were scoped and drafts were reviewed. The concept of the consumers and markets course was suggested. Project plans for the LOTE and GAIN initiatives were reviewed and fine tuned. Members of the National Coordination team also made significant contributions to AUSVEG Convention activities in each of the three years, assisting in planning and providing personnel for the trade show booth to promote VIDP outputs. Ongoing progress was also monitored on a monthly basis.

### **4.5 Knowledge Management**

The Knowledge Management sub-program has created a central access point where research, development and extension (RD&E) information and tools can be accessed to help grow vegetable businesses<sup>5</sup>. This is housed in the AUSVEG website, which it also helped to redevelop.

#### *4.5.1 Website development*

The Knowledge Management sub program, in conjunction with the AUSVEG communications subprogram, was responsible for the redevelopment of the AUSVEG website. This activity included:

- Review of the existing website to understand purpose and shortcomings of the facility
- Desktop research into comparable websites of agribusiness industry development and industry services bodies to assess possible features to suit the vegetable industry
- Developing a detailed website specification, evaluating submissions from potential developers and selecting a preferred developer
- Undertaking a detailed development briefing, platform selection and design process with the developer
- Project managing website development on behalf of industry

#### *4.5.2 R&D database*

The knowledge management subprogram created a searchable database that housed a compendium of all completed HAL-funded R&D outputs and a large number of relevant technical tools and materials. This process involved:

- Developing design and functionality of the database
- Compiling previously completed R&D reports and technical tools
- Developing a system to adequately catalogue the reports and tools
- Producing a précis of each individual R&D report
- Individually categorizing all tools and materials
- Populating the database and assisting with upload of information into the live online database (including material from the IPM subprogram)
- Improving functionality, content and accuracy of the database across the course of the project
- Responding to feedback that resulted in system improvements
- Assisting with promotion of the R&D database system

The vegetable industry now has available a system that allows ready access to historical vegetable industry research information. It can be used to assist vegetable growers in business improvement and the industry with decision making.

#### *4.5.3 Development of automated update system*

In order for the R&D database to be relevant into the future it is essential that it remain updated as research reports, new tools and materials become available. Going forward this will be an AUSVEG responsibility. For this reason an automated update process has been developed. This involved;

- Working with AUSVEG and HAL to design system requirements. This included additions to the HAL process for submission of final reports, to include a précis. It also included a process for inclusion of technical tools.

- Developing processes for approval of content so that system integrity and continuity is maintained
- Producing a specification document for the developer and overseeing the development and testing of the system
- Development of a user's guide to provide a reference point for future system users

Further detail on the system and its functionality are available in the Knowledge Management sub program final report.

The National Coordination team contributed to the Knowledge Management subprogram by facilitating collaborative efforts with the AUSVEG Communications subprogram. It also reviewed specifications for website and automated update systems. The need for the development of users guides was stressed. Ongoing progress was also monitored on a monthly basis.

#### **4.6 Integrated Pest Management**

The Integrated Pest Management (IPM) subprogram coordinated and supported the development and adoption of “best practice” for the integrated management of all vegetable crop pests (including insects and mites, diseases, nematodes, weeds and vertebrate pests)<sup>5</sup>. In its role it;

- Consulted with industry and identified future IPM priorities to be addressed. Reports produced included:
  - An “overarching” Vegetable Integrated Crop Protection Research, Development and Extension (RD&E) Plan.
  - A vegetable integrated crop protection R,D & E plan for thrips and tospoviruses
  - Benchmarking Vegetable Integrated Pest Management (IPM) Adoption
- Identified, collated and provided a considerable catalogue of IPM resources for inclusion in the R&D database
- Developed an IPM and chemical database for lettuce and celery
- Developed a business case for adoption of IPM in lettuce
- Developed an information package on thrips and tospoviruses
- Contributed to the InnoVeg newsletter and development of the megapest series of fact sheets

The National Coordination team contributed to the IPM subprogram outputs in the following ways. It assisted with planning and revising plans for outputs in the first instance. It reviewed reports, re scoped structure and content of reports and then provided further intensive support and review until outputs were complete. It developed the concept for, helped scope and then reviewed the IPM and chemical database for lettuce and celery and the business case for adoption of IPM in lettuce. Information packages and fact sheets were reviewed. Ongoing progress was also monitored on a monthly basis.

## 4.7 People Development

The People Development sub-program provided programs and resources to help participants within the vegetable industry improve their business, people management and leadership skills<sup>5</sup>. Key activities included:

- Promotion of the Growing Leadership, Nuffield and Australian Rural Leadership program participants. Support for delivery of Growing Leaders, including arrangements for sessions.
- Review of courses on completion
- Development of a framework for and coordination of a mentoring program
- Development of a business skill and training program database for inclusion on the AUSVEG website, including a review of training provider capability
- Communication of business skill and leadership development and funding opportunities to vegetable industry stakeholders
- Mapping of leadership pathways and facilitation of leadership graduates into industry roles
- Coordination and/or delivery of courses:
  - Certificate IV in small business management, including units on business planning, financial management, managing staff and marketing
  - Stand-alone managing staff workshops
- Information package on apprenticeships and traineeships
- Market research on training requirements
- Networking for past leadership graduates, facilitated by a newsletter and meeting at the AUSVEG 2011 Convention
- Industry presentations

The National Coordination team contributed to People Development through planning and mentoring as outputs were delivered. The National Coordinator also facilitated collaboration between the People Development and AUSVEG Communications subprograms and assisted in design of market research to determine training needs. Ongoing progress was also monitored on a monthly basis.

As shown, the VIDP produced a significant catalogue of work for the benefit of the vegetable industry. They were assisted by the National Coordination function.



## **5. Evaluation**

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A number of avenues were pursued so that the VIDP could understand the impact that the program had for vegetable industry stakeholders. These are summarised below.

### **5.1 Development of evaluation project proposals**

Initial planning for the VIDP indicated that the program be monitored and evaluated via an independent levy funded research project<sup>1</sup>. To this end the National Coordinators, in collaboration with HAL, developed proposals that were put forward to the IAC, but these were not approved. It was directed that monitoring and evaluation of the program becomes part of the National Coordination function.

### **5.2 CIS Evaluation report and response**

The National Coordination team, with the support of HAL, redirected a proportion of its budget to fund a small scale evaluation project. It was conducted by an organisation independent from the program itself to ensure impartiality. Given timing and to reduce confusion in the marketplace, it was conducted by CIS Consulting in parallel with the Strategic Industry Planning process.

The CIS VIDP evaluation report was provided to HAL and the IAC and to the National Coordination team.

The report's recommendations, in particular those that could be acted upon during the remaining portion of the VIDP project were considered in detail at a VIDP team meeting. A response to these recommendations was developed in consultation with the VIDP team. These were recorded as actions to be completed during the remainder of the project. This was subsequently monitored by National Coordinators to ensure implementation.

Some recommendations related more broadly to a possible structure for the industry development function beyond the current VIDP project.

The National Coordinators provided to HAL a document that listed all the CIS recommendations. For those immediately actionable it detailed the planned VIDP response. For those recommendations that related to a future industry development structure a comment was also provided.

This report represented the views of National Coordination alone. It was designed to assist HAL in its planning and design of any future vegetable industry development function. The National Coordination Team members have considerable experience in delivering industry development services across a broad cross section of industries. It was felt that this could be leveraged for the benefit of the vegetable industry, particularly when combined with insights gained during delivery of the current VIDP project. The National Coordination team response recognised that any future program needed to align with the SIP.

### 5.3 Evaluation surveys

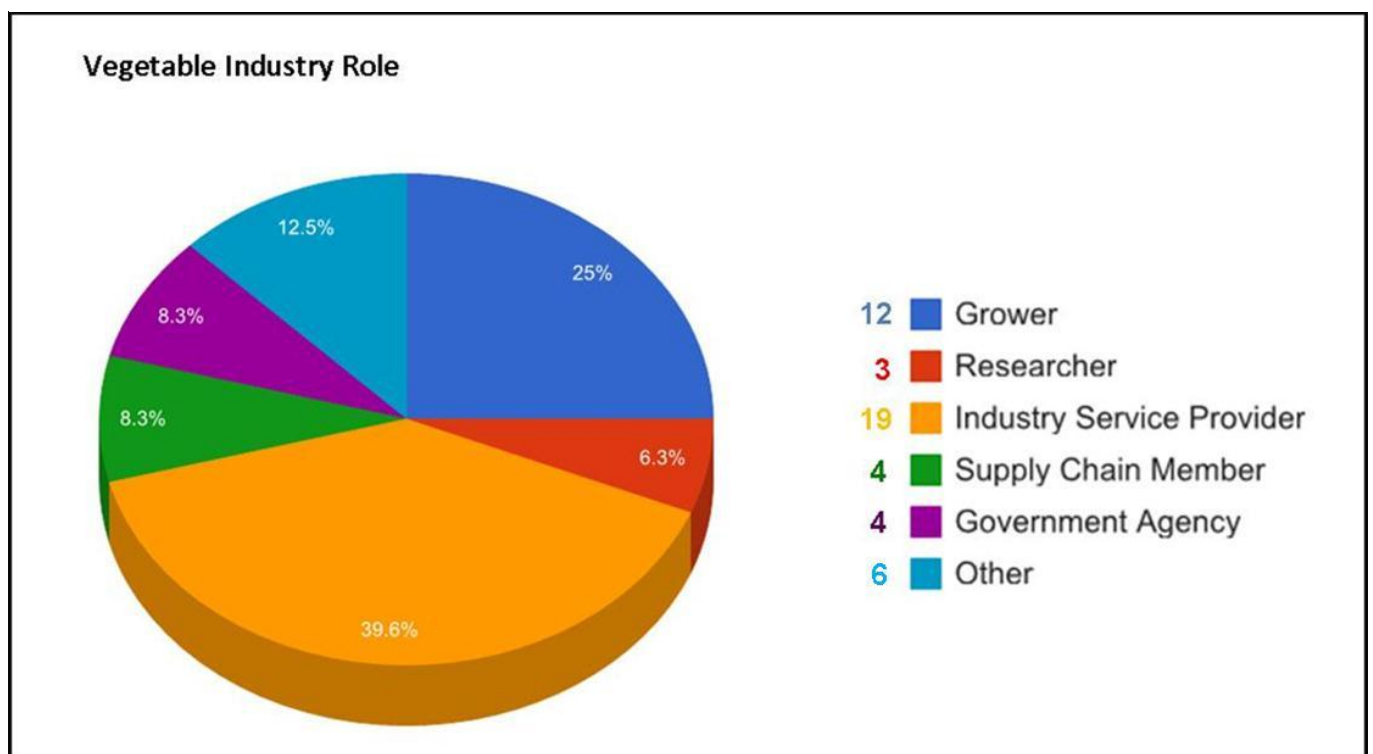
Also forming part of the program evaluation were two surveys conducted at the conclusion of the program, the first of a cross section of industry stakeholders and the second of CIO members.

#### 5.3.1 AUSVEG Convention 2012 Survey

This survey sought to understand the level of awareness and perceived usefulness of some key VIDP outputs. A range of industry stakeholders attending the AUSVEG 2012 Convention were surveyed. The survey was conducted using I pad technology, with the I survey application. Random industry stakeholders were asked to answer a series of questions. These questions are shown in appendix 2.

A total of 48 industry participants were surveyed. Figure 1 below depicts the proportion that were growers, researchers, industry service providers, supply chain members, from a government agency or from a another category. Figures next to each category indicate the number within each category that were surveyed.

Figure 1: Role of vegetable industry stakeholders interviewed regarding VIDP key outputs



Figures 2: Awareness of InnoVeg Fact Sheets.

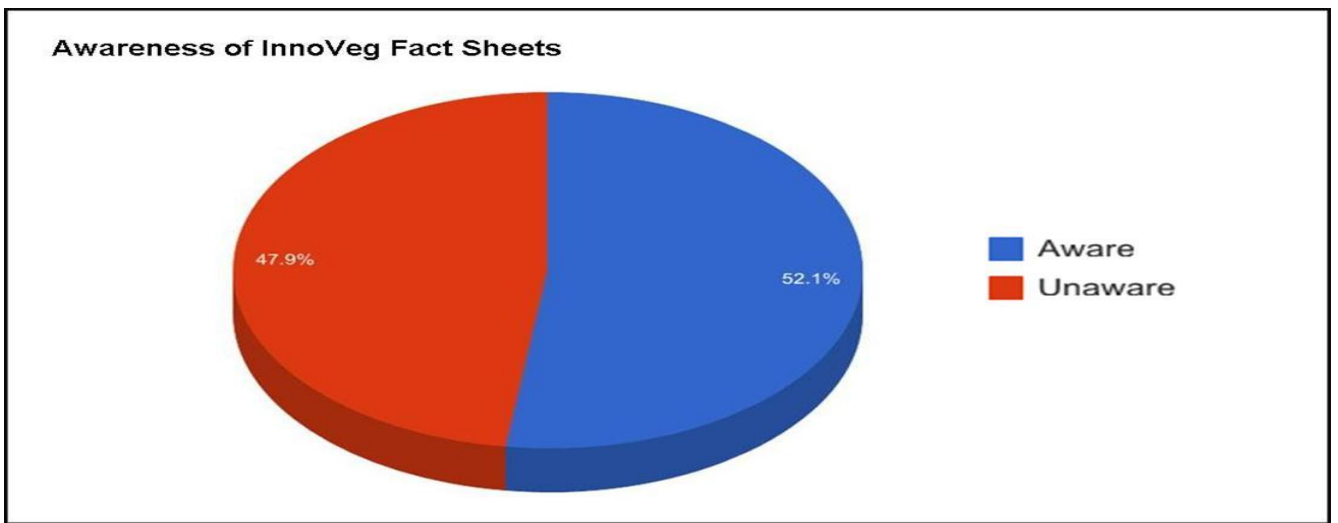


Figure 3: Awareness of VegInsights Monthly

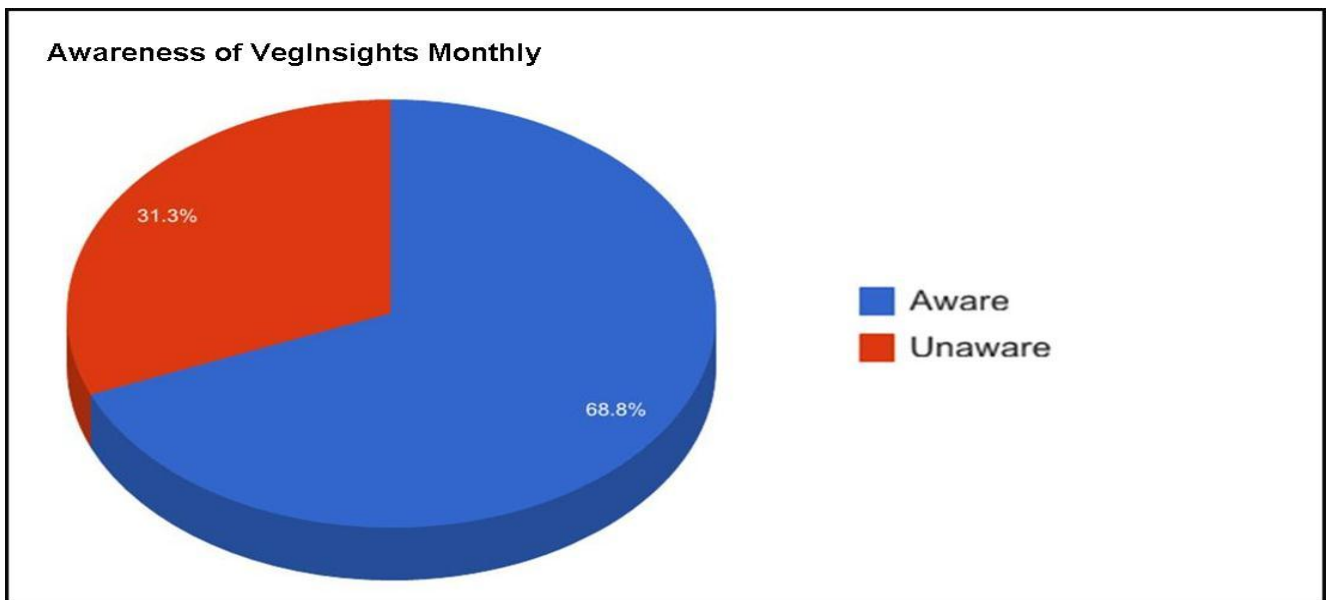


Figure 4: R & D Database Awareness

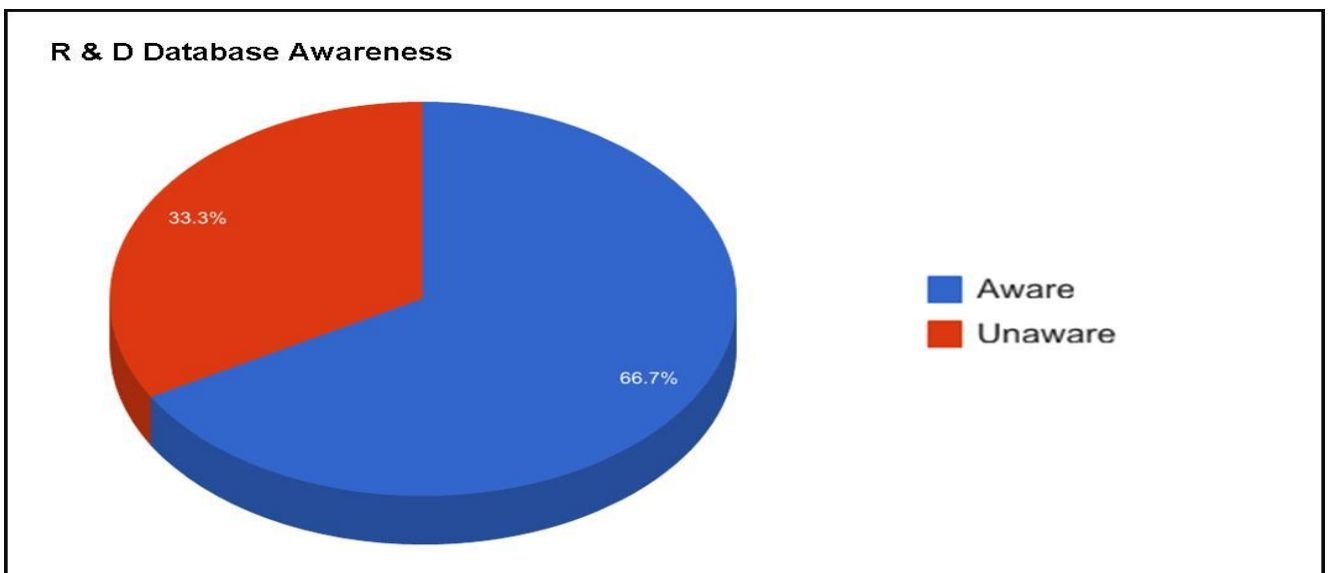


Figure 5: Awareness of Commodity Profiles and Vegetables Spotlights

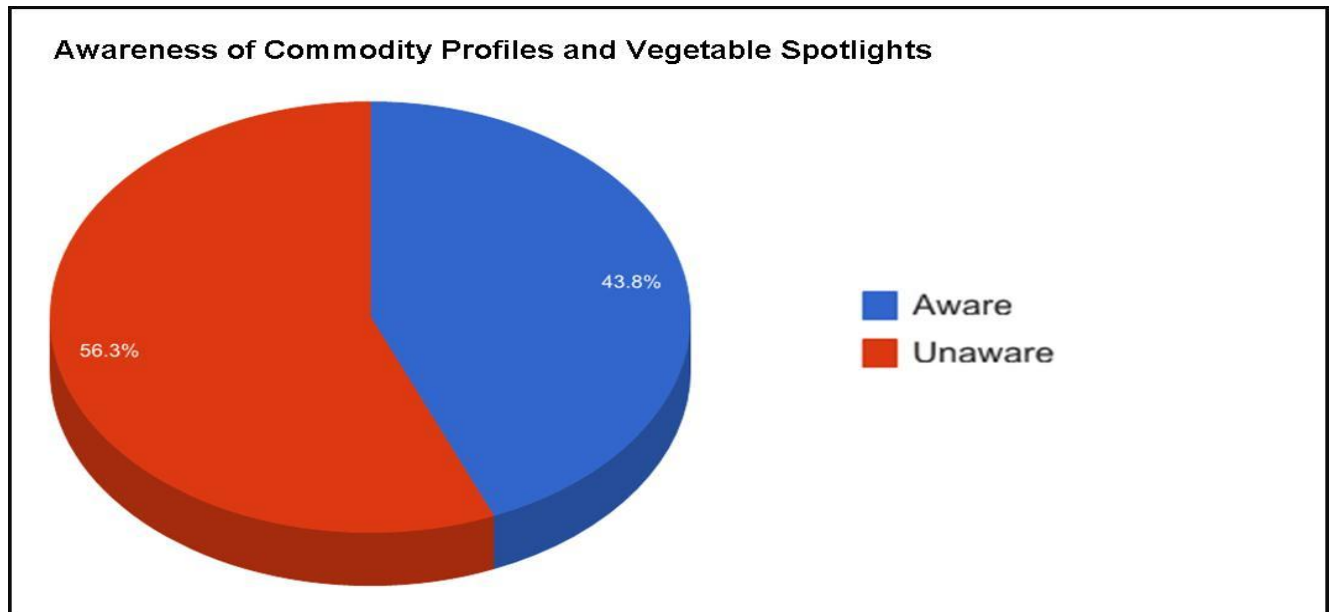
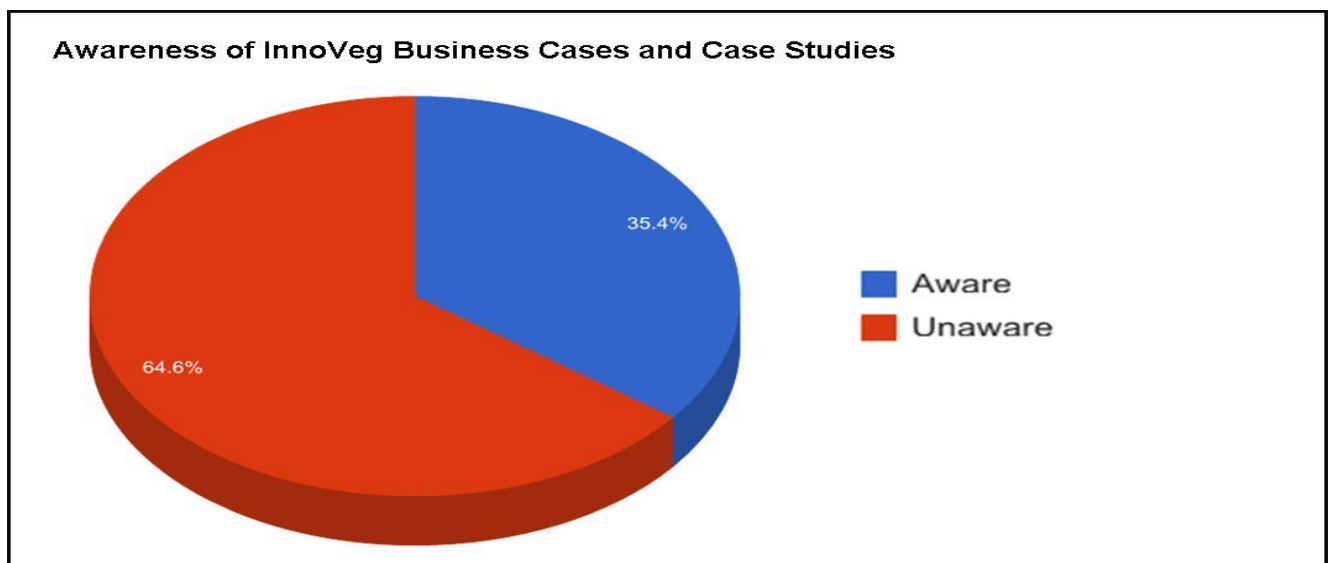


Figure 6: Awareness of InnoVeg Business Cases and Case Studies



The results showed that more than 50% of the interview participants were aware of InnoVeg fact sheets (52% aware), monthly VegInsights (69% aware) and the R&D database within the AUSVEG Website (68% aware). This suggests that these products had reached target markets in an effective way.

Awareness for the commodity profiles, vegetable spotlight and InnoVeg business cases and case studies were at lower levels, being 44% and 35% respectively. It should be noted that business cases, case studies and compilations of the category profile and vegetable spotlights had only very recently been released. This in part explains a lower level of awareness when compared to the other products within the survey.

Importantly, this level of awareness was also supported by a positive response in terms of product usefulness. This is depicted in the figures below.

Figure 7: InnoVeg Fact Sheets

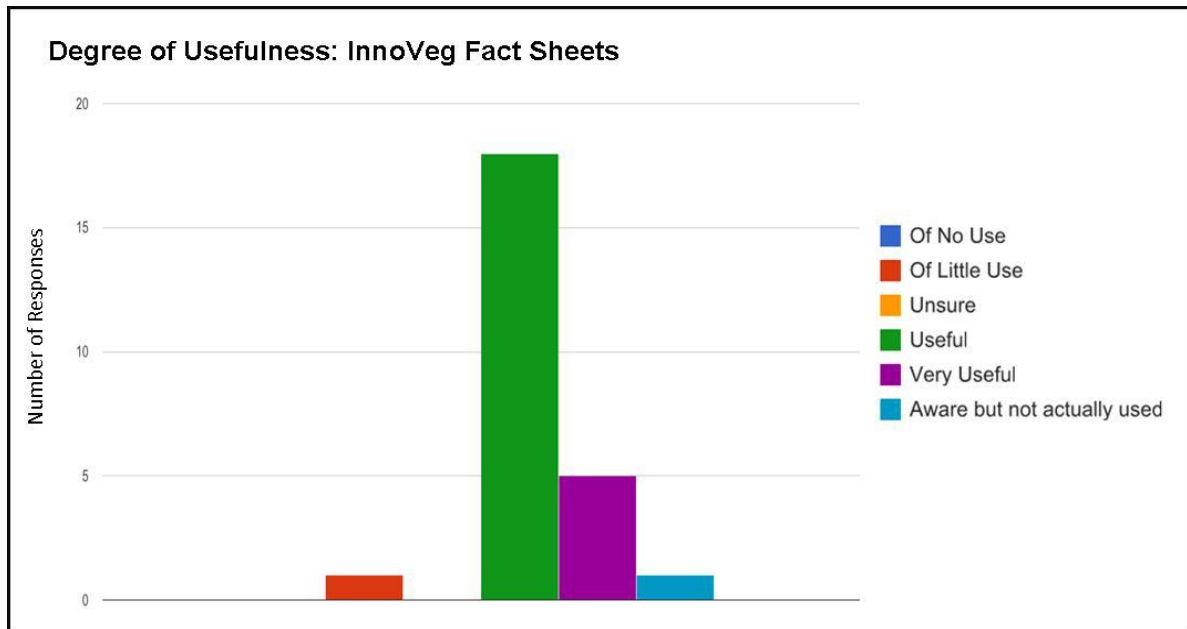


Figure 8: Degree of Usefulness: VegInsights Monthly

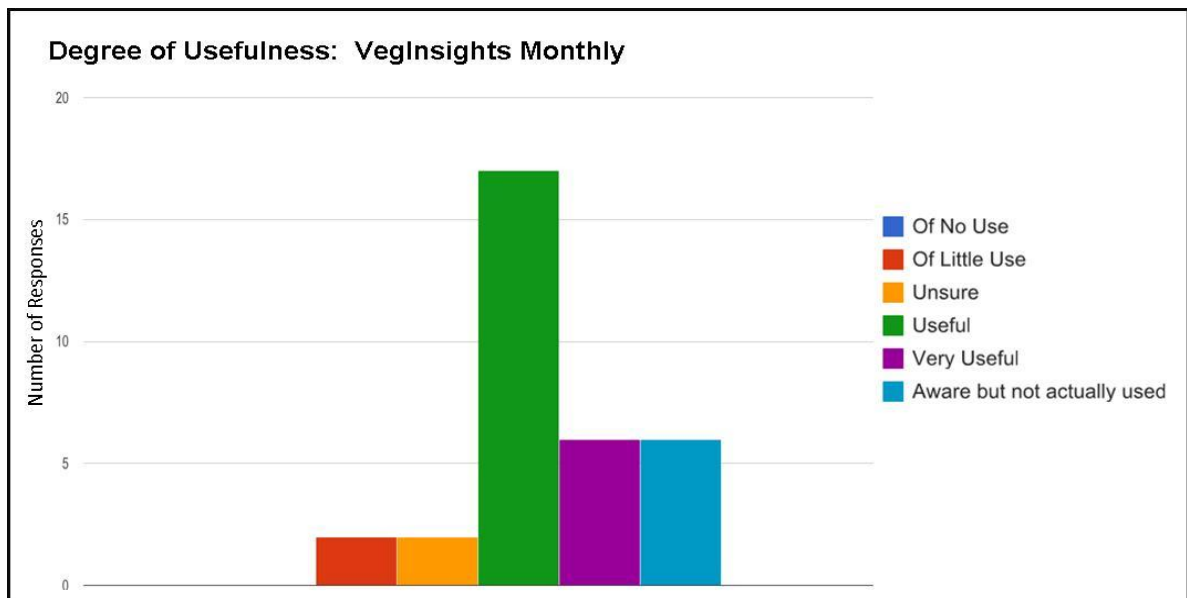


Figure 9: Degree of Usefulness: R & D Database

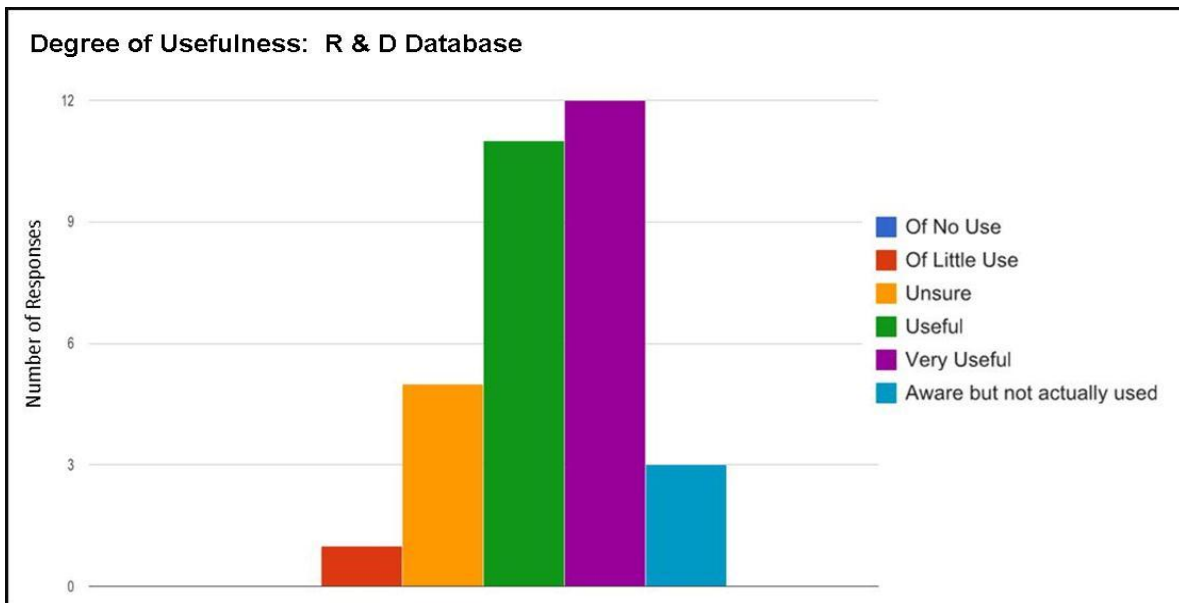


Figure 10: Degree of Usefulness: Commodity Profiles and Vegetables Spotlights

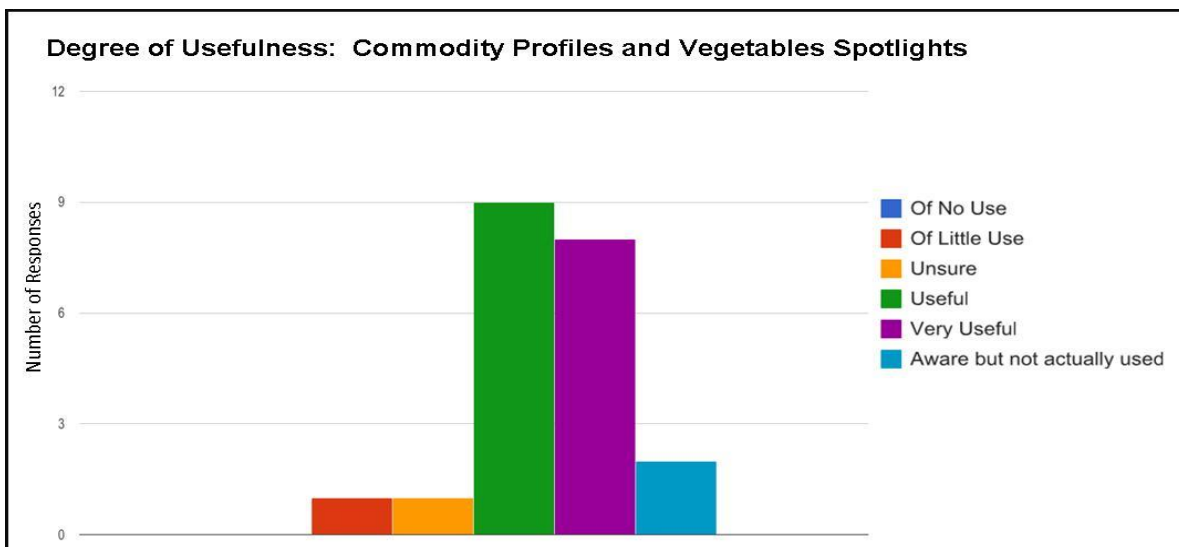
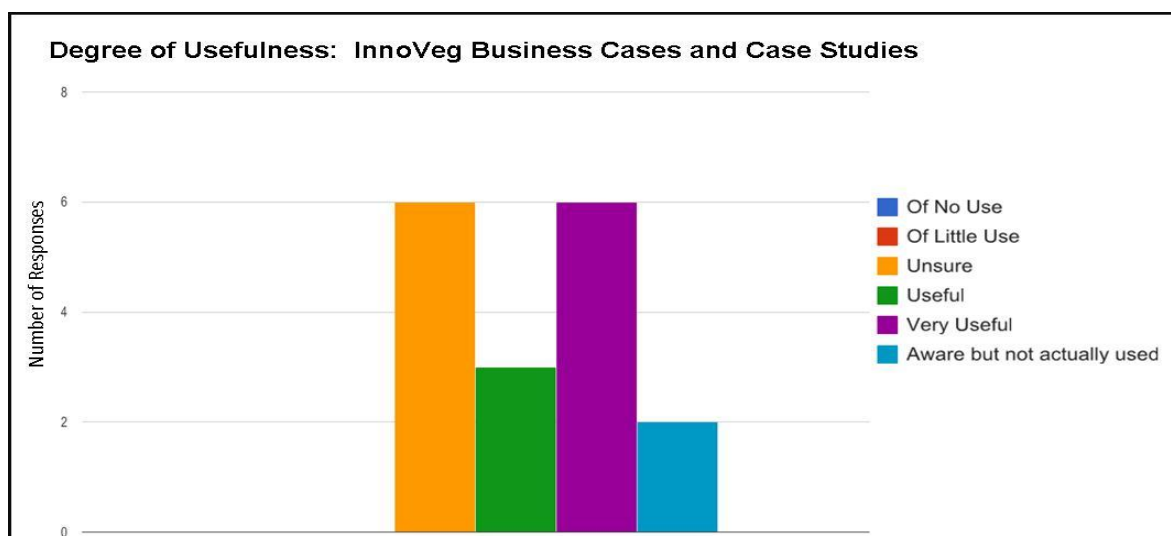


Figure 11: Degree of Usefulness: InnoVeg Business Cases and Case Studies



The results above show that no product was regarded as “of no use” and that there were also very few that regarded products as “of little use”. Where this did occur respondents often commented that it was not relevant to their particular role.

Where a respondent was aware of a product they were mostly regarded as either useful or very useful. This was the case for InnoVeg fact sheets (92%), Monthly VegInsights (70%), the R&D database (72%) and the Commodity Profiles and Vegetable Spotlights (81%).

The InnoVeg Business Cases and Case Studies had fewer responses in the useful or very useful categories (53%) and a higher number (35%) that were unsure of how useful the product may be. Again, these responses probably relate to the fact that they were a recently released product and as such had little opportunity to be tested by the marketplace.

Awareness of all VIDP products within the survey, across the differing industry roles, are summarised in table 4.

Table 4. Awareness of VIDP products among vegetable industry stakeholder groups

Role	% aware of products	% unaware of products
Grower	55%	45%
Researcher	67%	33%
Industry Service Provider	47%	53%
Supply Chain Member	55%	45%
Government Agency	50%	50%
Other	57%	43%

The table indicates that there was a reasonable level of awareness across the majority of roles within the industry.

### 5.3.2 Collaborative Industry Organisations Survey

A more comprehensive survey of the participating CIO organisations was also undertaken. Its aim was to understand the impact of the Vegetable Industry Development Program and to gauge demand for on-going delivery of VIDP outputs and products. The questions are shown in Appendix 3.

The survey was delivered via survey monkey, with respondents remaining anonymous so that the possibility of influencing any results as they were collected was not possible. Results are presented below.

#### *Usefulness of Vegetable Industry Development Program products*

The CIO were also surveyed regarding usefulness of various Vegetable Industry Development Program products. Results are summarized in table 5 below.

Table 5: Usefulness of Vegetable Industry Development Program products

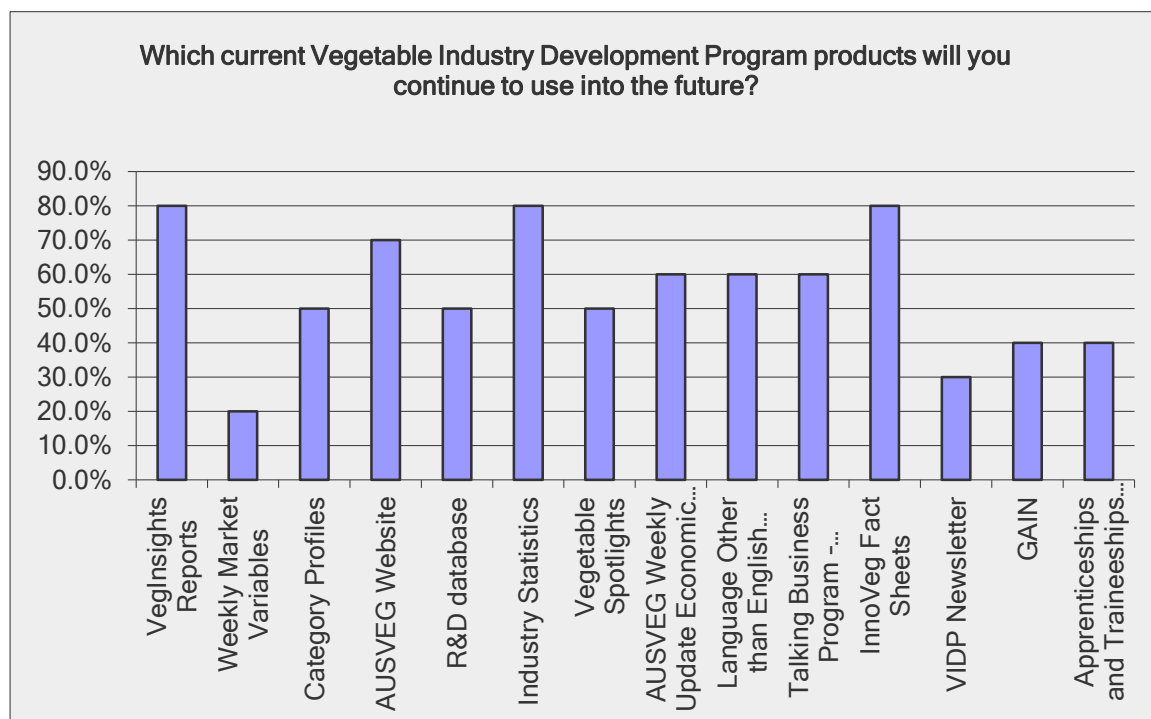
<b>Product</b>	<b>Of no use</b>	<b>Of little use</b>	<b>Unsure</b>	<b>Useful</b>	<b>Very useful</b>	<b>Unaware of product</b>
VegInsights reports	0	0	1	5	4	0
Weekly market variables	0	1	3	3	1	2
Category profiles	0	0	3	4	3	0
AUSVEG website	1	1	2	6	0	0
R&D database	0	2	2	3	3	0
Industry statistics	0	0	1	6	3	0
Vegetable spotlights	0	0	2	5	1	2
AUSVEG weekly update economic comment	0	1	2	6	1	0
LOTE Program	0	2	1	3	3	1
Talking business program business cases and case studies	0	0	2	6	2	0
InnoVeg fact sheets	0	0	3	3	4	0
VIDP newsletter	0	1	2	6	1	0
GAIN	0	1	4	1	2	2
Apprenticeships & traineeships brochure	0	1	3	1	2	2



The CIO regarded the VegInsights reports, industry statistics and the Talking Business publications as the most useful, closely followed by Category Profiles, the Weekly Update economic comment, InnoVeg fact sheets and the VIDP newsletter. The AUSVEG website, R&D database, vegetable spotlight and LOTE program were slightly less useful. The CIO was unsure about usefulness of weekly market variables, the GAIN program and the apprenticeships brochure.

*Use of VIDP products in the future*

The CIO was asked to identify which VIDP products they would continue to use in the future, depicted in the graph below.



This shows that of the fourteen mentioned products, ten would be used into the future by at least half of the CIO participants. Most likely to be used were VegInsights reports, industry statistics, InnoVeg fact sheets and the AUSVEG website.

*Preferred ways to use VIDP products*

CIO program members believed that VIDP products should be made available at industry events (9 responses) and through the delivery of workshops (6 responses). They also favoured delivery on a 1:1 basis with growers (7 responses).

Seminars and promotion to create general awareness was of interest to some (4 responses each).

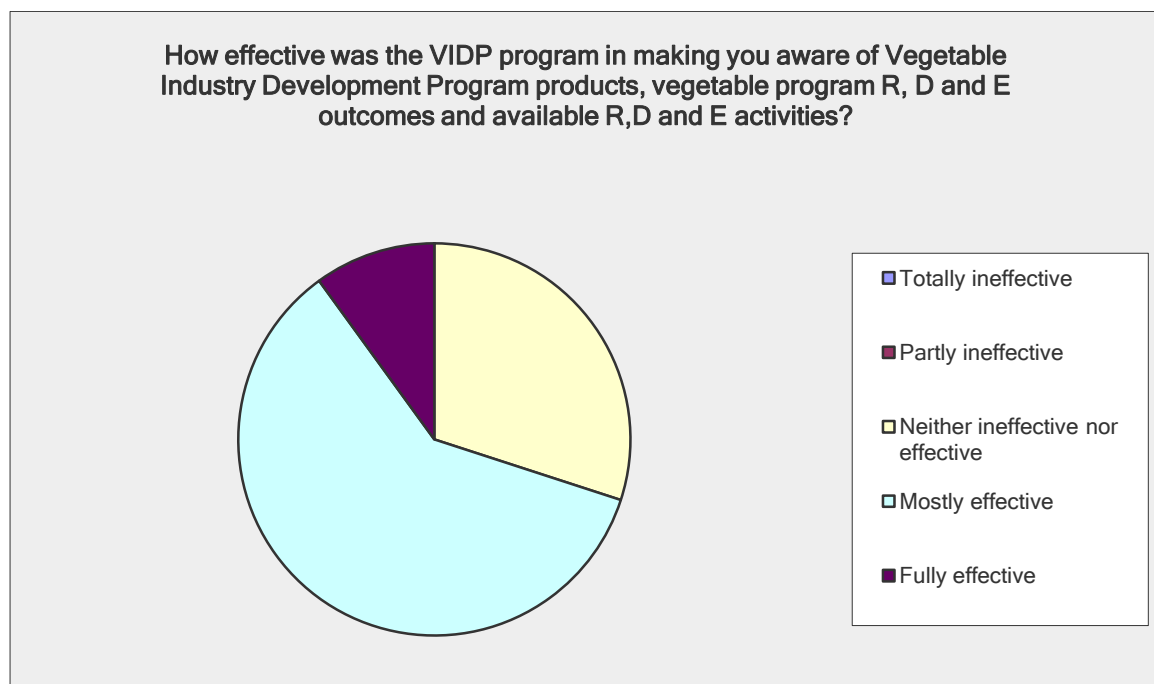
Training programs (3 responses), associated train the trainer sessions on use of products and briefing sessions (1 response each) were not favoured.

Availability via electronic means was least favoured. Being available via website was regarded as important by five respondents. Forums (2 respondents) had minimal support. No one preferred delivery via podcasts or webinars.

One mentioned inclusion of VIDP products in newsletters published by their own organisation.

*Effectiveness of the VIDP program in creating awareness*

A role of VIDP was to create awareness of its products, vegetable program R,D and E outcomes and availability of R, D and E activities. The diagram below shows that the program was regarded by most as being either mostly effective or fully effective in doing so. Three respondents rated performance as neither ineffective or effective.



*Effective ways to provide access to information*

The CIO appreciated access to information via a number of means. Email (9 responses), face to face (8 responses), phone contact (7 responses) and the VIDP newsletter (7 responses) were mostly or fully effective ways that information could be received. AUSVEG updates and website were still regarded as useful, although to a lesser extent. Day to day interaction with state grower organisations was also mentioned as a way that access could be provided.

### *Achievement of VIDP objectives*

CIO program members were asked the question “as a result of VIDP and InnoVeg activities and engagement with CIO, indicate your level of agreement with each of the following statements”. The statements were actually VIDP program objectives. Results are shown in Table 6 below.

Table 6. Achievement of VIDP objectives as perceived by CIO

	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Undecided</b>	<b>Agree</b>	<b>Strongly agree</b>
“A new generation of leaders are active in the industry”	0	2	5	3	0
“Decision making in the industry is increasingly market driven”	0	1	4	4	1
“Industry is more informed and understands the benefits and qualities of Australian vegetable products, so as to optimise their path to market”	0	0	5	5	0
“More growers are actively seeking to evolve their business models to meet new challenges posed by the market”	1	0	1	7	1
“Findings and outputs from research are increasingly being applied by industry stakeholders in decision making”	0	1	3	4	2
“Industry is effectively using findings and outputs from research to formulate policy and manage the image of the industry”	0	2	4	3	1
“Levy payers are better able to provide feedback into the National R&D system”	1	2	5	2	0

The above indicates that the VIDP has been effective in ensuring that “more growers are actively seeking to evolve their business models to meet new challenges posed by the market” and that “findings and outputs from research are increasingly being applied by industry stakeholders in decision making”.

It has partly succeeded in ensuring that “decision making in the industry is increasingly market driven” and that “industry is more informed and understands the benefits and qualities of Australian vegetable products, so as to optimise their path to market”.

However, according to the CIO, VIDP has not ensured that “A new generation of leaders are active in the industry”, that “industry is effectively using findings and outputs from research to formulate policy and manage the image of the industry” and that “levy payers are better able to provide feedback into the National R&D system”.

#### *Other program feedback*

A comment was made that there was no problem in accessing information. There are a number of avenues and a wide variety of existing industry communication mechanisms that serve this purpose. A suggestion to improve provision of information was for it to be sent direct from AUSVEG and HAL to levy payers. This would need to be supported by a database common to AUSVEG and state organisations.

Growers are also serviced technically by a range of commercial organisations, processors and fresh wholesalers. This provides support for utilization of this path as a channel for provision of industry development information, particularly of a technical nature.

Rather there was an issue in creating interest in the information provided on the part of the target market and in getting feedback from those who may be interested in receiving it. This was particularly the case for the Talking Business focused information. This reflects the difficulty in achieving engagement with growers for business management orientated information.

#### **5.4 Individual subprogram evaluation activities**

Subprograms also had evaluation activities included in individual operating plans. This was reinforced at team meetings and during teleconferences and in planning for preparation of final reports. Individual subprograms will include information on their individual subprogram evaluations within respective final reports.

## **6. Challenges for the Vegetable Industry Development Program**

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There were a number of challenges that confronted the VIDP program as it was delivered. These are summarised below.

### **6.1 Change in structure of delivery to growers.**

Previously industry development information had been delivered to growers by a network of state based Industry Development Officers. This provided access to on-ground resources within each state. The new VIDP model involved a significant structural change that meant functions were coordinated nationally and centrally, initially without any state based support. There was some angst among the grower community regarding the removal of the state based IDO's, and therefore considerable wariness about the new industry development model.

### **6.2 Production orientation of growers**

Vegetable grower's attention and participation is more prominent in matters of production information and on farm management skills rather than long term business strategy or consumer and market analysis<sup>4</sup>. Many growers are unsure of how to incorporate this type of information into practice on farm<sup>4</sup>.

This presented a challenge for the VIDP, as the focus was on provision of information that growers did not always seek and readily use. As stated earlier, these were;

- Understanding markets
- Understanding consumers
- Business related decision making processes
- Information and tools for making informed business decisions
- Management and leadership skill development
- Understanding external influencing factors in the broader economic environment and their potential to impact on vegetable industry businesses

For this reason "push" rather than "pull" marketing was often required. This meant that considerable resources were consumed in promotion of VIDP outputs.

It must also be acknowledged that production and on farm management information provision and skill needs were not ignored by the VIDP program. These remained an integral part of the VIDP package, but were not the sole or primary focus.

For vegetable industry businesses to be competitive in the long term requires a business strategy that extends beyond production and on farm skills. The challenge is for vegetable growers to more readily engage and use market and business orientated information to improve business performance and returns.

### **6.3 Lag time between completion of previous industry development program, commencement of the VIDP Program and availability of outputs**

The preceding IDO program officers ceased operations in June of 2009. A call for subprogram deliverers and the National Coordination role was made in May of 2009, with appointments made after that time.

An initial program inception meeting was held at the HAL offices in Sydney in late August of 2009. It involved all programs that were in place at the time being National Coordination, the Knowledge Management, Economics, People Development and Consumers and Markets subprograms and HAL representatives. The AUSVEG Communications subprogram members first attended a team meeting in late November 2009, and the InnoVeg team first attended in March of 2010.

The issues of staggered appointment were then compounded by an unavoidable lag time before outputs from subprograms are actually available to industry stakeholders. Time is needed to consult with industry to ensure that needs are identified and addressed, to develop the linkages, infrastructure and the systems that are needed to actually produce and then deliver those outputs.

From the industry viewpoint there appeared to be a void in industry development information and resources during this time lag. In reality considerable work was occurring, but unfortunately this work is not immediately evident at the industry coal face.

### **6.4 Understanding of avenues through which growers prefer to obtain information**

Research conducted prior to the inception of VIDP detailed the preferred sources of information for vegetable growers. Commercial service providers were identified as a preferred and a trusted information source<sup>2</sup>. In response VIDP sought to work with commercial service providers to leverage their substantial grower networks to deliver industry development information.

The InnoVeg sub program developed a proposal that detailed such a strategy and submitted it to the IAC for its consideration. Delivery was to be principally through projects utilising Tier 2 funding, working collaboratively with both commercial industry service providers and others with significant vegetable industry networks. It was to be coordinated, managed and monitored by the InnoVeg subprogram using subcontracting arrangements.

The IAC was concerned that industry levy funds may be used for activities that were interpreted as benefiting a commercial service provider. They felt a potential conflict of interest existed and did not approve the allocation of funds to this delivery activity.

The InnoVeg subprogram was subsequently then asked to focus on the production of fact sheets during the first twelve months of its operation. This deviated significantly from its initial proposed work plan.

An opportunity to establish early linkages with a preferred grower information source was not utilised. This significantly impacted on the InnoVeg programs ability to deliver industry development services to the grower base as was initially planned, particularly early in the life of the program.

### **6.5 Initial lack of a conduit to reach industry participants**

VIDP initially sought to work with the commercial service provider network (among others) to utilise their substantial grower networks as the main conduit for reaching the vegetable grower community with industry development information.

As previously described, this did not eventuate. This meant that there was no ready conduit for industry development information to reach growers at the localised level.

This was recognised as an issue and was partially rectified with the introduction of both the AUSVEG Communications subprogram and later the CIO program. However, critical early momentum was not achieved.

### **6.6 Operating environment challenges**

Horticulture Australia Limited is required to work within the constraints of an existing system that sometimes posed challenges for the VIDP. Although outside of HAL control, they did impact on the project and so are therefore briefly summarised below.

- Selection of external service providers for subprograms occurred prior to the appointment of the National Coordination team constraining activity to the services that had already been contracted. This reduced flexibility in being able to change delivery approach.
- The original VIDP operating plan required the VIDP National Coordinators and all sub program leaders to work closely with the vegetable IAC and its related working groups (within individual areas of expertise). This did not occur. As a result, understanding of IAC priorities by VIDP and VIDP by the IAC was reduced.
- IAC membership changed during the course of the project. On occasions well considered proposals, consistent with the original project rationale, approach to delivery and operating plan were not supported. This contributed to inefficiencies and delays and meant that the VIDP project was not able to be delivered as its original operating plan had described.
- Management of the CIO program was a HAL responsibility. This arm's length operation meant that VIDP could not directly influence what industry development information was presented to growers, how it was presented and how it was to be used by growers.

## **6.7 Addition and removal of subprograms as the project evolved**

The VIDP was extended beyond the sub programs that were in the original scope. The AUSVEG Communications support sub program, the IPM subprogram and the related CIO program were all added to the mix as the project evolved. The People Development that was initially part of the project was redirected, meaning that it was no longer formally part of the VIDP project. Subprograms entered and exited the program at differing times.

These changes meant that the program management function was made more difficult, with resources being more thinly stretched. It was also more difficult to maintain continuity and a singular focus and to foster across sub program collaboration.

Despite the challenges detailed above, the VIDP program did produce and deliver a considerable catalogue of industry development assets (refer to Appendix 1) that will be of value to the vegetable industry in the longer term. It is important that the vegetable industry recognise these assets, acknowledge them and be prepared to utilise them going forward.



## **7. Implications and Recommendations**

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Implications of the above are encompassed within the recommendations provided below which are intended to assist the vegetable industry to deliver industry development activities in the future. Both project management and industry development functions are considered.

### **7.1 Project Management Function**

#### *7.1.1 Program coordination function to have direct relationship with IAC*

A direct relationship with the IAC by the program coordination function would have provided valuable and strategic benefits to a program like VIDP. At a strategic level, it would enable increased depth of understanding of the program activities and the rationale behind a proposal. This increased understanding would then lead to increased support and advocacy for planned industry development activities.

Importantly, a direct link with the IAC will also ensure that the industry development function has an increased understanding of industry direction and issues as they arise. This will also enable the program to respond more rapidly to issues as they arise. The result will be a stronger strategic fit for industry development activities.

It must be noted though, that there is also an associated risk with such an approach. The result could be a continuous state of flux if change is proposed too often. There must be a balance between adhering to plans for an original project design and responding to needs as they arise.

#### *7.1.2 Evaluation component must be included as an integral part of projects from commencement*

Understanding the success or otherwise of any project requires evaluation activities. Success for any program could be defined as having resulted in change that brings benefit to the individual participant, their business and/or the broader industry.

To understand if this has been achieved requires monitoring and measurement from three perspectives. There must be a baseline measurement so that the current state of knowledge and understanding is identified at the commencement of any program.

Program activities, designed to generate change, are then delivered. During the course of the program there will be monitoring and fine tuning of activities to improve their impact.

At, or toward, project completion there needs to be a further measure of the new state of knowledge and understanding that may have resulted from delivery of the program activities. Selected measures should be consistent at the commencement and completion phases, so that comparison can be readily made and any change can be identified.

Evaluation should be an integral part of any project, with an evaluation framework planned very early in a programs life. The aim here is twofold. An individual projects impact can be understood. It also assists in identifying those activities that are most successful, or those that may not be, to

improve program design into the future. It forms an essential part of a continuous improvement philosophy.

## **7.2 Industry development function**

### *7.2.1 Consider lessons from pre VIDP industry consultation activities*

There was a considerable body of research funded by the vegetable industry prior to the commissioning of the current VIDP project. This informed the original VIDP operating plan. Although the VIDP project over time departed from the initial planning, there remain some valuable insights that should be utilised in informing vegetable industry development into the future. These include:

- Understanding and utilising all the paths through which growers prefer to receive information
- Understanding the strengths and deficiencies of previous IDO roles and ensuring that these are addressed in designing any future IDO functions into the future. It will be important that the roles are tightly defined and have appropriate monitoring and reporting lines so there is consistency across what is delivered to the industry.

### *7.2.2 Ensure leverage from the initial VIDP investment*

The VIDP program produced and delivered a considerable catalogue of industry development assets and systems (refer to Appendix 1) that will be of value to the vegetable industry in the longer term. Some of these have been available to vegetable industry levy payers for a considerable length of time, while others have been developed and made available only in the latter stages of the project.

There remains a significant opportunity to increase utilisation of these industry development products by vegetable industry stakeholders. Increasing awareness of availability, and putting in place mechanisms to ensure ongoing delivery, will be important to ensure that value from the investment is maximised. This also needs to be aligned with the recently developed SIP.

Suggested mechanisms, such as a bridging program and a communications campaign, are discussed below.

### *7.2.3 Communication campaign to promote use of program outputs*

The VIDP project has recently released a number of vegetable industry development publications, including a series of business cases and case studies, a research paper on export trade opportunities and updates and compilations of both category profile and vegetable spotlight publications. These have been well received by those aware of their existence, but there is room to increase exposure and awareness so benefits are more broadly accrued. Earlier project outputs, such as a series of mega pest fact sheets, have also been recently updated. In addition, surveys show that increasing awareness of some of the earlier VIDP outputs could also provide a benefit. Awareness of some of these outputs was not broad, but those who were aware regarded outputs as relatively useful.

It is suggested that the AUSVEG Communications subprogram continue to operate in some form, with the aim of increasing awareness and utilisation of outputs from the VIDP program. Activities could include the continuation of briefing sessions for service providers, expanded to include broader VIDP outputs beyond the R&D database that has previously been the prime focus. It could also include Vegetables Australia articles and AUSVEG Weekly Update comments. This program could also be responsible for continuing a version of the InnoVeg newsletter. It could continue to provide information from Vegetable Industry R&D projects to support researchers in disseminating results. It should also include highlighting products and events from the future industry development program in whatever form that takes, along with those available from the VIDP program. Scans and requests for materials to include in the R&D database could also be managed by this group.

#### *7.2.4 Education programs for growers and advisors*

Growers and industry service providers are typically more receptive to receiving production orientated information rather than that focussed on business management. This has been a challenge for the VIDP program.

Additionally, there are also a smaller number of facilitators skilled in the delivery of business orientated information.

The needs of the industry are therefore two fold. For vegetable production businesses to remain in the industry long term will require a sound understanding of how an individual business is performing, along with sound underpinning business management skills. There needs to be an emphasis on the ever increasing importance of this non production related skill set.

There is an industry need to better understand the barriers, and also the enablers, that would encourage participation by vegetable industry participants in these business orientated types of activities. This understanding then needs to be used to develop program activities where the likelihood of participation is increased. This should be supported by an associated education campaign so that the benefit to the grower, the business and the industry is better understood.

Delivery of these types of activities will require trained facilitators. They need a skill set that enables them to impart business information at a level that can be readily understood and then utilised within a vegetable growing business so that practice change can occur. It is suggested that the industry consider training a select number of individuals to deliver business management training initiatives as programs are developed and come on line.

A substantial proportion of industry development and R & D information has been made available to the vegetable industry via electronic means through the duration of the VIDP project e.g. via the AUSVEG website. There is a need for the industry to increase the capacity of its stakeholders so they are able to use technology to more readily access the substantial bank of information available. A program to improve understanding of and ability to use information technology platforms is suggested.

### *7.2.5 Expansion, maintenance and use of the broader industry service provider networks created by the project to reach the grower*

Both the InnoVeg subprogram and the AUSVEG Communications subprogram were able to develop significant industry service provider networks through which both industry development and latest R&D outcomes were channelled. This was achieved via the monthly InnoVeg Newsletter and the industry service provider briefing sessions conducted by AUSVEG.

These industry service provider networks are a critical avenue through which vegetable growers prefer to receive information. Continuing to supply them with regular communication regarding the latest vegetable industry R&D outcomes and industry development information ensures there is a trusted conduit through which this information can be disseminated and reach the grower base. It is suggested that these avenues be expanded and maintained in the future.

## **7.3 Continuation of key VIDP outputs**

There are a number of key Vegetable Industry Development Program outputs that remain of benefit to the vegetable industry and should be considered for future funding and delivery. They include the following.

### *7.3.1 Vegetable Industry Newsletter*

A vegetable industry newsletter, similar to that currently produced by the InnoVeg subprogram, that specifically focusses on R&D outcomes and industry development activities (as described above) should be considered. It presents an opportunity for industry stakeholders to readily access this type of information. It also provides a way to continue to leverage from the broader industry networks, including service providers, state association members and others, created by the current VIDP project.

### *7.3.2 AUSVEG Website*

The AUSVEG website has been upgraded as part of the current VIDP project. The website will need to be maintained. An initial project aim was to collect information from website registrants that would enable more targeted communication, based on indicated preferences. This has not entirely been achieved. Improved website capacity to undertake this task is recommended, along with better and more detailed reporting of website usage.

### *7.3.3 R&D Database*

An investment in the current VIDP project, through the Knowledge Management subprogram, has accumulated a significant catalogue of previous vegetable industry R&D results, tools and information. This can be accessed through the AUSVEG website and includes search functions for retrieving information.

It is essential that this database be maintained so that it retains its relevance in the future as new research results, reports, tools and information become available. A focus of the VIDP project was to develop systems to automate collection of information as easily as possible. However, it is essential that there also be adequate resources available to assist in managing this process, particularly to ensure continuity with existing information descriptions and also to maintain data integrity. Some systematisation is possible and has been pursued, but some resources will be required for quality control purposes.

#### *7.3.4 Use of the R&D database*

The R&D database provides a significant catalogue of previous vegetable industry R&D results, tools and information. This can be accessed through the AUSVEG website and includes search functions for retrieving information. This resource can be readily used to help assist in making future project investment decisions.

It is important that the vegetable industry have a robust process for making its project investment decisions. A sound start is to have a full understanding of any previous research that may have been conducted in a particular area, to avoid duplication of research. Looking at previously conducted research can also help to identify significant research gaps that exist.

It is suggested that a requirement for a “previous research review” be built into project application processes, which utilises the R&D database as a tool for its completion. In this way research gaps can be confirmed and duplication of previous research can be avoided.

#### *7.3.5 VegInsights market intelligence information*

The information produced by the Consumers and Markets subprogram, particularly the VegInsights and category profile publications, are outputs that are valued by the industry. Market and consumer orientated intelligence will be critically important for the vegetable industry going forward, to allow it to respond to consumer requirements and to market signals. This will help the industry to be competitive in the marketplace. It is therefore suggested that these products be continued.

#### *7.3.6 Consumers and Markets Course*

Outputs from the Consumers and Markets subprogram have been developed by the InnoVeg Subprogram, through a subcontract with GOTAFE, into a training package. This training package needs to be promoted to the broader industry.

#### *7.3.7 Delivery of economic information*

High quality economic and statistical data is required to assist the industry fully understand its position, help to identify priorities and to assist in decision making. Industry statistical data, import and export figures and business performance data are valuable inputs that need to remain available to the industry.

### *7.3.8 Graduate alumni industry network*

It is recommended that the GAIN project be continued and supported by industry to maximise industry return on the investment in industry leadership.

## **8. Acknowledgements**

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The VIDP project would not have achieved what it has without the dedication and support from a number of individuals and organisations. These include:

### **8.1 Subprogram leaders and team members.**

The Subprogram team leaders and their team members have played a crucial role in bringing information, products and services to vegetable industry stakeholders. They include:

- InnoVeg, delivered by RMCG, Anne-Maree Boland, Stephanie Drum and Kristen Stirling. Input from other staff in preparation of business cases and case studies are also acknowledged.
- Consumers and Markets, delivered by freshlogic, coordinated by Martin Kneebone
- Knowledge Management, delivered by freshlogic, coordinated by Steve Spencer
- Economics, delivered by Industry Data Economic Analysis, economist Ian James
- AUSVEG Communications, delivered by AUSVEG, Richard Mulcahy and Andrew White
- People Development, delivered by Dianne Fullelove and Associates, Dianne Fullelove
- Integrated Pest Management, delivered by Schofield Robinson Horticultural Services, Lauren Thompson, Gerard McEvilly and Sandra McDougall.

### **8.2 Horticulture Australia Limited staff.**

The HAL Program Manager Vegetables, Kathryn Lee, Industry Services Manager, Will Gordon, and Industry Development Portfolio Manager Richard Stephens worked regularly with the VIDP team to provide input and feedback. They also provided a liaison role with the Vegetable Industry Advisory Committee. Other Horticulture Australia Limited staff have also participated on an as needs basis.

### **8.3 Collaborative Industry Organisations**

The Collaborative Industry Organisations project provided a conduit for VIDP outputs to reach industry stakeholders. Their assistance in this role was appreciated. Participating organisations were Growcom, NSW Farmers Association, Vegetable Growers Association of Victoria, Tasmanian Farmers and Graziers Association, Grow SA and the Vegetable Growers Association of WA Inc.

The role of Kathryn Lee, Program Manager Vegetables, Horticulture Australia Limited, in managing this component is also acknowledged.

#### **8.4 AUSVEG**

AUSVEG formed an integral part of the VIDP project delivery team. AUSVEG also provided access to networks and communication channels that were outside of the scope of the within project role, to the benefit of the project. This support was appreciated.

#### **8.5 Provision of grower levies and matching government funds**

A final, but very important acknowledgement must go to the funding providers for the project. Funding was provided by HAL using the vegetable levy and matched funds from the Australian Government.



## 9. Bibliography

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5. AUSVEG Website
6. Vegetable Industry Development Program (2012) Vegetable Category Profile Booklet
7. Horticulture Australia Limited (2009) InnoVeg Tender Specification, September 2009
8. InnoVeg (2010) InnoVeg business management project plan.
9. InnoVeg newsletter April 2012
10. LOTE Community of practice project plan
11. Vegetable industry alumni project plan

## 10. Appendices

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### 10.1 List of VIDP outputs and activities

<i>Subprogram</i>	<i>Outputs</i>
Economics	<ul style="list-style-type: none"> <li>• AUSVEG weekly update economic brief</li> <li>• Vegetable spotlight publications</li> <li>• Discussion papers (4)</li> <li>• Fact sheet</li> <li>• Vegetables Australia articles</li> <li>• Vegetable Industry statistics</li> <li>• Domestic industry statistics</li> <li>• Trade in vegetables data</li> <li>• Policy support</li> </ul>
Consumers and Markets	<ul style="list-style-type: none"> <li>• VegInsights newsletters</li> <li>• Weekly market variables</li> <li>• VegInsights quarterly reports</li> <li>• Category profile publications</li> <li>• Other activities</li> </ul>
AUSVEG Communications	<ul style="list-style-type: none"> <li>• Vegetables Australia Articles</li> <li>• Press releases</li> <li>• Communications support</li> <li>• Website, R&amp;D database and update system</li> </ul>
InnoVeg	<ul style="list-style-type: none"> <li>• Fact sheets</li> <li>• VIDP newsletter</li> <li>• Talking business case studies and business cases</li> <li>• Graduate Alumni Industry Network</li> <li>• Language other than English program</li> <li>• AUSVEG Convention activities</li> <li>• Consumers and markets course</li> <li>• Link to collaborative industry organisations</li> </ul>
Knowledge Management	<ul style="list-style-type: none"> <li>• Website development</li> <li>• R&amp;D database</li> <li>• R&amp;D database update automation system</li> </ul>

<i>Subprogram</i>	<i>Outputs</i>
Integrated Pest Management	<ul style="list-style-type: none"> <li>• Reports <ul style="list-style-type: none"> <li>○ An “overarching” Vegetable Integrated Crop Protection Research, Development and Extension (RD&amp;E) Plan.</li> <li>○ A vegetable integrated crop protection R,D &amp; E plan for thrips and tospoviruses</li> <li>○ Benchmarking Vegetable Integrated Pest Management (IPM) Adoption</li> </ul> </li> <li>• Catalogue of IPM resources for inclusion in the R&amp;D database</li> <li>• IPM and chemical database for lettuce and celery</li> <li>• A business case for adoption of IPM in lettuce</li> <li>• Information package on thrips and tospoviruses</li> <li>• Contributed to the InnoVeg newsletter</li> <li>• Development of the megapest series of fact sheets</li> </ul>
People Development	<ul style="list-style-type: none"> <li>• Promotion of the Growing Leadership, Nuffield and Australian Rural Leadership programs</li> <li>• Support for delivery of Growing Leaders, including arrangements for sessions</li> <li>• Review of courses on completion</li> <li>• Development of a framework for and coordination of a mentoring program</li> <li>• Development of a business skill and training program database for inclusion on the AUSVEG website, including a review of training provider capability</li> <li>• Communication of business skill and leadership development and funding opportunities to vegetable industry stakeholders</li> <li>• Preparation of business model case studies</li> <li>• Mapping of leadership pathways and facilitation of leadership graduates into industry roles</li> <li>• Coordination and/or delivery of courses: <ul style="list-style-type: none"> <li>○ Certificate IV in small business management, including units on business planning, financial management, managing staff and marketing</li> <li>○ Stand-alone managing staff workshops</li> </ul> </li> <li>• Information package on apprenticeships and traineeships</li> <li>• Market research on training requirements</li> <li>• Networking for past leadership graduates, facilitated by a newsletter and meeting at the AUSVEG 2011 Convention</li> <li>• Industry presentations</li> </ul>

## 10.2 AUSVEG evaluation survey questions

The Vegetable Industry Development Program has made a range of products available to vegetable industry stakeholders.

This short survey, taking a few minutes, will help us to understand awareness and usefulness of some of the key products.

1. What is your role in the vegetable industry. Choose one option from the list below.

- Grower
- Researcher
- Industry Service Provider
- Supply Chain Member
- Government Agency
- Other

2. Are you aware of the following products:

a. VegInsights Monthly

## VEGINSIGHTS

A VIDP initiative

freshlogic

### Highlights

- Lower wholesale values continue to slow sales value
- Shopping malls the future of foodservice
- Baby root vegetables in the spotlight
- Self-service parcel delivery the next big thing
- Could new scanner make barcodes obsolete?
- Sweetpotato profile with a retail value of \$152m

### Vegetable market

**Wholesale vegetable prices** – The wholesale price difference between March 2012 and March 2011 for the major vegetables is profiled in the chart below.



### monthly vegetable market insights – March 2012

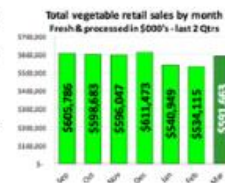
The majority of products are in good supply and wholesale price levels have settled. The impact of wet and cooler weather has shortened supply of some softer lines but many high volume lines remain in flush.

Wholesale prices for all vegetable categories were 11.1% lower compared to March 2011. The impacts across the products varied, with seasonings and hard cooked vegetables decreasing more than salad components and soft cooked vegetables. At the product level, the most significant changes were with cabbages, sweet corn, onions, ginger, and pumpkins which decreased over the same month last year. In contrast, cucumber, zucchinis, spinach, lettuce, and mushroom increased over the same month last year.



The weighted total vegetable wholesale price for the week commencing 26 March 2012 was \$2.62 per kg.

The total retail sales of fresh and processed vegetables in March 2012 are estimated at \$591.6m, as profiled in the adjacent chart. These sales are higher than February but 6.0% lower than the preceding month of January.



The lower wholesale prices continue to cause overall lower sales values as they have since the start of the year. The product level status of wholesale values compared with last year is profiled in the adjacent chart.

While the value of vegetables is lower than last year, it has steadily firmed as the

Please choose yes or no if you are aware of VegInsights Monthly

- Yes I am aware of VegInsights Monthly
- No I am not aware of VegInsights Monthly

Please rate the usefulness of VegInsights Monthly by choosing from the options below

	Of No Use	Of Little Use	Unsure	Useful	Very Useful	N/A Aware but not actually used
VegInsights Monthly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

b. InnoVeg Fact Sheets

VERSION 2  
MARCH 2012

Vegetable Industry  
Development Program

**Mega Pests**  
Managing Major Chewing  
and Biting Insects

**What is the nature of these pests?**

Corn earworm (*Helicoverpa armigera*), native budworm (*Helicoverpa punctigera*) and diamondback moth (DBM, *Plutella xylostella*) are destructive pests. The caterpillars (larvae) of these pests are difficult to control for a number of reasons including development of resistance to pesticides, rapid population increases, and the practical difficulties of achieving complete spray coverage in some at-risk crops (e.g. sweet corn, Brassica crops, lettuce).



ICP tips for managing  
chewing and biting pests

- Read the fact sheet: Mega Pests  
The Basics of Protecting Your Crops

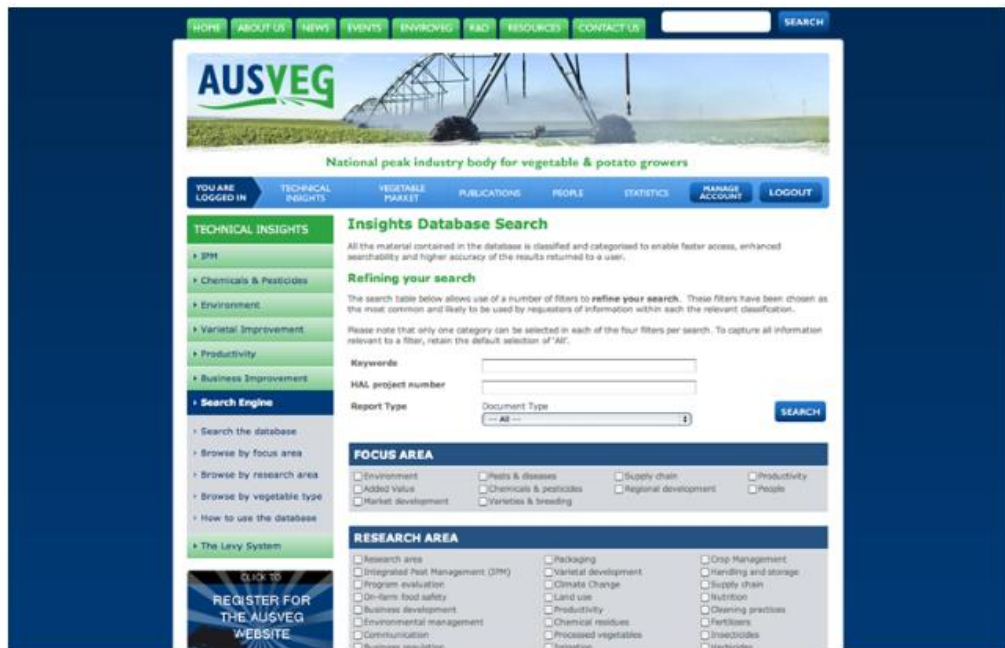
Please choose yes or no if you are aware of InnoVeg Fact Sheets

- Yes I am aware of InnoVeg Fact Sheets
- No I am not aware of InnoVeg Fact Sheets

Please rate the usefulness of InnoVeg Fact Sheets by choosing from the options below

	Of No Use	Of Little Use	Unsure	Useful	Very Useful	N/A Aware but not actually used
InnoVeg Fact Sheets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

c. R&D Database



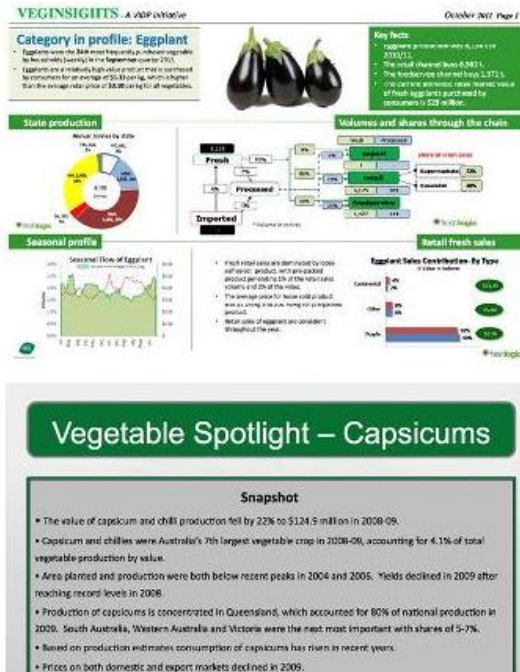
Please choose yes or no if you are aware of R&D Database

- Yes I am aware of R&D Database
- No I am not aware of R&D Database

Please rate the usefulness of the R&D Database by choosing from the options below

	Of No Use	Of Little Use	Unsure	Useful	Very Useful	N/A Aware but not actually used
R&D Database	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

d. Commodity Profiles/Vegetable Spotlights



Please choose yes or no if you are aware of Commodity Profiles/Vegetable Spotlights

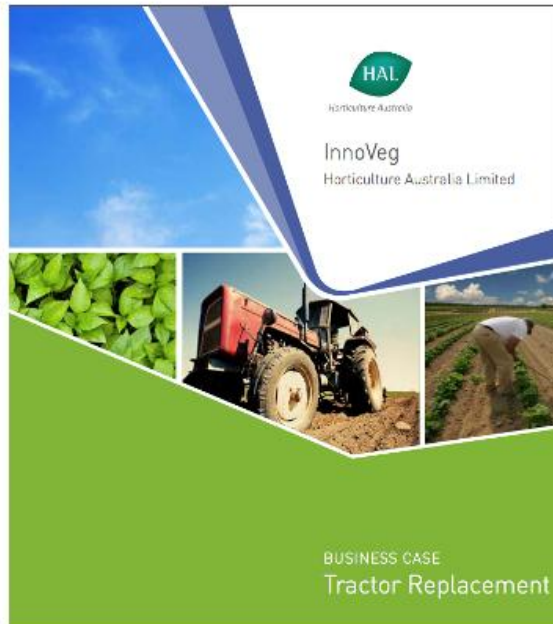
- Yes I am aware of Commodity Profiles/Vegetable Spotlights
- No I am not aware of Commodity Profiles/Vegetable Spotlights

Please rate the usefulness of Commodity Profiles/Vegetable Spotlight by choosing from the options below

	Of No Use	Of Little Use	Unsure	Useful	Very Useful	N/A Aware but not actually used
Commodity Profiles/Vegetable Spotlights	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



e. InnoVeg Business Cases/Case Studies



Are you aware of InnoVeg Business Cases/Case Studies

- Yes I am aware of InnoVeg Business Cases/Case Studies
- No I am not aware of InnoVeg Business Cases/Case Studies

Please rate the usefulness of InnoVeg Business Cases/Case Studies by choosing from the options below

	Of No Use	Of Little Use	Unsure	Useful	Very Useful	N/A Aware but not actually used
InnoVeg Business Cases/Case Studies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Thank you for taking the time to complete the Vegetable Industry Development Program product survey.

Results will help with vegetable industry development activity in the future.



*Horticulture Australia*

*The Vegetable Industry Development Program is  
funded by HAL using the vegetable levy and matched  
funds from the Australia Government*

## 10.3 Collaborative Industry Organisations Evaluation Survey

### Collaborative Industry Organisations VIDP Survey

The Collaborative Industry Organisations (CIO) project provided an important avenue through which vegetable industry stakeholders could access Vegetable Industry Development Program (VIDP) and other vegetable industry R,D&E information.

This enables CIO project participants to offer some valued insights into understanding the impact of the VIDP. Also important is understanding CIO preferences for any ongoing delivery of current VIDP project outputs into the future, to assist HAL in future industry development program design.

The questions contained in the survey are designed to assist in both of these tasks. Please commence the survey.

#### \*1. What does the term industry development mean to you?

#### \*2. Rate the usefulness of the following Vegetable Industry Development Program products on a 1 to 5 scale where:

	1. Of no use	2. Of little use	3. Unsure	4. Useful	5. Very useful	N/A if unaware of product
VegInsights Reports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Weekly Market Variables	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Category Profiles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AUSVEG Website	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
R&D database	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Industry Statistics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vegetable Spotlights	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AUSVEG Weekly Update Economic comment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Language Other than English (LOTE) Program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Talking Business Program – Business Cases and Case Studies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
InnoVeg Fact Sheets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
VIDP Newsletter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
GAIN	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Apprenticeships and Traineeships brochure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**\*3. Which current Vegetable Industry Development Program products will you continue to use into the future?**

- |  |   |
|--|---|
| <input type="checkbox"/> VegInsights Reports     | <input type="checkbox"/> AUSVEG Weekly Update Economic comment                      |
| <input type="checkbox"/> Weekly Market Variables | <input type="checkbox"/> Language Other than English (LOTE) Program                 |
| <input type="checkbox"/> Category Profiles       | <input type="checkbox"/> Talking Business Program – Business Cases and Case Studies |
| <input type="checkbox"/> AUSVEG Website          | <input type="checkbox"/> InnoVeg Fact Sheets  |
| <input type="checkbox"/> R&D database            | <input type="checkbox"/> VIDP Newsletter  |
| <input type="checkbox"/> Industry Statistics     | <input type="checkbox"/> GAIN   |
| <input type="checkbox"/> Vegetable Spotlights    | <input type="checkbox"/> Apprenticeships and Traineeships brochure                  |

Name any others

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**\*4. How will you use them? Select your preferred ways to ensure that VIDP products are used on an ongoing basis into the future.**

- |  |  |
|--|--|
| <input type="checkbox"/> Training programs with products               | <input type="checkbox"/> Forums                            |
| <input type="checkbox"/> Train the trainer sessions on use of products | <input type="checkbox"/> Briefing sessions                 |
| <input type="checkbox"/> Delivery of workshops                         | <input type="checkbox"/> Made available at industry events |
| <input type="checkbox"/> Delivery of seminars                          | <input type="checkbox"/> Available on website              |
| <input type="checkbox"/> Podcasts                                      | <input type="checkbox"/> 1:1 with growers                  |
| <input type="checkbox"/> Promotion to create general awareness         | <input type="checkbox"/> Webinars                          |

Other (please specify)

**\*5. How effective was the VIDP program in making you aware of Vegetable Industry Development Program products, vegetable program R, D and E outcomes and available R,D and E activities?**

- Totally ineffective   
  Partly ineffective   
  Neither ineffective nor effective   
  Mostly effective   
  Fully effective

**\*6. What were the most effective ways to provide access to information?**

	Totally ineffective	Partly ineffective	Neither effective nor ineffective	Mostly effective	Fully effective
VIDP Newsletter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Face to face	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Email	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AUSVEG Website	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AUSVEG updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Phone contact	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Are there other ways you would prefer to access information?

**7. As a result of VIDP and InnoVeg activities and engagement with CIO, indicate your level of agreement with each of the following statements.**

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
"A new generation of leaders are active in the industry"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"Decision making in the industry is increasingly market driven"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"Industry is more informed and understands the benefits and qualities of Australian vegetable products, so as to optimise their path to market"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"More growers are actively seeking to evolve their business models to meet new challenges posed by the market"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"Findings and outputs from research are increasingly being applied by industry stakeholders in decision making"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"Industry is effectively using findings and outputs from research to formulate policy and manage the image of the industry"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
"Levy payers are better able to provide feedback into the National R&D system"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Thankyou for taking the time to complete the survey regarding the Vegetable Industry Development Program and industry development activities. Results will help with the vegetable industry development function in the future.

The Vegetable Industry Development Program is funded by HAL using the vegetable levy and matched funds from the Australian Government.