



*Know-how for Horticulture™*

**Aushort Research and  
Development Program  
Communication  
Strategy**

Turnbull Porter Novelli

Project Number: AH00025

## **AH00025**

This report is published by Horticulture Australia Ltd to pass on information concerning horticultural research and development undertaken for Australian Horticulture.

The research contained in this report was funded by Horticulture Australia Ltd with the financial support of all levy paying industries.

All expressions of opinion are not to be regarded as expressing the opinion of Horticulture Australia Ltd or any authority of the Australian Government.

The Company and the Australian Government accept no responsibility for any of the opinions or the accuracy of the information contained in this report and readers should rely upon their own enquiries in making decisions concerning their own interests.

ISBN 0 7341 0350 6

Published and distributed by:

Horticultural Australia Ltd

Level 1

50 Carrington Street

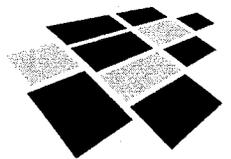
Sydney NSW 2000

Telephone: (02) 8295 2300

Fax: (02) 8295 2399

E-Mail: [horticulture@horticulture.com.au](mailto:horticulture@horticulture.com.au)

© Copyright 2002



**Horticulture Australia**

---

# **AusHort Research and Development Program**

## **Communication Strategy**

Prepared by  
**Turnbull Porter Novelli**  
1<sup>st</sup> Floor, 56 Greenhill Road  
Wayville SA 5034  
Phone: 08 8272 8699  
Fax: 08 8272 8355  
Email: [turnbull@porternovelli.sa.com.au](mailto:turnbull@porternovelli.sa.com.au)



November, 2001

---

# Contents

<b>Introduction</b> .....	page 1
<b>Executive Summary</b> .....	page 2
<b>Situation Analysis</b>	
Horticulture Australia Limited .....	page 3
AusHort Research and Development Program .....	page 4
AusHort Research and Development Committee.....	page 4
Research and development projects .....	page 5
Program review findings.....	page 6
IDM/IDO Survey .....	page 9
Peak Industry Bodies Survey .....	page 13
Communication Workshop.....	page 16
Objectives.....	page 16
Issues .....	page 17
Target audiences.....	page 18
Key messages.....	page 20
Milestones/events.....	page 21
Current communication activities .....	page 21
Communication tools.....	page 22
<b>The Strategy</b>	
Objectives.....	page 23
Target audiences.....	page 24
Primary .....	page 24
Secondary .....	page 24
Tertiary.....	page 27
Target audiences - Information flow.....	page 28
Key messages.....	page 29
Key issues influencing strategic direction .....	page 30
Strategic approach .....	page 35
Capitalising on industry linkages.....	page 35

The AusHort Brand..... page 35

Tailoring information..... page 36

Other principles ..... page 36

**Tactics and Implementation**

Introduction..... page 38

Internal Communications ..... page 39

Industry Program..... page 41

Media Program..... page 44

Project Communication ..... page 46

Cross Cultural Communication ..... page 48

**Communication tools**

Key Principles..... page 50

Fact Sheets ..... page 51

    Program fact sheet..... page 51

    Project fact sheets..... page 51

Presentation packs..... page 52

AusHort Updates ..... page 53

Web-site and E-mail Services ..... page 54

Project manager's communication kit ..... page 55

**Project team**..... page 56

**Glossary** ..... page 57

Appendix..... page 58

**Programs**

    Internal Communication Strategy

    Industry Communication Strategy

    Media Program

    Project Communication

# Introduction

This strategy has been prepared by Turnbull Porter Novelli in response to a brief from Horticulture Australia Limited's AusHort Research and Development Research and Development Program.

Preparation of the strategy has involved a comprehensive research and consultation phase to:

- Consider recommendations from the 2000 HRDC review
- Identify issues impacting on communicating about the Program
- Develop the scope and framework of the strategy
- Identify existing communication activities and pathways

This phase included:

- A workshop with Program managers, communication staff
- Individual interviews with key personnel
- Electronic, fax and phone surveys of key industry leaders, IDOs and IDMs
- Review of the Program's strategic plan, 2000 Program review report, plans and reviews provided by individual industries
- Review of existing communication material

In accordance with the brief, the strategy encompasses communication strategies that will operate at internal, Program and project levels.

Development of this strategy coincides with the development of a broader corporate communication strategy for Horticulture Australia Limited (HAL).

## Executive Summary

This strategy aims to provide a coordinated and planned approach to communications for the AusHort Research and Development Program. The core objectives of the strategy are to:

- Raise awareness about the Aushort Research and Development Program and its projects
- Increase industry understanding and support of the Program and its projects
- Facilitate technology transfer from the projects

The strategy sets out that this will be achieved by:

- Facilitating improved and regular communication to growers via industry organisations
- Clearly identifying communication roles and responsibilities
- Developing clear, accurate and consistent information and messages
- Making better use of existing communication pathways
- Encouraging two-way communication processes
- Using a matrix of communication tactics and tools
- Taking into account practical resource issues, including existing workloads
- Recognising the importance of tailoring information to highlight its relevance to different audiences

The first phase of preparing the strategy was a comprehensive research and consultation phase to consider recommendations from the 2000 HRDC review, identify issues impacting on communicating about the Program, develop the scope and framework of the strategy, and identify existing communication activities and pathways. This phase included a workshop with Program managers and communication staff; individual interviews with key personnel; a survey of key industry leaders, IDOs and IDMs; reviews of the Program's strategic plan, 2000 Program review report, plans and reviews provided by individual industries; and a review of existing communication material. In the second phase, a draft strategy was prepared and presented to the AusHort Research and Development Committee and key staff for review.

This final strategy provides a coordinated and planned approach to communications for the AusHort Research and Development Program at internal, Program and project levels. It clearly defines key objectives, target audiences, key messages and issues influencing strategic direction in communication activities. The strategy incorporates five main programs which cover the areas of internal communications, industry communications, project communications, the media and cross cultural communications. Specific audiences, objectives, messages, tactics and evaluation processes are included for each program. Another section canvasses key communication tools needed to deliver the Program, including fact sheets, speaker presentation kits, updates, website and email services, and the development of a communication kit for project managers.

Development of this strategy coincides with the development of a broader corporate communication strategy for Horticulture Australia Limited (HAL).

---

# Situation Analysis

## Horticulture Australia Limited

In May 2000, as part of the 2000-2001 budget, the Commonwealth Government agreed to form a new horticulture services company. As a result, the former Australian Horticultural Corporation (AHC) and Horticultural Research and Development Corporation (HRDC) were disbanded and a new industry-owned horticultural service company, Horticulture Australia Ltd. was formed. The organisation covers some 40 industries, including fruit, vegetables, nuts and nursery industries.

The new company represents the culmination of more than two years' work by the horticultural industry in partnership with government. It aims to create an organisation with closer links to industry, which can deliver a more integrated approach to marketing, and research and development services.

The company will be driven by industry priorities with strong accountability for performance to shareholders, levy payers and the Government, which will continue to provide matching research and development funds.

A new board has been appointed, and has been consulting with industry to gauge issues and expectations. A new managing director, John Webster, has also been appointed, and staff from the two organisations brought together at one site. A final staff structure was due to be in place by August 2001.

HAL is also reviewing the existing AusHort program as part of the restructuring, and looking at broadening its terms of reference to cover research, development and marketing activities which cross multiple industries. The aim would be to better capture the synergies between research and marketing and across industries, when many of the projects are in fact related to marketing issues. This review and a decision about AusHort is expected to be made by the end of 2001.

A critical element of the new structure is the establishment of an Industry Advisory Committee for each Horticulture Australia shareholder industry. The aim is to have most of these in place before the end of 2001, following consultation with industry.

Horticulture Australia launched a new logo at the Fresh 2001 conference in September. A corporate communication strategy is also being developed.

## **AusHort Research and Development Program**

The AusHort Research and Development Program was established in mid-1998 by the HRDC to look at the increasing range of research and development opportunities with potential to benefit a number of horticultural industries at a strategic level.

The main benefits to Australian horticultural industries of this multi-industry approach include:

- The conduct of important research and development that is unlikely to be undertaken by individual industries
- Small capital outlay from individual industries to support strategic projects of high value to all industries
- Industry collaboration to address common research and development priorities and encourage greater communication across industries
- Reduced likelihood of repetition of research and development and consequently more effective investments

## **AusHort Research and Development Committee**

The program is guided by the AusHort Research and Development Committee which comprises 23 of Horticulture Australia's industry partners.

The Committee has some very clear roles and responsibilities including, but not limited to:

- Developing an AusHort strategic plan
- Identifying and recommending opportunities to the Horticulture Australia Board for cross-industry research and development in accordance with the strategic plan
- Communicating the benefits of the AusHort Research and Development Program to the wider horticultural industries
- Meeting on a regular basis to ensure cross-industry research and development issues are being identified and addressed appropriately

The AusHort Strategic Plan was developed in January 1999 to cover the period 1999-2003. The Committee also adopted a set of operational policies and procedures, which with the Plan define a broad direction for strategic research and development across Australian horticultural industries.

The Committee meets twice a year, previously for two days, and now for a single day, generally in February and October. There have been some issues related to industry delegates committing to attend, making more effective use of the meeting time, and receiving too many additional papers, including research proposals, on the day of the meeting, with insufficient time to review and consider.

## Research and development projects

Each year, the AusHort Research and Development Committee considers priorities for cross industry research and development in line with the strategic plan. The Committee then determines the annual budget requirements for existing project commitments and the new projects. The required funds are then raised from the participating industries (including both those with statutory levies and those that make voluntary contributions).

Projects are funded under five key areas:

- Market requirements and opportunities
- Product development
- Production
- Product to end user
- Industry development services

Current projects and projects being developed include:

- Statistical scoping study
- World Trade Organisation research program
- Identifying trade and market access implications when China and Taiwan become members of the WTO
- Technology value planning study of value adding technologies
- Key genes for horticultural markets
- Worker exposure to endosulfan
- Audit of production and sustainability, phase two - best practice studies
- Audit of production and sustainability, phase two - communication study
- Advancing coordinated response to issues arising from chemical reviews National Registration Authority and Codex liaison
- Improved labelling of pesticides
- National network of biological collections for plant protection
- Implementation of the Fresh Care Approved Supplier Program
- Coordinated research and development program for improved fruit fly baits
- Genetically modified organisms working group and program
- Use of micro-satellite tracking to determine the source of Queensland fruit fly outbreaks in the Fruit Fly Exclusion Zone
- Analysis of movement of Queensland fruit fly in the Fruit Fly Exclusion Zone
- Area-wide management of fruit fly in endemic areas - a feasibility study
- Addressing quality management and food safety issues
- Testing and maintenance of the Horticulture Emergency Plan

Organisations currently involved in conducting these projects represent a mix of more traditional research partners and consultancies with specialist skills in areas not normally associated with "white coat" research. This reflects the broad definition applied to research and development.

They include:

- Retailworks Pty Ltd
- Food Science Australia
- CSIRO Plant Industry
- University of Sydney
- Arthur Andersen
- Queensland Horticulture Institute
- AKC Consultancy
- CSIRO Entomology
- Queensland Fruit and Vegetable Growers
- Queensland Department of Primary Industries
- Horticulture Australia
- Turnbull Porter Novelli

### **Program review findings**

The environment facing horticultural industries has changed significantly over the period that the AusHort Research and Development Program has been in operation. In late 2000, HRDC reviewed the progress and direction of the program to ensure that it remained focussed and continued to meet the needs of participating industries. One of the key recommendations from the review was the development of a targeted communication strategy to effectively transfer program initiatives, outcomes and other relevant information to the targeted audiences.

The review identified that the communications strategy should address a number of audiences ie growers, national and state industry associations, Industry Development Officers and Managers (IDOs/IDMs), government etc; and at a number of levels (ie individual projects and the program in general).

Other specific communication recommendations which the review suggested should be investigated and considered included:

- The benefit of incorporating into workshops for Horticulture Australia Program Managers, IDOs and IDMs updates on the AusHort Research and Development Program, specific AusHort research and development projects and projects in development.
- The presentation of information about the AusHort Research and Development Program to industry annual conferences, in industry newsletters and at workshops where relevant.
- The expansion and establishment of more links to other relevant websites from the Horticulture Australia website providing information about the AusHort Research and Development Program.
- The preparation and distribution of regular news releases or short information articles about the program generally and specific AusHort research and development projects for peak industry bodies and relevant industry media.
- The preparation and dissemination of a contact list of all avenues of information on AusHort research and development projects. This should include lists of industry publications, contact persons and deadlines, lists of IDOs and IDMs, lists of the general horticultural industry media etc.

These recommendations were based on findings, including that:

- There seemed to be consensus that it was up to HRDC to ensure user-friendly and targeted information was made available to peak industry bodies, but that it was the role of these bodies to ensure the information was then passed on to growers.
- Strengthening links between industry research and development committees and the AusHort committee would assist in erasing artificial barriers between 'ours' and 'not ours' when it came to projects.
- Industry development officers and managers felt they were not fully "in the loop". They often only heard about projects when researchers approached them to undertake mail surveys or some other similar task.
- Research providers would like to be made more aware of the appropriate information channels for reaching growers in individual industries. This may be through journals, industry people, groups, IDOs and IDMs. They also expressed a need for more information about the overall aims of the program and how the processes worked.
- Researchers recognised that communication is a significant part of projects and considered that, by and large, they discharged their responsibilities satisfactorily. However, industry representatives considered that communications were best handled by communication people, rather than the researchers. It was suggested it would be useful to require explicit and detailed communication strategies as part of every project.
- Many of the projects were being undertaken by researchers with no previous direct association with the horticulture industry, and therefore limited knowledge of communication channels.
- IDOs and IDMs could be used more to communicate about projects, but their workloads were already heavy so this would have to be done sensitively.

In other issues related to communication, the review also found that:

- Most researchers who did not have current projects said they did not know a great deal about AusHort. They considered that information about the program should be made more widely available. If they were more aware of AusHort, they would be better able to respond to project briefs.
- Better communication would assist in ensuring a stronger support base for the AusHort Research and Development Program. The review recognised the fragility of the program and that cross-industry cooperation was the cornerstone.
- Some of the industry members of the AusHort Research and Development Committee indicated that they felt the responsibility of representing a number of other industries was difficult. There was clearly a need to develop a more efficient system of communicating with industry stakeholders.
- It was not reasonable to expect the burden of communicating information about the program to fall upon the industry representatives on the committee, as they were all unpaid volunteers with significant workloads.
- There was still an obvious lack of awareness in some quarters about the program and its constituent projects. This lack of understanding could potentially threaten the program longer-term if not addressed.
- There was a need to better explain the context of projects and how they were relevant.
- Greater efforts needed to be made to ensure industry ownership of the AusHort program.
- Stronger links should be established between the AusHort committee and the industry research and development committees.
- Stronger links should be established between the AusHort committee and PIBs.
- An annual industry forum should be held to allow participating industries to be kept up to date with progress on projects. This would also provide a clear channel for them to have input into the program and to comment on outcomes and directions.
- A system of project “champions” should be established to take responsibility for specific projects.

## **IDM/IDO Survey**

In late July, TPN emailed and faxed a survey to 46 Industry Development Managers (IDM) and Industry Development Officers (IDO) around Australia to find out their current knowledge and understanding of the Program, their role in communicating to growers, and preferred communication methods and information sources.

After phone follow-up, TPN received a total of 19 responses to the survey from various industries including nursery, vegetable, irrigation, garden centre, potato, citrus and communications.

- Just over half the respondents were able to give a reasonable description of AusHort's research and development program and its main function, while five of the respondents indicated that they did not have enough knowledge to give a definition as required from this question. Of those who gave a response to this question, most recognised that AusHort coordinates cross-commodity research and development projects for the horticulture industry. Three respondents touched on the fact that the research and development projects are funded by a levy from horticultural industries.
- Ten of the respondents saw a role for themselves in communicating information about AusHort, however most indicated that they would only communicate the information if they saw that it was relevant to their industry. The survey indicated that the IDMs and IDOs are useful media to get information across to other stakeholders as they had access to communication tools such as newsletter and industry publications. However the overwhelming view was that information from AusHort must be relevant to their industry before they would use it.
- Eight of the respondents believed that they did not have a role in communicating to others about AusHort, however two respondents commented that this was only because they didn't have enough information to perform this task.
- When asked if they could name particular projects funded through AusHort, seven of the respondents felt that they could not, while 11 respondents named between one and four projects. The projects named varied, however the most recognised projects included "Improved Labelling of Pesticides", "Quality Management of Food Safety Issues" and Kevin Bodnaruk's project on Chemical reviews and Codex liaison.
- Four respondents claimed that they did not get information about AusHort and its projects while the remaining 15 respondents listed a wide variety of channels varying from e-mail updates, newsletters and other correspondence from project leaders, industry contacts and consultants contacting IDMs and IDOs requesting information or assistance for a specific project.

## **Peak Industry Bodies Survey**

TPN received a total of seven responses from the 52 surveys posted and emailed to industry stakeholders of AusHort. Responses were received from the potato, nut, chestnut, avocado and custard apple industries. This low response rate was despite individual phone follow-up.

- Just over half of the stakeholders were able to describe AusHort's main function as an organisation which handles cross-industry research. Others were not able to comment, while one simply described the program as "worthwhile".
- All of the respondents recognised that they had some role in communicating to others about AusHort, although responses varied as to the frequency and involvement each respondent had. Some felt that they only had a secondary role in passing on information, and one respondent commented that they did not have enough information from AusHort to perform this task.
- Three of the respondents were able to name projects currently being undertaken by AusHort, while the others were not able to answer this question.
- Respondents listed a number of different methods currently being used by AusHort to communicate information about the Program and its projects. Two respondents received information via reports at their industry meetings, while others received hard copy information via the post or through comments of other members. Two respondents commented on the ad-hoc nature of the communication and the need to pay more attention to the quality and quantity of information that was sent to each industry.
- The respondents were not able to comment on the strengths of the current communication methods undertaken by AusHort, however one respondent noted that it was beneficial that AusHort was able to undertake projects which individual commodities would not be able to carry out.
- The respondents were critical of the communication quality and methods currently being used by AusHort, indicating that AusHort did not communicate regularly with industry stakeholders and information was not tailored to suit their needs. Some industries, such as the potato industry, received updates twice a year through a report at their industry meetings, while others claimed that they did not receive any information or that it was irrelevant.
- All respondents claimed that they did not receive enough information from AusHort, although three commented that the information they did receive was appropriate and useful. Three of the respondents stated that the information would be more useful if it was tailored for their industry and outlined the benefits and outcomes of each project.

- When asked how AusHort could improve its communication, some respondents commented that a regular newsletter that was short and tailored for industry would be a viable way of ensuring industry was kept up-to-date and received information that was relevant.
  - Most respondents agreed that there was very little knowledge about AusHort among growers or other industry participants. Respondents felt that industry leadership and those involved with projects would know about AusHort, however others would have limited or no knowledge of the organisation and its projects.
  - The respondents nominated the following methods of communication as the most effective to communicate with industry participants (listed in order of perceived effectiveness):
    - media releases
    - newsletter
    - information nights/seminars
    - face-to-face meetings/property visits
    - field days
    - email
    - telephone
    - brochures/flyers
    - website
- Other:
- fax
  - industry publications (eg: the Nutgrower Magazine)
- When asked to nominate communication tools which would help industry stakeholders communicate with other industry participants, respondents nominated the following (in order of perceived effectiveness):
    - 6 provide a fact sheet about the Program
    - 6 provide fact sheets about individual projects
    - 6 provide material for newsletters
    - 5 provide media releases for own use
    - 5 provide regular project updates
    - 1 help you develop own communication plan
    - 1 set up links with own website
    - 1 provide a presentation pack with material suitable for talks to meetings/seminars etc
    - 0 provide media training
    - 0 provide ongoing guidance/mentoring
    - 0 provide material suitable for non-English speaking growers?

- Other suggestions included the use of email to send information to industry stakeholders. One respondent commented that the use of glossy brochures and reports should be limited as growers would perceive this as a waste of resources, and that care needed to be taken to ensure information was relevant and timely.
- The main barrier perceived by respondents in communicating with stakeholders was a lack of knowledge and a lack of information they perceived was relevant to growers.
- Respondents nominated email as their preferred method of communication followed by fax, post and the internet (all receiving the same preference rating). All respondents indicated that they had access to email and the internet although one respondent chose not to answer these questions.
- Six of the respondents indicated that their industry had a written communications plan, while only three respondents indicated that their industry or organisation had a dedicated communications person or publicity officer.

## **Communication Workshop**

As part of the research and consultative process for the strategy, TPN facilitated a workshop that aimed to:

- identify issues which program managers believed would impact on the communication strategy
- discuss the scope and framework of the strategy

Participants included:

- Program Manager, Research and Development, Libby Abraham (Horticulture Australia)
- Technology Transfer and Communications Manager Evonne Lovric (Horticulture Australia)
- Assistant Program Manager Amani Ahmed (Horticulture Australia)
- Senior Program Manager Gerard McEvelly (Horticulture Australia)
- AusHort Committee Deputy Chair Mark Panitz (Queensland Fruit and Vegetable Growers)
- Industry representative Kevin Sanders (Australian Apple and Pear Growers Association)
- Program Manager, Research and Development, Dan Ryan (Horticulture Australia)
- Communications and Public Affairs Manager Kristin Austin (Horticulture Australia)
- Assistant Program Manager, Isabel Gray (Horticulture Australia)
- Assistant Program Manager Lisa Merry (Horticulture Australia)

The workshop involved interactive sessions which looked at issues such as the objectives for the strategy, target audiences, potential key messages, milestone events, existing and preferred communication methods. It agreed that the strategy should tackle communication strategies at both program and project levels, and look at internal communication and communication with researchers as well as industry, government, growers, IDOs and IDMs.

## **Objectives**

The following objectives were identified for the strategy:

- Facilitate accurate and active communication to growers
- Make communication role clear
- Improve the quality of information
- Take into account existing workloads
- Produce clear and consistent messages
- Use existing communication channels
- Consider a pilot communication project with one industry

- Be realistic and practical
- Help market AusHort
- Make projects relevant to individual industries
- Allow for two-way communication
- Be multi-faceted
- Provide communication tools
- Increase industry understanding and support

### **Issues**

Communication issues that the strategy must address were identified, including:

- The large number and diverse range of people and industries to target
- The large amount of information, competing messages already being targeted at most audiences
- The need to ensure information is being passed on accurately, and in the right context to the right people
- How to help people understand strategic projects and why they are relevant and important
- Timing
- *Consistency of messages and information*
- The need to clarify roles and responsibilities in the communication process
- Potential negative messages or outcomes from projects for industry and government
- Some reluctance to target government as a key audience, with new structure and broader focus, although still a substantial stakeholder through funding.

Aspects identified as strengths of the Program were:

- Provided economies of scale and reduced duplication of effort
- Helped to create unity across industries
- Allowed collective change
- Provided another avenue for smaller projects which may otherwise not happen
- Media interest in material submitted to date has been strong
- Minutes produced from meetings were a valuable resource
- Provided an opportunity to make changes across industry, collectively
- Written communication that has been done to date has been quite effective

Weaknesses identified by the workshop included:

- Lack of two-way communication in identifying research and development projects
- Lack of external input into research and development ideas, mainly generated from within HAL
- Project development and management is resource hungry
- Program and projects not communicated well
- There is often duplicated effort in communication activities
- Lack of Program branding
- Lack of commitment by some industries
- Lack of funding/resources
- Lack of strategic planning systems
- Linking in with projects set up outside levy funding, through voluntary contributions, so not represented on AusHort committee
- Process of delivering ideals, goals, priorities
- Perceived relevance of projects to specialist groups

### **Target audiences**

Workshop participants split into groups to identify target audiences in five sectors, the priorities, what kind of relationship was desired, and what they needed to know about the program.

### **Growers**

Participants agreed this sector should not be targeted directly by the Program but through industry organisations and the existing IDM/IDO networks. They identified that a challenge would be making information relevant to growers from diverse industries so that the Program and its projects could get their attention. They suggested that different levels of information were needed, starting with material which gave them a broad understanding of the Program but pointed them to sources of more detailed information.

They wanted growers to understand the cross-industry concept and know more about the benefits of the multi-industry approach, and the fact that only 5% of their levy money was being used to fund the Program. They also saw a need to recognise multi-cultural, literacy issues in communicating to growers.

Resistance from growers who perceived they were being asked to pay for detailed research information for the Program when they had already helped fund it via levies was identified as a potential issue.

**Industry**

The workshop identified that the priority audience in this sector was peak industry bodies that contributed financially to the Program, and processors who contributed financially. They wanted two-way communication with this sector as "owners" of the Program, and to deliver accountability.

This group was closely followed by non-contributing peak industry bodies, which needed to have a greater understanding of the Program in order to encourage greater commitment and participation.

Next in priority was the Industry Advisory Committee, including contributing, non-contributing and voluntary contributing members, who must have a greater knowledge of projects to create better synergies, identify research gaps, and avoid duplication of effort.

Regional industry bodies and functional groups such as AHEA and HMAAC were identified as part of this sector, as well as supply chain partners such as agents, wholesalers, retailers, processors, input and service providers. These people must know more about the program not only to help distribute information, but also with a view to them being encouraged to become research partners and financial contributors.

**IDOs/IDMs**

This sector was identified as being absolutely critical to the process of getting information to and from growers. The Industry Development Officers and Industry Development Managers are employed by industry bodies and have a specific industry focus. Some of their funding is via Horticulture Australia and its projects. Existing communication with this group is sometimes direct from Horticulture Australia, and sometimes via the peak industry bodies represented on the AusHort RESEARCH AND DEVELOPMENT Committee.

**Government**

This sector was identified as including Federal and State policy advisers and ministers in a range of portfolios, and some elements of local government, with legislative, statutory authority and providing strategic input into government policy and decision making. Because of the nature of AusHort projects, portfolios targeted may include primary industries, trade, regional development, environment, and science and industry. Parliamentary secretary for agriculture Judith Troeth was identified as being crucial to communicating with the Minister for Agriculture, Fisheries and Forestry and AFFA at Federal level.

Elected Members of Parliament in areas where horticulture is practiced were also identified as being important because they often were seen as a source of information by regional media and communities, and could help channel information at a local level.

The group also discussed government/statutory organisations such as AQIS, BioSecurity Australia, the Office of the Gene Technology Regulator, Australian and New Zealand Food Authority, National Registration Authority and Codex (international).

It was agreed that on the whole communication to Federal Government as a major funder of Horticulture Australia was best handled via Horticulture Australia and the managing director, but that it was important AusHort's communication strategy made sure he had access to the information needed to do this effectively. This could include information about strategic issues, and outcomes from the projects.

### **Researchers**

This sector was not identified in the review process as important, and there was some discussion about the need to avoid communication that encouraged researchers to "pitch" for funding outside the recognised processes. However, the group saw benefit in providing more information to project leaders, administrators and partners about AusHort and the context of their projects; working more with them to encourage better communication practices.

The group also recognised that informing prospective research partners and consultants about the Program, its priorities and processes might assist in attracting additional funding, discourage inappropriate applications, and increase AusHort's ability to draw on existing expertise. It might also contribute to processes designed to avoid duplication and add better value to research efforts.

This category might include government agencies, other research and development corporations and CRCs, and consultancy businesses in relevant sectors.

### **Key messages**

The workshop identified the following key words/messages it wanted conveyed to people about AusHort:

- Producing real benefits to industry
- Leverage
- Strategic research
- Across commodity
- Explain scope
- Research that would never get done
- Research function not leadership/lobbying
- Scale - \$ 1million, representing 5% "chunk" of levy money
- Investment for the future
- Program has five key areas
- Industry-driven
- Cooperation/unity

## **Milestones/events**

Key events or milestones which the strategy should take into account included:

- Fresh 2001 (Horticulture Australia Limited conference) - September
- Individual industry national conferences
- Annual meeting of chairs of research and development bodies
- Proposed formation of Industry Advisory Committees
- Annual meeting of industry presidents/ceos
- ABARE Outlook Conference - February
- IDO annual meetings - October
- Nursery IDO meetings
- Vegetable IDO meetings
- AusHort Research and Development Committee meetings - February and October
- Horticulture Australia AGM
- Financial year reports

## **Current communication activities**

The workshop was asked to consider current communication activities, what they thought was working and why, and what they thought was not working.

They identified the following existing activities:

- Committee member reports back to their executives (generally verbal)
- Program manager reports back to industry (verbal, written)
- Program managers respond to specific requests to give presentations about the Program and projects
- Annual report to industry groups (usually verbal)
- AusHort Research and Development Committee minutes to Committee members (two reps per organisation) and IDOs
- Written project updates to industry nominated Committee members (two per organisation)
- A media release from each Committee meeting (distributed via peak industry bodies)
- Ad hoc media releases written by program managers for industry publications
- Industry reports produced annually by Horticulture Australia which include information about AusHort (citrus, stone fruit, macadamia, avocados, apples and pears, nursery) - often inserted into conference satchels at relevant national industry conference

- Reports by program managers to individual industry research and development committees (usually verbal)
- An email group for program managers
- An IDO email group
- Networking at conferences/events/meetings (ad hoc and usually not specifically for AusHort)
- Horticulture Australia annual report
- R&D horti-bits - a new electronic newsletter for research and development partners, and now extended to cover IDMs and IDOs. It includes project updates but is not exclusive to AusHort
- Industry magazines eg Potato Australia

The workshop was particularly supportive of the current approach to minutes, and the five industry annual report documents.

An internal communication issue which was identified related to Committee members often receiving a substantial amount of papers on the day of the meeting, giving little time for them to review and consider the contents.

Participants recognised there were substantial gaps in communication activities and tools, and that too many activities were ad hoc or relied on individual effort.

### **Communication tools**

The workshop was asked to consider what kinds of tools and materials they would like to access or have available to industry to better communicate about the Program and its projects.

The top priorities were:

- A fact sheet summing up the Program, including a project summary
- A family of fact sheets, one about each project, both print and electronic forms
- A presentation pack of slides/notes/overheads with Committee members, program managers and IDOs and IDMs could use to brief people about AusHort.
- A dedicated communication resource to implement strategy
- Develop a branding approach for AusHort
- More media material
- Better website (in progress) with designated AusHort section
- Project updates for IDOs (twice yearly)
- Protocols for meetings, research proposals, budget presentations, media policies etc

---

# The Strategy

## Objectives

The core objectives of this strategy are to:

- Raise awareness about the AusHort Research and Development Program and its individual projects among target audiences
- Increase industry understanding and support of the Program and its projects
- Facilitate technology transfer from the projects

This will be achieved by:

- Facilitating improved and regular communication to growers via industry organisations
- Clearly identifying communication roles and responsibilities
- Developing clear, accurate and consistent information and messages
- Making better use of existing communication pathways
- Encouraging two-way communication processes
- Using a matrix of communication tactics and tools
- Taking into account practical resource issues, including existing workloads
- Recognising the importance of tailoring information to highlight its relevance to different audiences

## **Target audiences**

### **Primary**

Primary target audiences are direct stakeholders in the Program, including Program personnel and those who contribute funding. These are audiences with whom the Program must have direct and regular contact.

They include:

- AusHort Research and Development Committee members and other nominated industry contacts
- Horticulture Australia Program Managers
- AusHort project managers and administrators
- Horticulture Australia Limited Managing Director and board
- Other HAL management and staff
- Processors (financial contributors)
- Industry Advisory Committees

### **Secondary**

Secondary target audiences are those who will play an important role in delivering relevant information to, or influencing, the broader target audiences (tertiary).

They cover nine main groups.

*Please note: The groups are not listed in priority order. \* denotes priorities within each group.*

#### **IDOs/IDMs**

- All Industry Development Managers and Industry Development Officers\*

#### **The Media**

- Regional media which cover areas where horticulture is practised\*
- General rural media
- Specialist horticulture media and newsletters\*

**Peak industry bodies (financial contributors)\***

- Australian Almond Growers
- Australian Apple and Pear Growers Association
- Australian Avocado Growers Federation
- Australian Banana Growers Council
- Canning Fruits Industry Council of Australia
- Cherry Growers of Australia
- Chestnut Growers of Australia
- Australian Citrus Growers
- Australian Custard Apple Growers Association
- Australian Macadamia Society Ltd
- Australian Melon Association
- Australian Nashi Growers Association
- Nursery and Garden Industry Australia
- Australian Passionfruit Industry Association
- Australian Potato Industry Council
- Australian Processing Tomato Council
- Australian Fresh Stonefruit Growers Association
- Strawberries Australia
- AUSVEG
- Queensland Fruit and Vegetable Growers

**Peak industry bodies (non-financial)\***

- Australian Asparagus Council
- Australian Lychee Growers Association
- Australian Olive Association Ltd
- Australian Onion Industry Association Inc
- Australian Rubus Growers' Association
- Australian Table Grape Association
- National Farmers Federation
- State farm bodies eg NSW Farmers, SA Farmers Federation
- Regional bodies eg MIA Council of Horticultural Associations, Northern Victorian Fruit Growers Association.

### **Other related organisations**

- AHEA
- Horticulture Market Access Committee

### **Science, research and extension organisations**

- Government research agencies - ie SARDI, DNRE
- Government extension officers
- Other relevant Research and Development Corporations
- Relevant Cooperative Research Centres
- Universities
- CSIRO

### **Government**

- Federal and State Government Ministers and Policy Advisers, in particular those in portfolios covering the following areas:
  - Primary industries
  - Trade
  - Regional development
  - Environment
  - Science and industry
  - Water
- Shadow ministers for relevant portfolios
- Parliamentary Secretary to the Federal Minister for Agriculture Judith Troeth
- Elected members for areas where horticulture is practised, including:
  - Federal Members of Parliament
  - State Members of Parliament

### **Other government agencies and organisations**

- AQIS
- BioSecurity Australia
- Office of the Gene Technology Regulator
- Biotechnology Australia
- ANZFA
- NRA
- CODEX
- SCARM (Standing Committee on Agriculture and Natural Resource Management)
- Austrade
- State based regional / industry development agencies

**Supply chain and service sector\***

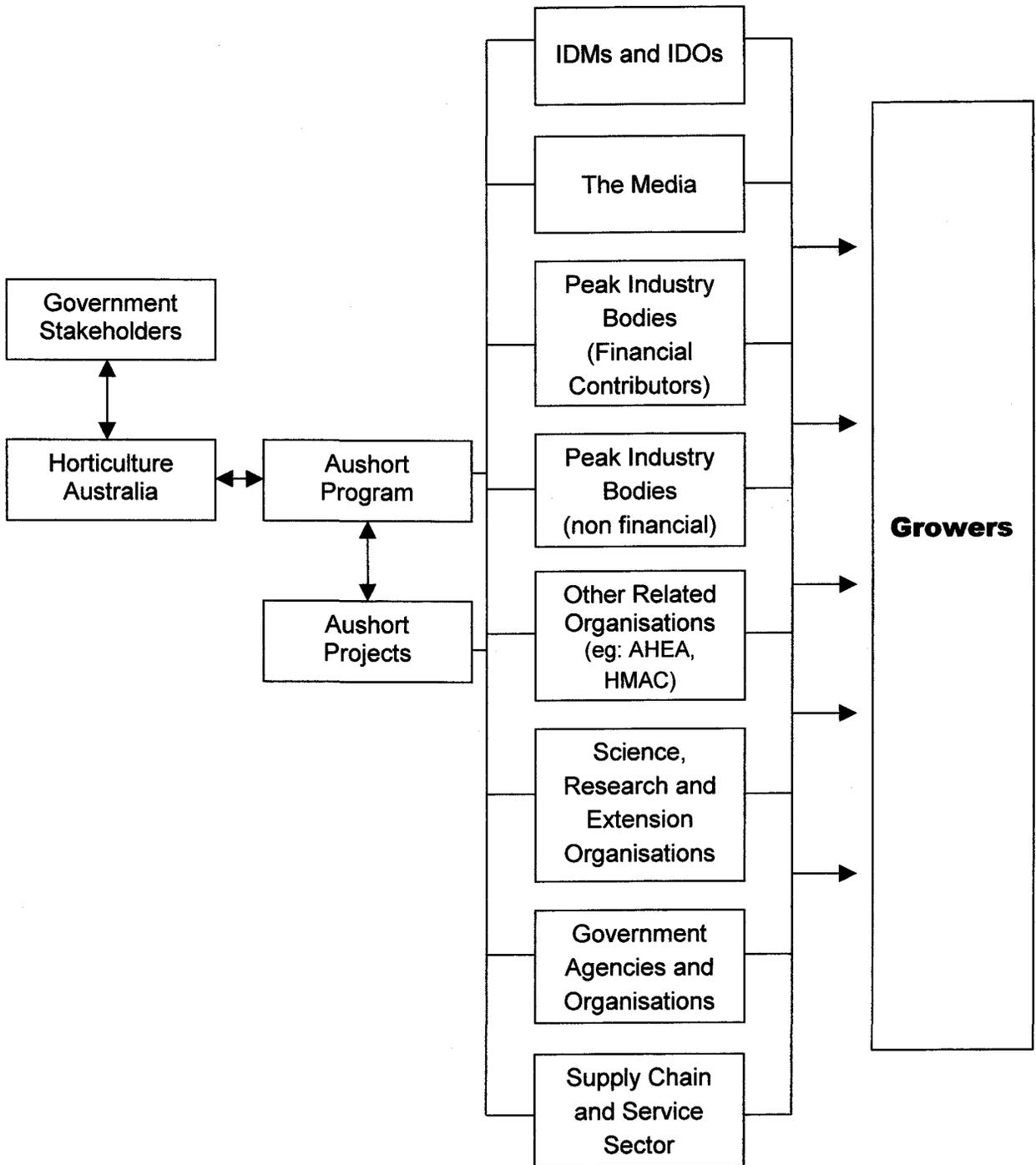
- Wholesalers
- Retailers
- Agents
- Processors which do not contribute financially
- Input companies - chemical, fertiliser, irrigation, seed
- Transport operators
- Storage companies
- Financial advisers
- Private farm, horticulture consultants
- Rural merchandisers - especially those with instore agronomists

**Tertiary**

Tertiary target audiences are the broad audiences whose awareness should be increased. They include:

- All growers, including
  - those who pay levies which fund AusHort
  - people with non-English speaking backgrounds
  - women in horticulture

**Target audiences - information flow**



## **Key messages**

The following are general key messages about the Program.

The AusHort Research and Development Program is responsible for identifying research and development opportunities with the potential to benefit a number of horticultural industries.

The AusHort Research and Development Program focuses on strategic research.

The industry-driven program is producing real benefits that will secure a profitable and sustainable future for horticulture industries and growers.

The multi-industry approach taken by the Program results in substantial benefits to Australia's horticultural industries. These include:

- Enabling important research and development which is otherwise unlikely to happen
- Reducing substantially the capital outlay by individual industries
- Increasing effectiveness and return on investment in research and development
- Reducing duplication of effort
- Encouraging greater collaboration and communication between industries

The Program is guided by a committee comprising 23 major industry partners.

Program projects are supported by levies collected from growers, and by voluntary contributions from industry bodies and the private sector, including processors. This is matched by the Federal Government through Horticulture Australia.

Up to 5% of the total levies paid by growers annually is used to fund the Program and its projects, highlighting the value of a cross-industry approach.

AusHort projects cover five key areas:

- Market requirements and opportunities
- Product development
- Production
- Product to end user
- Industry development services

## **Key issues influencing strategic direction**

The following are key issues, identified during the strategic analysis phase of this project, that have influenced the final strategy (please note, they are not presented in any priority order):

- Industry organisations and individual growers do not always recognise the relevance of particular projects, given their broad strategic focus.
- Industry and growers will not be interested in all projects, or in the same level of detail about individual projects.
- Not all industries have IDOs, or a level of resources that will enable IDOs to play a major role in communication.
- Issues associated with literacy and multi-culturalism are vitally important in the horticulture sector where a significant percentage of growers come from a non-English speaking background.
- The Program must be accountable to financial partners in how the project money is spent, and recognise that these partners in turn must be accountable to their members, shareholders and suppliers.
- Effective communication of the AusHort Program will assist Horticulture Australia in its broader marketing and communication program, and should also assist the Program in efforts to attract additional voluntary funding.
- Supply chain and service providers are playing an increasingly important role in disseminating information to growers and influencing their uptake of new technology, best management practice and strategic direction. This sector has the potential to block grower awareness and technology transfer if not engaged in the communication process.
- Horticulture Australia Limited and AusHort do not have their own grower databases, relying on direct access to levy payers via peak industry bodies. The key will be motivating peak industry bodies, industry development managers and officers to deliver information about AusHort direct to growers.
- Because of their existing workloads it is absolutely essential that the strategy not end in IDMs and IDOs feeling that they are being asked to carry an unfair weight in communicating about AusHort. The aim must be to make their life easier, by providing practical communication tools which they value and can actually help reduce the effort involved in telling growers about AusHort and its projects.

- The communication program must have processes which monitor and encourage those identified as having an important role to play in delivering information. As much as possible, the strategy must not rely on an individual, whose predominant role is not communication, doing the right thing. A person or persons whose primary responsibility is communication must be responsible for managing implementation and monitoring progress.
- There seems to be considerable industry and grower confusion about industry structures. Industry representatives believe that most growers are still referring to AHC and HRDC, which have not existed since early 2001. And most industry people do not seem to be clear about what AusHort is and which projects it is funding. Given this is it is unrealistic to expect that growers would know about the program.
- Expensive and glossy brochures and reports are usually ineffective with growers, and can even be counter productive as the average grower is cynical of this type of communication, and the money spent on it.
- Individuals and organisations in the horticulture sector are being bombarded with information, most of which they perceive as not being relevant. It is absolutely crucial that the Program and projects provide people with information the target audiences perceive is of value and timely.
- AusHort cannot expect industry representatives to have to the time, skills or motivation to adapt generic material themselves so that it "speaks" clearly to a specific target audience. This is particularly true of people who represent multiple industries.
- Many researchers are either poor communicators, or lack the time, resources or commitment to communicating about their projects. They are often reluctant to communicate about a project until it is finished, failing to see the value in building awareness and interest before this point. A particular issue is that by the time many perceive they have something to communicate, the funding has finished and they are moving into a new research project.
- Many of the researchers involved in AusHort projects do not have a close working understanding of specific industries and existing communication channels.
- A "one size fits all" approach to communicating about the Program and its projects is clearly not working. This approach fails to cope with the large number and diverse range of people and industries covered by the Program.
- The approach of relying on peak industry bodies and individuals to drive information through to grower level or even other sectors or specific industry organisations is also clearly not working.

- Because of the informal and ad hoc nature of current communications, there is no guarantee of consistency, accuracy or clarity in the information being provided about the Program or its projects.
- Industry is clearly confronted by the challenge to convey the value and context of the AusHort projects which are strategic and often complex in nature, by comparison with more traditional "white coat" research which produce tangible outcomes or advice for growers.
- Individuals perceived by AusHort as playing an important role in communicating about the Program and its projects are in the main unaware of this role, or do not feel they have enough information or resources to carry it out.
- There are many potential positive key messages to convey to industry and growers about the Program and its projects, and the media have already shown they are interested by responding favourably to the limited media releases received to date.
- The Program already has some valuable communication tools but they are not necessarily being leveraged to the full extent possible. These include media releases produced after each committee meeting, committee minutes and project updates.
- Industry organisations produce publications such as magazines and newsletters which are currently not being utilised by the program to communicate with growers about relevant projects and their outcomes. The exception being Potato Australia.
- An area of concern is that most project ideas are currently coming from HAL personnel, with little pro-active input from external sources such as industry or potential research partners.
- Lack of funding and designated resources has impacted considerably on the communication of the Program and its projects to date.
- Current restructuring processes and plans to review the full scope of AusHort must be taken into account in finalising the strategy, and may make it necessary to review this strategy once the new arrangements are in place, projected to be the end of 2001.
- Many peak industry bodies have their own communication strategy, or communication officers, or access to specific research about the way their growers or members like to receive information. These are valuable tools to assist industry representatives in communicating about AusHort programs to growers.

---

**General communication issues in primary industry/rural sectors:**

- Although the internet and email are starting to emerge as important communication tools in Australia, they are still inaccessible to a significant proportion of growers. If available, they are often not the preferred communication option for rural industries, where average ages of enterprise owners are high, or people still prefer to access "hard copy" information. This means that *all the traditional tools we have used in recent years to communicate with farmers and rural communities will remain important methods of communications for some time to come.*
- Consumers are taking a more intense and vocal interest in how their food is produced and that means they want to know more about what growers are doing and using in the way of inputs. Agribusiness can no longer afford to develop marketing and communication programs in isolation from consumers.
- When primary industries are using tools like the internet to distribute information, they must appreciate anyone can and does access the information and city-based consumers may have a very different perception of what they see than growers.
- Testimonial material, or presenting information through credible and recognised spokespeople, is one of the most powerful tools for communicating with growers.
- The best programs are those which use a matrix of tools to deliver information – several pieces of research and interviews suggest farmers must hear or see a message a minimum of three or four times, in different forms and media, before they actually transfer that into action or changed behaviour.
- Never patronise or talk down to growers. Respect that they are professionals in their own field, extremely cynical and will not accept at face value simple claims without validation, or adopt technology that is not practical, cost-effective and easy to use.
- While direct mail is increasing in favour as a tool to get information to farmers, many are becoming tired of the amount of information they receive in this form and are increasingly critical of its value and quality. To be effective direct mail must have a clear, perceived benefit for the grower and offer something they value, including practical quality information.
- Being an exhibitor at a field day does not guarantee your organisation will succeed in engaging farmer interest. Careful thought must go into creating an interactive and eye-catching display, with information valued by growers, and to promoting the display to growers before they arrive. The most effective methods seem to be direct mail or competitions that create a "trigger" for getting growers to a site.

- 
- Too many organisations overlook the importance of internal communications in building a healthy, functioning and successful corporate environment which in turn impacts on external communication programs.
  - Communication managers and officers working internally can benefit from viewing themselves as service providers and treating managers and sections of their organisation as “customers”, in much the same way an external PR consultant would. This is vital to building a strong working relationship with managers, researchers and staff and encouraging them to recognise the value of communications, reducing the number of lost opportunities because PR staff are not kept informed.
  - Evaluation is essential to measure outcomes and assist in developing more effective communication programs in the future. Evaluation processes should where possible be planned in advance and carried out in a timely manner. Options that could be employed include surveys, built-in feedback mechanisms, focus groups or meetings.
  - Management of email has become a major issue for many people. Email should not be abused as a communications tool. Companies with a strong reliance on email as a communications method should develop a policy to manage it and make the most of its benefits.

## **Strategic approach**

The following strategic approach has been developed after considering:

- information gathered through development of the Situation Analysis section of this document; including consultation with AusHort and industry representatives.
- Existing research on communication and information preferences for horticulture sectors, and rural industries and communities generally, both in Australia and overseas
- The experience of TPN in the areas of communication and technology transfer in rural sectors

### **Capitalising on industry linkages**

The strategy is to focus communication efforts on organisations and individuals that provide "linkages" to growers, rather than attempting to communicate directly with growers. This is in part because AusHort does not have access to its own grower databases although it needs to be recognised that information placed in industry specific publications will directly reach growers. This approach will also enable AusHort to engage more closely with industry, to capitalise on existing communication channels, and like the AusHort program itself, achieve a greater relative return on investment in time and resources for communication activities.

The aim is to provide these key linkages in the chain to growers with the tools they need to help communicate about AusHort. This will motivate them to become more active in communicating to others about the Program and its projects, at the same time serving to make sure these key individuals are themselves better informed. It will encourage greater ownership and input into the Program, and will help drive awareness among organisations not yet contributing financially to the Program, but who may be encouraged to do so in the future.

It is the recommendation of this strategy that communication to Federal Government ministers, advisers etc about the Program remain a corporate responsibility resting with Horticulture Australia Limited.

### **The AusHort Brand**

One of the strongest messages received in consultation and research for this project, was that there is a very low recognition of AusHort, even among the "inner circle" of individuals who should be expected to know, and particularly among IDOs and IDMs who are a primary group for distributing information. Growers certainly do not know about AusHort. At the same, there is general confusion among growers about the plethora of organisations and programs serving the horticulture industry, including the merging of the two main research and development and marketing organisations, and the new HAL entity.

While it is recognised that growers do not necessarily need to know about AusHort, at least in its current form, industry and government clearly must to ensure ongoing funding and the

relevance of the Program. And organisations contributing financially to AusHort must be accountable to growers and other members or shareholders, in how levy monies and investments are directed.

Another important factor is plans to expand the scope of the AusHort program to cover research, development and marketing activities which cross multiple industries.

TPN recommends that the issue of branding AusHort be reviewed once these plans are defined, and the broader HAL communication strategy developed.

In the meantime, this strategy recommends that AusHort should approach branding in the following way:

- Do not attempt to brand separately communication materials directed at growers - this material should be badged with the new HAL logo, and mention made in the text about AusHort and its role in relation to the issue or project being communicated. This may amount simply to a line in small print, which states - *"The project is funded by Horticulture Australia Limited through its AusHort Research and Development Program which focuses on strategic research of benefit to a number of industries. 5% of total levies paid by growers fund this program."*
- Without going to the extent of developing a separate logo or identity, material targeting industry and government leaders, funders and researchers, should show very clearly that it is related to AusHort. This should be part of overall efforts to raise awareness among this core group who could be expected to influence the future and success of the AusHort Program. This may involve developing a "sub heading", an AusHort-specific tag line approach, or a distinctive visual style which complements the main HAL style, clearly showing it is part of HAL but belonging to a subset or family of activity within HAL.

### **Tailoring information**

It is vital that AusHort avoid taking a "one size fits all" approach to communication. Feedback clearly indicates that communication tools will not be used and AusHort will not be a priority for industry representatives, IDMs and IDOs unless efforts are made to highlight its relevance to particular industries and the "what's in it for me" for industry and growers.

It is vital that every communication activity and tool is reviewed to make sure it is targeted and relevant by assessing the "What's in it for me" factor.

The matrix of communication tools developed should also provide various levels of information to cater for different needs.

### **Other principles**

Future and broader Horticulture Australia communication and marketing strategies should be taken into consideration in implementing this strategy. It may be necessary to review the strategy once a corporate strategy is developed for HAL.

---

Raising awareness among supply chain and service providers is critical to succeeding in getting information to growers. This sector is playing an increasingly important part in information dissemination, and technology transfer. Growers increasingly rely on consultants and service providers for information, and in turn this sector want quality information to provide to their clients as part of the services they provide.

The strategy is multi-tiered, working at a corporate level to promote the Program, and project level to build up communication about individual projects, helping to drive technology.

It attempts to establish "systems" or processes that take advantage of existing but ad hoc communication channels. The strategy also aims to overcome as much as possible relying on an individual, for whom communication is not a primary role, for the communication process to be effective.

A primary focus of the strategy is to empower key people to become more active and effective in communicating to others about the Program and projects.

# Tactics and Implementation

This element of the strategy sets out practical tactics and priorities for communicating with the target audiences.

They are divided into five main strategic programs:

## 1. Internal Communications Program

A guide to improve communication among the Primary Target Audiences who should be most actively and frequently involved with the Program and its projects.

## 2. Industry Communications Program

The success of this strategy lies in motivating the industry sector to deliver information about AusHort direct to growers. It aims to highlight the relevance of the program and its projects to these key individuals, and in turn to growers, and sets out to develop closer working relationships with industry to leverage recognised, credible communication channels.

## 3. Media Program

The media program will produce media material with clear and consistent messages, putting into context the program and its projects, and highlighting their benefits. It aims to capitalise on specialist media, rural and regional media, as well as industry-owned newsletters. It is vital that AusHort take ownership of distributing material to media outlets, and not leave it to industry to drive this function. An overarching principle is that media material must be tailored to at least some degree to highlight its relevance to both editors and consumers alike.

## 4. Project Communications

A primary aim of this strategy is to improve communication to industry and growers about individual projects, their benefits and outcomes as part of a broader commitment to technology transfer and seeking ongoing support of the Program.

Project managers have an important role to play in communicating to industry, the media and growers about their project. However AusHort cannot expect managers to have the skills, motivation or resources to undertake this task without guidance or support.

This element of the strategy will provide them with the support, tools and ongoing mentoring which will make them more effective communicators. It also encourages AusHort to keep project managers and researchers informed about the broader Program so they are better able to understand the context of their work.

## 5. Cross Cultural Communications

This element provides a brief overview of the issues related to communicating with growers who come from non-English speaking backgrounds - a potentially large sector of the industry.

## **Internal Communications**

### **Target audiences**

- AusHort Research and Development Committee members and other nominated industry contacts
- Horticulture Australia Program Managers
- AusHort project managers and administrators
- Horticulture Australia Managing Director and board
- Other HAL management and staff
- Financial contributors not represented on Committee
- Industry Advisory Committees

### **Communication objectives**

- To make sure all Committee members and other financial contributors to the Program are fully informed about the program and project.
- To make sure all HAL management and staff are informed about the Program and projects.
- To provide HAL senior management and financial contributors with the information they need to be accountable for their investment, including for use in reports to Federal Government, shareholders and members.
- To make sure Committee members and Program managers understand their role and its importance in communicating to others about AusHort.

### **Key messages**

(specific key messages for this sector, to supplement the overall key messages for the Program)

- Committee members and Program Managers have a crucial role to play in communicating to industry and growers about AusHort.
- AusHort will provide you with the tools you and your organisations need to help communicate about the program and be accountable to your growers/shareholders/members.
- AusHort is a valuable program which is bringing real benefits to horticulture, and therefore worth your investment and time.

### **Tactics**

- Create a template to aid production of consistent and informing project updates for project managers
- Create AusHort Update - a biannual electronic publication for all internal target audiences which combines updates for projects, as well as news from the latest Committee meeting etc

- Prepare Program summary for HAL annual report, for circulation to all internal audiences
- Create an AusHort presentation kit of basic slides, notes to help Program Managers and Committee members deliver consistent, clear information about the Program to others. Update kit annually.
- Present project updates to Program Managers at relevant meetings/workshops
- Continue preparing and circulating minutes according to current practice
- Contact industry groups at least once a year to confirm contact names/details for Committee delegate
- Present Communication Strategy to Committee meeting
- Develop brief information sheets on the roles Committee members and Program managers play in communication
- Circulate copies of all media releases to internal audiences before distribution to media
- Make sure all Committee members and Program Managers receive copies of relevant annual industry reports.
- Review Horti-bits, bi-monthly email newsletter to all research and development partners and IDMs/IDOs. If broader scope than AusHort, looking at creating specific clearly badged section for AusHort.
- Review policies and protocols for Committee meetings, including guidelines setting close off date for receiving papers and aiming to circulate all papers to members 10 days in advance of meeting.
- Encourage Program Managers to produce industry specific updates for industry groups, working with materials provided (see industry program)
- Introduce communication program report to Committee meetings to highlight importance of communication, report on activities to date, or showcase successful examples of efforts in previous six months.

### **Implementation**

- Review inhouse capability to implement tactics
- Review need to outsource implementation to acquire skills/resources
- Decide who will be responsible for each tactic
- Develop implementation plan that sets out who is responsible, timelines, priorities and budgets

### **Evaluation**

- Survey Committee members in 12 months to get feedback on tactics and how communication rates with previous experience
- Survey Program managers in 12 months

## **Industry Program**

### **Target Audiences**

- IDMs/IDOs
- Peak industry bodies (financial)
- Peak industry bodies (non financial)
- Science, research and extension organisations
- Supply chain and service sector

### **Objectives**

- To harness the IDM and IDO network to deliver information to growers
- To further establish IDMs and IDOs as the primary link between HAL, AusHort and growers
- To set up two-way communication channels between industry and the Program
- To identify and maximise use of existing communication pathways between the Program, industry and growers
- To raise awareness among industry leaders about the Program and projects so they are better able to inform their constituents.
- To provide communication tools and assistance to industry leaders, IDMs and IDOs so they are better able to assist in communication processes.
- To support efforts to market the program to industry groups, processors etc who are potential financial contributors in future research
- To make greater strategic use of the service providers in delivering information to growers

### **Key messages**

All key messages outlined in main Key Messages section, plus

- IDOs/IDMs and peak industry bodies have a crucial role to play in communicating to industry and growers about AusHort.
- AusHort will provide you with the tools you and your organisations need to help communicate about the program to growers

### **Tactics**

- Present project updates at annual IDO/IDM workshop/meetings including overview of program, and proposed projects on agenda
- Send IDOs/IDMs bi-annual AusHort Update
- Set up face-to-face meetings with peak industry bodies to brief about AusHort, the communication strategy, and discuss ways they can assist, including identifying person in organisation responsible for communication activities.
- Present program and project updates to industry annual conferences

- Prepare program updates for other key industry meetings/workshops where relevant
- Prepare industry-specific project updates and tailored media releases for target audience members with specific industry focus, including communication officers, and encourage them to use in communication tools for growers
- Distribute AusHort Update to all Industry Program target audiences
- Liaise with industry groups to establish links between their web-sites and the new HAL site
- Send media releases to industry organisations, IDOs and IDMs
- Provide IDOs/IDMs and industry reps with a directory for more information about program and projects
- Look at setting up an annual AusHort Update Forum to tell Industry Program target audiences about progress with projects, generate discussion and feedback on future research and development
- Prepare Program fact sheet, including points of contact for more detailed information. Hard copy fact sheet to be updated annually. Electronic fact sheet to be updated more frequently.
- Establish an IDM/IDO AusHort Update email group
- Establish system to automatically email people when anything new added to web-site
- Develop AusHort "subscription" group concept for consultants/advisors to growers, providing them with information from the projects, recognising it would be of commercial value to this sector in servicing their clients. Joining the group would cover invitations to the Forum, an email news service receiving copies of media material, access to project reports, copies of AusHort Update, and contact details of how to find out more about individual projects. Alternatively this could be a free "network" group badged to highlight its value/exclusivity to this sector.
- Present information about AusHort at national annual industry conferences, and other key annual meetings in the sector.
- Identify potential/former researchers. Copy them in on program updates and issues so they are better able to respond to project briefs
- Post annual industry reports
- Develop a list of benefits from the Program, specific for each Industry, to incorporate into industry specific material as relevant
- Looking at training programs for IDOs/IDMs to improve communication skills
- Establish a list of speakers available to talk about AusHort and each project, and circulate it to peak industry bodies

### **Implementation**

- Review in-house capability to implement tactics
- Review need to outsource implementation to acquire skills, resources
- Decide who will be responsible for each tactic
- Develop implementation plan that sets out who is responsible, timelines, priorities and budgets

### **Evaluation**

- Feedback sheets at IDM/IDO annual conference
- Survey of other audience sectors re particular tactics
- Feedback mechanisms for electronic newsletters, web-site
- Ongoing face-to-face liaison with peak industry bodies

## **Media Program**

### **Target audiences**

- Media

As a mechanism to reach all AusHort Program target audiences, but in particular...

- Growers

### **Objectives**

- Raise grower awareness about the Program's projects
- Facilitate technology transfer and understanding of strategic issues
- Raise media awareness about the Program and its projects, with a view to encouraging greater coverage

### **Key messages**

- All key messages

### **Tactics**

- Prepare regular media releases about the program
- Edit and distribute project specific media releases based on project updates or to coincide with key project milestones
- Prepare media release from AusHort meetings
- Set up system encouraging Program Managers to provide copies of any releases they write about AusHort to central AusHort contact for review/assistance/archiving
- Establish protocols for AusHort related media releases
- Establish media room on the website and make sure all media material available on this site, with mechanism to email priority journalists when new material posted
- Set up database to tailor all media material according to geographic area/industry being covered by media outlet
- Tailor media releases to quote most relevant source - program manager, Committee representative, IDO - for the audience that will read/hear it.
- Post annual industry reports to key horticulture media
- Post AusHort Update to key horticulture media
- Develop media release template
- Develop centrally accessible electronic archive file for all media releases

- 
- Develop media database, including industry newsletters, to drive tailoring and distribution processes
  - Look at holding annual media briefing sessions or invite horticulture media to AusHort Update Forum
  - Develop media liaison program, which follows up media after release distribution

### **Implementation**

- Review inhouse capability to implement tactics
- Review need to outsource implementation to acquire skills/resources
- Decide who will be responsible for each tactic
- Develop implementation plan that sets out who is responsible, timelines, priorities and budgets

### **Evaluation**

- Media monitoring
- Qualitative analysis of media coverage'
- Report sheets recording media inquiries/responses to follow-up calls
- Record hits to website media room
- Occasional survey of media re quality/usefulness of material

## **Project Communication**

### **Target audiences**

- Project managers

### **Communication objectives**

- To work with project managers to communicate more effectively about individual projects
- To clearly identify the roles and responsibilities of project managers in communication
- To better equip project managers to effectively communicate about their projects and the Program in general.

### **Key messages**

- Project managers have a clear responsibility to communicate with others about their specific project
- AusHort is developing tools to help project managers meet this responsibility
- Submitting a detailed communication strategy and implementation plan will be a requirement for each project
- Meeting communication objectives will be built into milestones for projects, and therefore linked to payments
- Communicating effectively about each project will help secure industry and government commitment to the Program and future research and development projects

### **Tactics**

- Review tender briefs to make sure communication responsibilities highlighted up front
- Develop clear criteria for projects establishing importance of communication to the project, assessment of milestones and payments
- Prepare easy-to-follow communications guide to aid managers in developing basic project-specific communication plan. This will help them identify audiences, messages, approach, tactics, timelines and budget specific to their project.
- Provide guidance/mentoring support to project managers in communication activities
- Prepare template to help project managers develop simple implementation plan for communication activities.
- Prepare project fact sheet template
- Work with project managers to prepare fact sheet which clearly identifies the "what's in it for me" element of the research for growers/industry
- Look at setting up a communication workshop or other workshop in other specific area such as working with the media for all project managers

- 
- Provide template to help project managers write consistent, informative updates
  - Create list of horticulture media and key industry contacts as part of a package for project managers
  - Look at the concept of establishing a project champion for each project, with the person being a credible industry representative
  - Prepare a media release announcing the project
  - Work with project management to produce a media release at completion of each milestone or key stage of the project to build up interest
  - Work with project management to prepare a media release on completion of project, reporting outcomes

### **Implementation**

- Review in-house capability to implement tactics
- Review need to outsource implementation to acquire skills/resources
- Decide who will be responsible for each tactic
- Develop implementation plan that sets out who is responsible, timelines, priorities and budgets

### **Evaluation**

- Review communication outcomes as set down in contract for each project
- Survey project managers re tools provided and communication issues encountered
- Media monitoring
- Interview project champions

## **Cross Cultural Communication**

While it is not the role of the AusHort RESEARCH AND DEVELOPMENT Program to communicate direct with growers, the Program must take into account that many industry members and other information providers have to cope with cross cultural issues in communication.

As farmers with non-English speaking backgrounds make up a large proportion of growers, care must be taken to ensure this target group is communicated with effectively.

Research conducted by TPN associate consultant, Kate Barnett has highlighted that traditional communication methods would not be appropriate because of the need to make specific provision for three factors:

- Language
- Culture
- Ethnic community information networks

There may also be a need to tailor communication within individual ethnic communities to make provision for individual differences in communication channels.

Research has shown community leaders and other known and respected key intermediaries in the community are invaluable in providing insight into communication methods within various ethnic communities. These individuals play a key role in word of mouth communication, which is recognised as the single most effective form of conveying information. These intermediaries also become crucial in the validation and endorsement of key messages.

### **Target audiences**

- Industry organisations
- IDOs/IDMs
- Growers with non-English speaking backgrounds

### **Communication Objectives**

- To work with industry to identify issues related to communicating about AusHort to growers from a non-English speaking background
- To assist with the preparation of alternative communication tools as appropriate

## Tactics

- Liaise with industry organisations, IDOs and IDMs to identify potential issues, audiences and any existing communication strategies they are using to target producers with non-English speaking backgrounds. This process should include:
  - Identification of NESB communities within the industry and their locations
  - Research into most effective communication methods for each NESB community
- Identify key media utilised by each NESB community
- Translate media material into identified community languages for distribution into community language newspapers or direct to growers
- Translate direct communication material into identified community languages for distribution via industry groups and key intermediaries
- Use ethnic radio as a communication tool where appropriate to overcome literacy issues
- Identify community leader to act as project or program champion within their group
- Organise face-to-face briefings and/or information sessions through these community leaders
- Look at providing multiple language options via website

## Implementation

- Review in-house capability to implement tactics
- Review need to outsource implementation to acquire skills/resources
- Decide who will be responsible for each tactic
- Develop implementation plan that sets out who is responsible, timelines, priorities and budgets

## Evaluation

- Work with industry to identify need to survey NESB growers to determine awareness of specific issues/projects
- Communication material and activities completed as agreed with industry
- Monitoring of ethnic oriented media sent material

---

# Communication tools

## Key principles

Before preparing communication tools, the following important aspects should be reviewed:

- Audience targeted
- Are there significant multi-cultural-literacy issues
- Form of tool - electronic, hard copy, video etc
- Appropriate production values
- Distribution channels and method
- Budget
- Testing/evaluating mechanisms
- How does it fit with the overall strategy?

All communication tools must:

- Emphasise the "what's in it for me" question for the target audience
- Be pitched at the right level for the targeted audience
- Carry agreed key messages about the program and, when relevant, project
- Follow any agreed visual policies or existing visual styles, including use of logos

---

## **Fact sheets**

### **Program fact sheet**

Updated annually. The fact sheet must clearly convey where AusHort sits within Horticulture Australia Limited, its role, and the key messages outlined in this strategy. It should also provide examples of projects or a list of projects or types of projects in terms that are meaningful to all target audiences.

An option which should be considered if resources allow is producing a different version of the Program fact sheet for each industry. The industry specific versions might not contain different text, but could highlight relevance through a change to the key heading.

For example... "**AusHort and the .... Industry**". This would not necessarily add significantly to production costs depending on how it was implemented.

Another option is to present the fact sheet as a joint exercise between Horticulture Australia Limited and the relevant industry organisation, with logos of both organisations featured.

### **Project fact sheets**

Develop fact sheets for each project or group of related projects in a cohesive series that follows a recognisable style. A basic template would be developed for these fact sheets. The preliminary text could be prepared by project managers as part of their communication responsibilities, with editing and design carried out by AusHort to ensure accuracy and consistency.

An option AusHort should consider is revisiting completed projects and producing fact sheets for those which produced worthwhile outcomes.

The fact sheets should be designed to work both in print and electronic form, and be easy to upload onto the web-site.

## **Presentation packs**

Develop a presentation pack that contains basic tools to help people deliver clear and consistent messages about the program. Having access to such a tool would encourage people who otherwise might overlook talking to meetings, workshops etc about AusHort.

The pack might include a range of tools to cope with various presentation styles and resources, from shed meetings to annual industry meetings at State and regional levels. These might include:

- Slides
- Overheads
- Speaking notes
- Graphics/photos

---

## **AusHort Updates**

The concept of the AusHort Update is to create a collection of information that conveys the scope of the Program and the context of its projects in a single newsletter. The newsletter could be designed so that it can be circulated either electronically or in hard copy, depending on resources. It should be written so that it is suitable for all target audiences, however the main target would be primary and secondary audiences. Industries could be given the option of circulating it to growers via their own distribution channels.

The update would include brief pieces about active projects and project outcomes, generate discussion about strategic direction and marketing issues, announcements of new projects, news from Committee meetings, profiles of project champions etc

The Update should also be available on the web-site.

---

## **Website and Email Services**

Develop an email news service that is sent to key stakeholders on a monthly basis. The email would contain short “teaser” paragraphs regarding the status or outcomes from various AusHort projects and will entice readers to follow the link through to AusHort’s website where the full story will reside.

The news service would enable key stakeholders easy access to project outcomes while ensuring that they are not inundated with reports and papers that they may not have time to sort through for relevant information. The service also ensures the “what’s in it for me” factor for stakeholders, by promoting project outcomes and ensuring results are industry relevant.

The website for AusHort would need to be developed in order to host the information, which will be presented in a short, easy-to-read, media release type format, and to facilitate navigation for visitors.

A monthly deadline would be created to receive information from the various project leaders and it will then be edited to fit the newspaper style format. Stakeholders should be encouraged to use the information hosted on the site for their own industry publications.

## **Project manager's communication kit**

A kit to help project managers develop a simple but effective communication strategy for their project, or to understand their responsibilities in relation to communicating about projects.

The kits must emphasise the role and responsibilities of project managers in communicating about their project, and why it is important to AusHort, the horticulture industry as a whole, and their ongoing funding.

The kit should include information about the process of developing a strategy, including:

- identifying target audiences,
- what they need to know about the project,
- project benefits and project specific key messages,
- the best way to get information to them,
- who will be responsible for the task,
- timelines,
- budget or resource hours required to implement it.

Tools in the kit might include:

- A tick sheet of potential target audiences
- Framework for a simple implementation plan
- Tips and suggestions
- Background information about AusHort to include in their material
- Where to go for assistance

---

## Project team

This strategy was prepared by Turnbull Porter Novelli's national rural and regional communication practice, based in Adelaide, in close association with AusHort Research and Development Program managers and representatives.

The team comprised:

- Liz Kellaway - Project Manager and General Manager, TPN Adelaide
- Richard Fewster - Consultant, strategic, and TPN Adelaide managing director
- Wayne Barbour - Consultant, implementation
- Gabbi Lorenzetti - Consultant, research
- Jo Young - Communication assistant
- David East - Associate consultant

## Glossary of Acronyms

- ABARE - Australian Bureau of Agricultural and Resource Economics
- AFFA - Agriculture Fisheries and Forestry Australia
- AHC - Australian Horticultural Corporation
- AHEA - Australian Horticultural Exporters Association
- ANZFA - Australian and New Zealand Food Authority
- AQIS - Australian Quarantine Inspection Service
- CSIRO - Commonwealth Scientific and Industrial Research Organisation
- DNRE - Department of Natural Resources and Environment (Victoria)
- HAL - Horticulture Australia Limited
- HMAC - Horticulture Market Access Committee
- HRDC - Horticulture Research and Development Corporation
- IDM - Industry Development Manager
- IDO - Industry Development Officer
- MIA - Murrumbidgee Irrigators Association
- NESB - Non English Speaking Background
- NRA - National Registration Authority
- PIB - Peak Industry Bodies
- SARDI - South Australian Research and Development Institute
- SCARM - Standing Committee on Agriculture and Natural Resource Management
- TPN - Turnbull Porter Novelli
- WTO - World Trade Organisation

## AusHort Research and Development Program - Internal Communication Strategy

A = Must be done

B = Should be done

C = Could be done

Specific communication objectives	Specific key messages	Tactics	Target Audiences	Priority	Implementation	Evaluation	Timelines
<ul style="list-style-type: none"> <li>• Make sure committee members and financial contributors are fully informed about the program and projects.</li> <li>• Make sure all HAL management and staff are informed about the Program and projects.</li>   <li>• Provide HAL senior management and financial contributors with information they need to be accountable for their investment, including for use in reports to Fed. Government, shareholders and members.</li> <li>• Make sure Committee members and Program managers understand their role and its importance in communicating to others about AusHort.</li> </ul>	<ul style="list-style-type: none"> <li>• Committee members and Program Managers have a crucial role to play in communicating to industry and growers</li>   <li>• AusHort will provide you with the tools you and your organisations need to help communicate to your industry/members/ growers</li>   <li>• AusHort is a valuable program which is bringing real benefits to horticulture, and therefore worth your investment and time</li> </ul>	<ul style="list-style-type: none"> <li>• AusHort Update - biannual electronic publication</li> </ul>	<ul style="list-style-type: none"> <li>• All Internal Program audiences</li> </ul>	A	Communication manager/outsource	Completed and distributed	March September
		<ul style="list-style-type: none"> <li>• Annual Program summary</li> </ul>	<ul style="list-style-type: none"> <li>• All Internal Program audiences</li> </ul>	A	Communication manager/outsource	Completed and distributed	July
		<ul style="list-style-type: none"> <li>• Presentation kit</li> </ul>	<ul style="list-style-type: none"> <li>• Program managers</li> <li>• Committee members</li> </ul>	A	Communication manager/outsource	Completed and distributed	March
		<ul style="list-style-type: none"> <li>• Circulate Committee meeting minutes</li> </ul>	<ul style="list-style-type: none"> <li>• Committee members</li> <li>• Nominated industry reps</li> </ul>	A	Program manager	Completed and distributed	March September
		<ul style="list-style-type: none"> <li>• Industry database maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Industry representatives</li> </ul>	A	Program manager	Completed	July
		<ul style="list-style-type: none"> <li>• Present communication strategy</li> </ul>	<ul style="list-style-type: none"> <li>• AusHort Research and Development Committee</li> </ul>	B	Consultant	Completed	September 2001
		<ul style="list-style-type: none"> <li>• Information sheets explaining coms role</li> </ul>	<ul style="list-style-type: none"> <li>• Committee members</li> <li>• Program managers</li> </ul>	C	Communication manager/outsource	Completed and distributed	March
		<ul style="list-style-type: none"> <li>• Circulate media releases</li> </ul>	<ul style="list-style-type: none"> <li>• All Internal Program audiences</li> </ul>	B	Communication manager	Distributed	Ongoing

		<ul style="list-style-type: none"> <li>• Send relevant annual industry report</li> </ul>	<ul style="list-style-type: none"> <li>• Committee members</li> <li>• Program managers</li> <li>• Industry reps</li> </ul>	A	Communication manager	Distributed	July/August
		<ul style="list-style-type: none"> <li>• Review horti-bits</li> </ul>	<ul style="list-style-type: none"> <li>• All internal program audiences</li> </ul>	B	Communication manager	Completed	February 2002
		<ul style="list-style-type: none"> <li>• Review policies and protocols for committee meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Committee members</li> </ul>	B	Program manager	Completed	February 2002
		<ul style="list-style-type: none"> <li>• Introduce coms report to meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Committee members</li> </ul>	B	Communication manager	Completed	March September
		<ul style="list-style-type: none"> <li>• Create a template for production of project updates</li> </ul>	<ul style="list-style-type: none"> <li>• Program managers</li> </ul>	B	Communication manager/outsorce	Completed	March 2002
		<ul style="list-style-type: none"> <li>• Project update presentations</li> </ul>	<ul style="list-style-type: none"> <li>• Program managers</li> </ul>	A	Program managers	Completed	Ongoing
		<ul style="list-style-type: none"> <li>• Encourage production of industry-specific updates</li> </ul>	<ul style="list-style-type: none"> <li>• Program managers</li> </ul>	A	Communication manager		Ongoing
		<ul style="list-style-type: none"> <li>• Survey for feedback on strategy and tactics, and to check awareness</li> </ul>	<ul style="list-style-type: none"> <li>• AusHort committee members</li> <li>• Program managers</li> </ul>	B	Outsource	Completed	December 2002

## AusHort Research and Development Program - Industry Communication Strategy

A = Must be done

B = Should be done

C = Could be done

Specific communication objectives	Specific key messages	Tactics	Target Audiences	Priority	Implementation	Evaluation	Timelines
<ul style="list-style-type: none"> <li>• Harness the IDM and IDO network to deliver information to growers</li> <li>• Further establish IDMs and IDOs as the primary link between HAL, AusHort and growers</li> <li>• Set up two-way communication channels between industry and the Program</li> <li>• Identify and maximise use of existing communication pathways between the Program, industry and growers</li> <li>• Raise awareness among industry leaders about the Program and projects so they are better able to inform their constituents.</li> <li>• Provide communication tools and assistance to industry leaders, IDMs and IDOs so they are better able to assist in communication processes.</li> </ul>	<ul style="list-style-type: none"> <li>• IDOs/IDMs and peak industry bodies have a crucial role to play in communicating to industry and growers about AusHort</li> <li>• AusHort will provide you with the tools you need to help communicate about the program and its outcomes to growers</li> </ul>	<ul style="list-style-type: none"> <li>• Program and project update presentations at annual IDO workshop and meetings</li> </ul>	<ul style="list-style-type: none"> <li>• IDOs/IDMs</li> </ul>	A	Program managers	Completed	??
		<ul style="list-style-type: none"> <li>• AusHort Update - biannual electronic publication</li> </ul>	<ul style="list-style-type: none"> <li>• IDOs/IDMs</li> <li>• Peak industry bodies (financial and non-financial)</li> <li>• Science research and extension organisations</li> <li>• Supply chain and service sector</li> </ul>	A	Communication manager / outsource	Completed and distributed	March September
		<ul style="list-style-type: none"> <li>• Face to face briefings re coms strategy and implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Peak industry bodies (financial)</li> </ul>	A	Communication manager / Program managers	Completed	December 2001 – March 2002
		<ul style="list-style-type: none"> <li>• Program and project update presentations at annual industry conferences</li> </ul>	<ul style="list-style-type: none"> <li>• All target audiences</li> </ul>	A	Program managers	Completed	Ongoing
		<ul style="list-style-type: none"> <li>• Program updates at other industry meetings and workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Peak industry bodies</li> <li>• IDOs/IDMs</li> <li>• Science, research and extension organisations</li> <li>• Supply chain and service sector</li> <li>• Growers</li> </ul>	B	Program managers	Completed	Ongoing
		<ul style="list-style-type: none"> <li>• Industry specific project updates</li> </ul>	<ul style="list-style-type: none"> <li>• IDOs/IDMs</li> <li>• Peak industry bodies (financial and non-financial)</li> <li>• Supply chain and service sector</li> <li>• Science, research and extension organisations</li> </ul>	A	Communications manager / outsourced	Completed	March September

<ul style="list-style-type: none"> <li>Support efforts to market the program to industry groups, processors etc who are potential financial contributors in future research</li> <li>Make greater strategic use of the service providers in delivering information to growers</li> </ul>	<ul style="list-style-type: none"> <li>Industry specific media releases</li> </ul>	<ul style="list-style-type: none"> <li>IDOs/IDMs</li> <li>Peak industry bodies (financial and non-financial), including communication managers</li> <li>Industry specific media/newsletters</li> </ul>	A	Communications manager / outsourced	Completed and distributed	Ongoing
	<ul style="list-style-type: none"> <li>Liaise with industry groups to establish website links</li> </ul>	<ul style="list-style-type: none"> <li>Peak industry bodies</li> </ul>	B	Communications manager / outsourced	Completed	June 2002
	<ul style="list-style-type: none"> <li>Program and project contact directory</li> </ul>	<ul style="list-style-type: none"> <li>IDOs/IDMs</li> <li>Peak industry body representatives</li> </ul>	C	Communications manager / outsourced	Completed	June 2002
	<ul style="list-style-type: none"> <li>AusHort Update Forum</li> </ul>	<ul style="list-style-type: none"> <li>IDMs/IDOs</li> <li>Peak industry bodies</li> <li>Science, research and extension organisations</li> <li>Supply chain and service sector</li> </ul>	B	Communications manager / program manager	Completed	August 2002
	<ul style="list-style-type: none"> <li>Program fact sheet</li> </ul>	<ul style="list-style-type: none"> <li>All target audiences</li> </ul>	A	Communications manager	Completed	Ongoing
	<ul style="list-style-type: none"> <li>AusHort Update email group</li> </ul>	<ul style="list-style-type: none"> <li>IDOs/IDMs</li> </ul>	C	Communications manager / outsource	Completed	Ongoing
	<ul style="list-style-type: none"> <li>HAL/AusHort website email listserve</li> </ul>	<ul style="list-style-type: none"> <li>All target audiences</li> </ul>	B	Communications manager / outsource	Completed	June 2002
	<ul style="list-style-type: none"> <li>Subscription group concept</li> </ul>	<ul style="list-style-type: none"> <li>Supply chain and service sector, extension providers</li> </ul>	B	Communications manager / outsourced	Set-up	December 2002
	<ul style="list-style-type: none"> <li>Post out program updates and issues for future research</li> </ul>	<ul style="list-style-type: none"> <li>Science, research organisations</li> </ul>	B	Communications manager / outsourced	Completed	Ongoing
	<ul style="list-style-type: none"> <li>Annual industry reports</li> </ul>	<ul style="list-style-type: none"> <li>IDMs/IDOs</li> <li>Peak industry bodies</li> <li>Science, research and extension organisations</li> <li>Supply chain and service sector</li> </ul>	A	Communication Manager	Distributed	July / August 2002
<ul style="list-style-type: none"> <li>Create database of industry specific benefits for each project or group of projects to use in industry specific materials</li> </ul>	<ul style="list-style-type: none"> <li>IDOs/IDMs</li> <li>Industry bodies</li> </ul>	A	Communications manager / outsourced	Completed	March 2002 Ongoing	

		<ul style="list-style-type: none"> <li>• Communication training</li> </ul>	<ul style="list-style-type: none"> <li>• IDOs/IDMs</li> </ul>	C	Communications manager / outsourced	Completed	December 2002
		<ul style="list-style-type: none"> <li>• Develop speakers list and send it to conference organisers, peak industry bodies</li> </ul>	<ul style="list-style-type: none"> <li>• Peak industry bodies</li> </ul>	B	Communications manager / outsourced	Completed	Feb 2002 - Annual
		<ul style="list-style-type: none"> <li>• Use feedback sheets at IDM/IDO annual conference</li> </ul>	<ul style="list-style-type: none"> <li>• IDOs/IDMs</li> </ul>	B	Communication manager	Completed	
		<ul style="list-style-type: none"> <li>• Survey other audience sectors re individual tactics</li> </ul>	<ul style="list-style-type: none"> <li>• Peak industry bodies</li> <li>• Science, research and extension organisations</li> <li>• Supply chain and service sector</li> </ul>	B	Outsource	Completed	Ongoing
		<ul style="list-style-type: none"> <li>• Develop feedback mechanisms for electronic newsletters/website</li> </ul>	<ul style="list-style-type: none"> <li>• IDOs/IDMs</li> <li>• Peak industry bodies</li> <li>• Science, research and extension organisations</li> <li>• Supply chain and service</li> </ul>	B	Communication manager/outsource	Completed	Ongoing
		<ul style="list-style-type: none"> <li>• Face-to-face liaison with PIBs</li> </ul>	<ul style="list-style-type: none"> <li>• PIBs</li> </ul>	A	Communication manager	Completed	Ongoing

## AusHort Research and Development Program – Media Program

- A = Must be done
- B = Should be done
- C = Could be done

Specific communication objectives	Specific key messages	Tactics	Priority	Implementation	Evaluation	Timelines
<ul style="list-style-type: none"> <li>• Raise grower awareness about the Program's project.</li> <li>• Facilitate technology transfer and understanding of strategic issues</li> <li>• Raise media awareness about the Program and its projects, with a view to encouraging greater coverage.</li> </ul>	<ul style="list-style-type: none"> <li>• All key messages</li> </ul>	Prepare regular media releases	A	Communication manager/outsource	Completed	Ongoing
		Edit and distribute project specific media releases based on project updates or coinciding with key project milestones	A	Communication manager/outsource	Completed	Ongoing
		Prepare media releases from AusHort meetings	A	Communication manager/Program manager/outsource	Completed	March September
		Develop system for central review/archiving of all releases	B	Communication manager	Completed	March 2002
		Establish media protocols	B	Communication manager	Completed	March 2002
		Establish website media room	B	Outsource	Completed	??
		Make all media releases available on website; email priority media about new material	B	Communication manager/outsource	Completed	Ongoing
		Set up database to tailor media releases and distribute	A	Outsource	Completed	March 2002
		Tailor media releases for region/industry/spokesperson	A	Outsource	Completed	March 2002
		Send annual industry reports to key horticulture media	C	Communication manager	Completed	Ongoing
		Sent AusHort Update to key horticulture media	C	Communication manager	Completed	Ongoing
		Develop media release template	A	Communication manager/outsource	Completed	February 2002
		Develop central archive file for releases	C	Communication manager	Completed	March 2002
		Develop media database	A	Outsource	Completed	February 2002
		Look at holding annual media briefing sessions or invite media to Update Forum	B	Communication manager/outsource	Completed	March 2002
		Develop media liaison program	A	Communication manager/outsource	Completed	March 2002
		Set up media monitoring	B	Outsource	Completed	February 2002
		Qualitative analysis of media coverage	B	Outsource	Completed	December 2002
		Record media inquiries/responses	B	Communication manager/outsource	Completed	Ongoing
		Record hits to website media room	B	Communication manager	Completed	Ongoing
Survey media re quality/usefulness of material	C	Outsource	Completed	December 2002		

# AusHort Research and Development Program – Project Communication

A = Must be done

B = Should be done

C = Could be done

Specific communication objectives	Specific key messages	Tactics	Target Audiences	Priority	Implementation	Evaluation	Timelines
<ul style="list-style-type: none"> <li>Work with project managers to communicate more effectively about individual projects</li> <li>Clearly identify the roles and responsibilities of project managers in communication</li> <li>Better equip project managers to effectively communicate about their projects and the Program in general.</li> </ul>	<ul style="list-style-type: none"> <li>Project managers have a clear responsibility to communicate with others about their specific project</li> <li>AusHort is developing tools to help project managers meet this responsibility</li> <li>Submitting a detailed communication strategy and implementation plan will be a requirement for each project</li> <li>Meeting communication objectives will be built into milestones for projects, and therefore linked to payments</li> </ul> <p>Communicating effectively about each project will help secure industry and government commitment to the Program and future research and development projects</p>	<ul style="list-style-type: none"> <li>Review tender briefs to make sure coms responsibilities are highlighted up front</li> </ul>	Tenderers/project managers	A	Communication manager/Program manager	Completed	February 2002
		<ul style="list-style-type: none"> <li>Develop clear criteria for projects re communication</li> </ul>	Tenderers/project managers	A	Program manager/coms manager	Completed	February 2002
		<ul style="list-style-type: none"> <li>Assist project team to prepare coms strategy for each project</li> </ul>	Project managers	A	Communication manager/outsource	Completed	Ongoing
		<ul style="list-style-type: none"> <li>Prepare communication kit</li> </ul>	Project managers	A	Communication manager/outsource	Completed/Survey	June 2002
		<ul style="list-style-type: none"> <li>Provide guidance/mentoring</li> </ul>	Project managers	A	Communication manager/outsource	Completed/Survey	Ongoing
		<ul style="list-style-type: none"> <li>Prepare template for communication implementation plan</li> </ul>	Project managers	A	Communication manager/outsource	Completed/Survey	March 2002
		<ul style="list-style-type: none"> <li>Prepare project fact sheet template</li> </ul>	Project managers	A	Communication manager/outsource	Completed/Survey	March 2002
		<ul style="list-style-type: none"> <li>Prepare project fact sheet</li> </ul>	As per communication plan for individual project	A	Program manager/communication manager/outsource	Completed	Ongoing

		• Communication workshop/training	Project managers	B	Outsource	Completed	June 2002
		• Prepare template for project updates	Project managers	A	Communication manager/outsource	Completed/ Survey	March 2002
		• Provide with relevant media and industry contacts list	Project managers	B	Communication manager/outsource	Completed	Ongoing
		• Develop project champion concept	As per communication plan for individual project	C	Communication manager/outsource	Completed	June 2002
		• Prepare media release announcing new project	As per communication plan for individual project	A	Project manager/communication manager/outsource	Completed	At commencement of each project
		• Prepare media release at completion of key milestones/stages	As per communication plan for individual project	B	Project manager/communication manager/outsource	Completed	As per project milestones
		• Prepare media release on completion of project	As per communication plan for individual project	A	Project manager/communication manager/outsource	Completed	At end of each project
		• Review communication outcomes for each project		A	Project manager/communication manager/outsource	Completed	At end of each project
		• Survey project managers re tools provided and coms issues	Project managers	B	Outsource	Completed	At end of each project
		• Review media monitoring		B	Outsource	Completed	Ongoing
		• Interview project champions		B	Outsource	Completed	

# AusHort Research and Development Program – Cross Cultural

A = Must be done

B = Should be done

C = Could be done

Specific communication objectives	Tactics	Target Audiences	Priority	Implementation	Evaluation	Timelines
<ul style="list-style-type: none"> <li>To work with industry to identify issues related to communicating about AusHort to growers from a non-English speaking background</li> <li>To assist with the preparation of alternative communication tools as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Liaise with industry/IDO and IDMs re issues/audiences etc</li> </ul>	IDO/IDMs/Industry	B	Communication manager/outsource	Completed	Ongoing
	<ul style="list-style-type: none"> <li>Identify key NESB media</li> </ul>	Media	C	Outsource	Completed	
	<ul style="list-style-type: none"> <li>Translate media material into identified languages</li> </ul>	As per coms strategy for each project	C	Outsource	Completed	
	<ul style="list-style-type: none"> <li>Translate direct communication material into identified languages</li> </ul>	As per coms strategy for each project	C	Outsource	Completed	
	<ul style="list-style-type: none"> <li>Use ethnic radio to overcome literacy issues</li> </ul>	As per coms strategy for each project	C	Outsource	Completed	
	<ul style="list-style-type: none"> <li>Identify community leaders to act as project champions</li> </ul>	As per coms strategy for each project	C	Outsource	Completed	
	<ul style="list-style-type: none"> <li>Organise face to face briefings</li> </ul>	As per coms strategy for each project	C	Communication manager/outsource	Completed	
	<ul style="list-style-type: none"> <li>Look at providing multiple language options via website</li> </ul>	As per coms strategy for each project	C	Outsource	Completed	