

Horticulture Innovation Australia

Final Report

National Vegetable Industry Communication Strategy (VICS): management and implementation

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AUSVEG Ltd

Project Number: VG12014

VG12014

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ISBN 0 7341 3799 0

Published and distributed by:
Horticulture Innovation Australia Limited
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Summary

Since its establishment in 1996, the National Vegetable Levy, with contributions from the Australian Government, has funded vital research and development (R&D) to help improve the productivity and profitability of Australian vegetable growing operations.

The purpose of the Horticulture Innovation Australia Limited (HIA) funded VG12014 National Vegetable Industry Communication Strategy: Management and Implementation (VICS) project is to effectively communicate the findings of this R&D to growers and industry, and ensure that all National Vegetable Levy payers throughout Australia are aware of the outcomes from the investment of their levies.

The VICS project commenced in December 2012 under the management of AUSVEG, and was undertaken to ensure that National Vegetable Levy payers and other key industry stakeholders were provided with information regarding the outcomes of all relevant research and development projects and other relevant industry news, issues and data.

The VICS project heralded the arrival of an exciting period for the industry, with the combination of emerging and traditional media and communication methods, ranging from printed booklets and brochures to email and emerging online, social media and mobile technologies, set to better inform and involve all sectors of the vegetable growing community, resulting in better transfer of R&D outcomes and industry information to Australian growers. As well as this, VICS provided levy payers with a sense of ownership over their industry communications through greater interaction with other sectors of the industry.

Throughout the project's three-year lifespan, AUSVEG has used an extensive range of both traditional and contemporary communication tools to ensure that the communication strategy devised was implemented effectively and was utilised to maximum potential to guarantee all information reached the widest possible audience. Communication activities have been expressed through the use of the following:

- Publication of the weekly e-newsletter *Weekly Update*.
- Publication of annual *Grower Success Stories*.
- Media relations for R&D-related news, including media releases, Twitter and contributions to publications.
- Publication of brochures on the National Vegetable Levy.
- Stakeholder Relations and additional industry communications.
- Grower Consultations, including hosting successful Annual Levy Payers' Meetings.
- Establishment and maintenance of an industry R&D database and photographic library.

As there are over 150 different levied vegetable commodities that are covered by this project, it was

imperative that all communications activities accounted for the shared and unique issues affecting each of these commodities. Key outcomes of the VICS project include:

- The continuation of a strong media presence in both metropolitan and regional/rural Australia, which has resulted in the ability for widespread penetration and awareness of key issues and outcomes relating to the Australian vegetable industry, which has been essential to ensuring cost-effective coverage of R&D related news.
- High level of grower participation in vegetable industry workshops, seminars and forums.
- Increasingly positive feedback of the weekly e-newsletter, the *Weekly Update*, which regularly features important news and information for members of the vegetable industry and is now distributed to more than 3,500 growers and relevant stakeholders.
- Positive feedback from growers and industry for the annual *Grower Success Stories* publications and Vegetable Levy brochures.
- Positive results from the independent review of the communications program undertaken in 2015.

These outcomes demonstrate that VICS has consistently and effectively fulfilled its purpose, providing National Vegetable Levy payers with a broad range of information in an accessible manner.

To carry on the success of this project, it is recommended that the VICS project is consolidated into a broader Vegetable Communications Program that includes *Vegetables Australia* and *Vegenotes*. It is also recommended to redesign the *Weekly Update* to enhance readability and cease production of USBs with industry-funded R&D. In addition, it is recommended that future VICS projects increase social media presence and maintain an aggressive media strategy.

Keywords

Communications; vegetable; social media; research and development (R&D); media; AUSVEG; Horticulture Innovation Australia

Introduction

Delivering R&D outcomes to vegetable growers in a concise, efficient and easy to understand manner forms a vital part of the VICS project. As these projects are funded by levies paid by growers, it is essential that growers can access the outcomes of these levy-funded projects. As we know that different people have different preferences with regards to accessing information, R&D outcomes need to be accessible to growers across a wide variety of distribution channels.

The ultimate aim of the VICS project is to communicate the outcomes of industry-funded R&D to growers and industry members. Vegetable levy-funded research reflects the priorities outlined in the *Strategic Investment Plan* for the vegetable industry: Consumer Alignment; Market and Value Chain Development; and Farm Productivity, Resource Use and Management). This research includes R&D outcomes that can be used by growers on farm to improve their productivity, as well as information that growers can use in their businesses, such as improving market access for export and consumer research.

AUSVEG used the following communications methods to communicate levy-funded research to growers: e-newsletter; media releases; brochures; social media; annual *Grower Success Stories* publications; USB sticks preloaded with levy-funded content; as well as attendance at industry events and other communications materials as required.

Maintaining an aggressive media campaign for the industry has been vital to communicating R&D to growers and the wider vegetable industry. By highlighting the benefits of industry R&D through the media and the success stories that are generated within it, the industry can maintain a positive, professional and progressive image.

Industry surveys have indicated that the most popular form of receiving information on industry R&D is through hard copy magazines. Given the average age of growers in the vegetable industry is over 50, ensuring growers can access information in a hard copy format, including magazines, brochures and booklets, is vital to ensure they are able to be updated on the latest R&D outcomes. Regular updates through the *Weekly Update* e-newsletter were also highlighted as a popular form of receiving information on R&D and industry events.

While older growers outnumber younger growers in our industry, providing communication material to the younger generation is important for the development of the industry. Surveys have indicated that younger growers are more likely to receive information on R&D and industry events through social media and online forms of communication. Investing in increased online communications has resulted in a twofold effect – it ensured a wider grower audience can receive information on the latest industry R&D and rejuvenates the image of the industry as modern and tech savvy, which will help in attracting young people into the industry and help retain those already in it. The benefits of this investment can be seen through the increasing popularity and prominence of the AUSVEG Twitter channel, which was established during this project, as well as the popularity of the AUSVEG website.

Providing growers and industry members with the outcomes of industry-funded R&D in an easy to

understand format was also a vital component of the program. Giving growers access to scientific reports that they cannot understand will not give them the information they need to improve their businesses. The ability for AUSVEG staff to promote levy-funded R&D in non-scientific language has been essential in increasing the potential for readers without a scientific background (including those in the media) to comprehend R&D outcomes and therefore increase their adoption by levy payers.

Highlighting the benefits for growers being involved in industry-funded R&D programs was also a key focus of the VICS project. The *Grower Success Stories* publication was a popular communications tool among growers and was important in showcasing the benefits that being involved in levy-funded activities had for growers and their businesses. This publication was received very well by growers through industry surveys, and continuing this booklet is an important step to continue to highlight the benefits of the National Vegetable Levy.

Through the successful establishment and execution of these communications activities, the VICS project played a decisive role in increasing Australia's vegetable growers understanding of the National Vegetable Levy and awareness and adoption of resulting R&D outcomes from levy-funded activities.

Methodology

AUSVEG utilised a wide variety of channels to communicate information to vegetable levy payers, including the AUSVEG website, existing print and email-based publications and engaging with levy payers through metropolitan and rural media. Over the life of the VICS project, AUSVEG staff also attended field days, seminars, workshops and industry events to communicate widely with levy payers and industry members.

A cornerstone of the VICS project is the continued publication of the *AUSVEG Weekly Update* e-newsletter, providing a weekly rundown of news and current events relevant to vegetable levy payers. This e-newsletter, distributed to approximately 3,500 readers every week, has been vital in communicating R&D results, industry developments and other news and information of concern to vegetable levy payers.

As specified in the original project proposal, AUSVEG has created and developed a Twitter presence to publish ("tweet") R&D information to followers of its account, including growers, members of the supply chain, the research community and journalists. This Twitter presence has also been used to promote AUSVEG media releases and link to further information on the AUSVEG website, integrating AUSVEG's online presence to maximise the information delivery potential of the VICS program. The account has already attracted over 1,700 "followers", and AUSVEG expects this number to continue to increase as the platform increases in use within the vegetable industry.

During its delivery of the VICS program, AUSVEG proactively developed original media stories by issuing media releases on R&D results and other news of interest to the industry. This generated media attention and increased the profile of the Australian vegetable industry as a whole. These media releases were distributed through the AAP Medianet service, reaching around 700 journalists, and directly through AUSVEG's media database of approximately 400 journalists. AUSVEG also responded publicly to industry issues by responding to media requests, with AUSVEG staff undergoing media training to ensure their work in the media is of the highest standard.

To track the performance of the media work performed by the VICS project, AUSVEG used the media tracking service iSentia to ensure rural and metropolitan news outlets were targeted and to measure the media activity that was being generated.

Significantly, the VICS project was active in promoting cases where R&D has been translated into improved on-farm practices and operations. Through the *Vegetable Grower Success Stories* publication, AUSVEG produced annual snapshots of how levy-funded R&D has been used for practical, on-farm changes which have delivered benefits to vegetable growing operations. These annual booklets were produced through research and communication with levy paying growers, and made use of dedicated photography sessions coordinated by AUSVEG to visually capture the story and provide a visual explanation to complement the textual information in the booklets.

During the VICS project, AUSVEG also created a USB stick containing the latest levy-funded R&D which was distributed to growers to ensure that they could access the results of their levy investment both

online (through the InfoVeg database) and offline. This USB used an Excel database to categorise and present R&D reports, as well as other information and publications, including *Vegetables Australia* and *Vegetables Notes*, relevant to levy payers, in an easy-to-understand and accessible layout. The content for the USB and its design were developed through work by VICS staff and the use of an external resource for the manufacture of the USB. The availability of the USB was promoted through the *Weekly Update* e-newsletter, and copies of the USB were distributed to levy-paying growers at the 2015 National Horticulture Convention.

AUSVEG has continued to maintain and improve its Vegetable Industry Contact Database over the course of the VICS project. The database has been modernised to function as a system capable of managing large numbers of growers and industry contacts, with AUSVEG now employing the Salesforce online platform to manage its contacts. This database has been used to promote levy payer meetings, field days, information sessions and seminars.

Over the life of the project, the AUSVEG photo library has been updated with new images and photographs as required, both through subscriptions to stock photo services and through the services of photographers commissioned through AUSVEG to take original photographs for use in VICS publications. These photos add visual appeal to VICS outputs, increasing growers' engagement with the included content and improving their effectiveness as R&D extension tools.

To monitor the ongoing effectiveness of the VICS program, and to gauge the potential for improvements or refinements to its outputs, AUSVEG conducted three annual surveys using the SurveyMonkey online platform. These surveys provided valuable guidance to the direction of the VICS program.

Outputs

The following compilation of outputs has been accumulated over the life of the project and adheres to the VICS project requirements.

Media Relations

Dissemination of R&D related news through Media Wire distribution service to between 900-1200 journalists, yearly subscription to media distribution services:

Throughout the life of the project, AUSVEG has utilised regular distribution methods in dispatching media releases to journalists. Through subscribed media services (namely, medianet.com), AUSVEG reaches an average of over **700** journalists per R&D related release. The AUSVEG direct media distribution list has grown to close to **400** contacts. In total, AUSVEG R&D related media releases reach about **1,100** journalists via email. Media releases are also disseminated via the @AUSVEG Twitter account. This account has grown to attract over **1,700** followers since its creation in August 2012.

Detail of the level of penetration of R&D related media, presented through graphs showing approximately 300 - 400 AUSVEG media mentions per month. Twelve graphs are produced each year to assess the readership and ongoing success of the initiative:

Obtained through monthly media coverage reports from the iSentia media monitoring service, the average number of stories per month featuring AUSVEG during the period 1 December 2012 through to 31 January 2016 is around **437**. These figures easily exceed the target AUSVEG media mentions.

Develop an archiving system containing AUSVEG R&D related print and broadcasts:

An electronic archive has been established and contains all media alerts received from iSentia. These alerts are summaries of AUSVEG's media impact, R&D hits and audience reach (where applicable).

Media releases on all vegetable R&D final reports and milestones deemed newsworthy and for growers' immediate attention to approximately 900 journalists. Six per year:

Since the inception of the VICS project, **63** media releases have been produced and distributed regarding vegetable R&D final reports, milestones and international research of interest to the Australian vegetable industry. These releases have been distributed via email to about **1,100** journalists (approximately **700** subscribed through the medianet service, and about **400** through direct distribution from AUSVEG). Media releases have also been further disseminated via the @AUSVEG Twitter account, which currently has over **1,700** followers.

The list of vegetable R&D-related media releases published during the project period is included as an appendix (see Appendix 1).

48 Weekly Update e-newsletters distributed to growers, supply chain and industry stakeholders informing them on AUSVEG news, consultation dates and upcoming R&D events:

The *Weekly Update* was consistently distributed to growers and industry members, with 50 editions distributed per year. During the project period, there have been **162** *Weekly Update* editions distributed to approximately **3,500** recipients per edition.

Section of the *Weekly Update* e-newsletter dedicated to the notification of all new R&D final reports and milestones as reports are received by AUSVEG:

Over the life of the VICS project there were **50** *Weekly Update* articles notifying levy payers of R&D final and/or milestone reports. These articles were concentrated from Dec 2012 – November 2014, as the former Horticulture Australia Limited online portal which provided notifications regarding levy-funded R&D reports was taken offline in late 2014.

A developed network of rural, regional and urban R&D stakeholders via social media site *Twitter*, through which an awareness of R&D outcomes can be generated:

AUSVEG has developed an extensive online network through social media network *Twitter*. During the project period, AUSVEG has accumulated over **1,700** *Twitter* followers. Approximately half of the @AUSVEG account's followers are journalists, editors and bloggers from the Australian media industry. The remaining half consists of government bodies, politicians and industry/supply chain members, as well as growers and members of the general public.

Extensive network of relationships developed with rural, regional and metro media organisations to provide R&D outcomes deemed newsworthy:

AUSVEG has continued to maintain and update its existing media contact distribution list, through which all R&D-related media releases are sent directly to about **400** contacts. A series of meetings with key journalists has also been undertaken throughout the project, which is an ongoing component of establishing relationships with key industry journalists.

Monthly submissions to industry publications providing relevant R&D outcomes deemed newsworthy. Two publication columns per month:

Monthly and periodic columns from the AUSVEG CEO and Chairman, as well as other contributions, have been included in several industry publications. These publications included *Good Fruit and Vegetables*, *Vegetables Australia* magazine, *Rural Business* magazine, *SA Grower* and *HAL/HIA Hortlink*.

Media skills training course for four staff to present and articulate R&D in broadcast mediums:

AUSVEG staff have undergone formal media skills training throughout the life of the VICS project to ensure they are confident and capable when dealing with the media. This has been essential to ensure a professional outward image of the industry.

Stakeholder relations and additional industry communications

Membership to and participation in industry related R&D working and non-political government advisory groups and steering committees, with six to eight meetings per year. Results of meetings are published in the AUSVEG *Weekly Update*. Examples include yearly ABARES conference and Attorney General Chemical Security Forums.

During the project period, AUSVEG participated in **67** meetings related to R&D and non-political advisory groups and steering committees. A list of these meetings is provided as an appendix to this document (see Appendix 2).

Provision of adequate food and beverage to attend these meetings:

Objective for this requirement was met during the project period.

Facilitation of 15 industry meetings within AUSVEG headquarters, inclusive of food and beverages; held as required throughout the life of the project, i.e.; food requirements for meetings with HIA (formerly HAL) levy payers and R&D groups:

Since the beginning of the project, AUSVEG has hosted **25 meetings** with HIA, levy payers and other R&D groups/service providers regarding levy funded projects and matters. A list of these meetings is provided as an appendix to this document (see Appendix 2).

AUSVEG staff facilitating annual Levy Payer Meetings to report on levy collection for financial year to large gathering of growers. One major meeting per year. Up to nine minor meetings in regional areas per year:

During the project period, AUSVEG hosted **23** major and regional Levy Payers' Meetings across Australia. A list of these meetings is included as an appendix to this document (see Appendix 2).

Given HIA's ongoing transformation to grower ownership, and changes to the previous Horticulture Australia Limited Statutory Funding Agreement, AUSVEG has been informed that Annual Levy Payers' Meetings will no longer be proceeding in the format under which they were previously held. AUSVEG staff have however been involved in both promotion of, and attendance at, HIA's Between the Rows consultation sessions with growers. AUSVEG has **attended 7 Between the Rows meetings hosted by HIA**. These are included as an appendix to this document (see Appendix 2).

Facilitation and organisation of face-to-face Working and Advisory Group meetings and associated minute-taking, proofing and circulation:

During the project period, AUSVEG has participated in **52** face-to-face Working and Advisory Group meetings. The list of these meetings is included as an appendix to this document (see Appendix 2).

Photography

The development of a comprehensive photo library of high quality images to be used in the production of various communications materials:

AUSVEG has developed and maintained a stock photo library over the past 10 years that now consists of approximately **96,365** industry related photos, at a total data size of **806 Gigabytes**. Photos relevant to the vegetable industry are also purchased on an as-needed basis to ensure communications material remains current.

Appealing photos for use in vegetable communication announcements, i.e.; Levy Payers' Meeting flyers, Strategic Investment Plan flyers etc. Approximately six flyers per year:

During the project period, **66** flyers were produced for communications activities utilising the AUSVEG stock library. These flyers were produced for vegetable industry meetings, including Levy Payers'

Meetings, as well as study tours, brochures and other vegetable industry-related communications.

Freelance photographer engaged and utilised on an as needed basis, for current and up-to-date images. Approximately four photo shoots per year:

This budget has been allocated to commission professional freelance photographers for the production of the annual vegetable industry *Grower Success Stories* publications.

Administration

Provision of reasonable administrative facilities and utilities to house relevant staff within the Peak Industry Body headquarters:

Objective was met for the project period.

Provision of reasonable travel and accommodation to consult with levy payers and HIA (previously HAL) on an as needs basis:

Objective was met for the project period.

Provision of insurance cover for office and assets, provision of public liability insurance:

Objective was met for the project period.

Provision of Annual Audit on AUSVEG accounts and a final report on status of company:

Objective was met for the project period.

Fully serviced accounting and administrative requirements in order to correctly manage and account for the project:

Objective was met for the project period.

Grower consultations

Return flights (approx.: \$400 return), accommodation (approx.: \$200 per night), transport (approx.: \$140 return cab fare) and incidentals (approx.: \$220 for two day requirements) provided for 25 growers to attend key R&D meetings and consultations for each year of the project. Meetings held semi-annually:

Grower consultation has been ongoing for the life of the VICS project, with ongoing communication and feedback during key R&D and grower meetings.

An example of grower consultations during the project period included a major brainstorming session which took place on Friday 5 December 2014, at the AUSVEG offices, which was attended by some of the country's leading growers. Attendees discussed skills and training issues facing the Australian vegetable industry and challenges that needed to be addressed for the benefit of the industry. Nine growers attended this event, along with representatives from AUSVEG, HIA and AgriFood Skills Australia.

Provision of grower input into R&D and regulatory consultations. Approx. four - six meetings per year:

Throughout the VICS project, AUSVEG encouraged grower input into R&D and regulatory matters during the annual HAL Levy Payers' Meetings held in 2013 and 2014, as well as the Between the Rows workshops conducted by HIA in 2015.

Costs associated with the provision of grower consultation on key changes in R&D and industry issues i.e.; labour, logistics:

AUSVEG successfully organised and coordinated the logistics for R&D meetings, grower consultations and Levy Payers' Meetings, all of which were successful in obtaining grower input from the country's leading producers.

National vegetable industry database

Provision of a National Central database for communication between the Peak Industry Body and levy payers:

An online database has been set up to better facilitate communication with growers. All relevant existing data has been collated into this database, which is fully operational. It is updated and maintained as required.

The management and storage of data on the location and contact details of vegetable levy payers:

AUSVEG continues to manage and store the location and contact details of levy payers, consistently updating information as required.

Segmentation of the vegetable and potato industry sectors in order to provide targeted R&D extension materials:

R&D extension materials continue to be separated according to the two publications *Vegetables Australia* and *Potatoes Australia*, as well as by states. Further segmentation according to industry role and commodities grown is ongoing.

Website – Grower portal

Development and management of a dedicated website for growers to access and search for R&D reports information:

In addition to the Knowledge Management System, the InfoVeg service is now fully operational. InfoVeg is a dedicated R&D database that is easily used on tablets and smartphones. This enables vegetable levy payers to easily search for the information they need. InfoVeg is regularly updated with new information as it becomes available.

A feedback form for growers to rate usefulness of R&D projects via AUSVEG website or by hard copy submission. A "was this R&D useful to you" rating from 1-5 will be asked on the R&D summary page. The usefulness rating will be shown on the search results as a number of highlighted stars:

The ability to rate projects as they appear on the R&D database has been considered, with ongoing assessment being carried out as to whether a star rating system could be implemented within the current website infrastructure. Following feedback from users, the proposed star rating system was replaced with a feedback submission mechanism for users to provide feedback on research projects.

As a re-design of the AUSVEG website is ongoing, the rating system for R&D projects will be undergoing development.

The processing of new members (20-40 per month) through the provision of R&D material and requests for information from the website:

Since the inception of the project in January 2012, an average of **43** membership requests were processed per month.

Update new information and content for the AUSVEG website:

New information and content is being updated on the AUSVEG website as an ongoing process.

Archiving of all R&D media releases and publications accessible online (approx. four per month):

During the life of the project, **466 media releases** have been published online under the 'Media Releases' page, an average of over **12** per month. Bimonthly publications, such as *Vegetables Australia* and *Vegenotes*, are accessible via the Resources tab on the homepage and by logging into the Knowledge Management System.

Growth in number of total industry members registered for use of R&D website month by month:

There were **4,272** members registered with the AUSVEG website as of December 2015. This is more than double the **2,204** registered with the AUSVEG website as of December 2012, at the commencement of the VICS project.

** AUSVEG has recently identified a number of fake ("spam") accounts and ensured they are not included in calculations of registered members.*

Provision of 100+ dedicated web pages to communicate R&D and industry statistics to levy payers, researchers and industry related journalists:

Over **1,600** pages dedicated to levy-funded R&D projects are hosted on the AUSVEG website.

Provision of an online industry events calendar detailing levy payers' meetings and future R&D related activities:

Ongoing through the AUSVEG *Weekly Update* and various other AUSVEG newsletter publications. Events are also listed at <http://ausveg.com.au/events/general.htm>.

Communications strategy/evaluation

Independent evaluation of current program performance to direct and recommend future communications activities:

An independent evaluation of the AUSVEG Vegetable and Potato Communications programs was conducted in the final year of the project by Tom O'Meara. A more detailed overview of the review can be found in the Evaluation and Discussion section of this document.

Delivery of a final report showing grower feedback on communication effectiveness:

An online survey calling for grower feedback into the Vegetable and Potato Communications programs was published during the final year of the program. A more detailed overview of the review can be found in the Evaluation and Discussion section of this document.

A SWOT analysis conducted internally identifying areas of weaknesses and opportunities within AUSVEG's current performance suggesting areas for improvement:

A SWOT analysis of the Vegetable and Potato Communications programs was produced by the AUSVEG Communications team during the final year of the program. A more detailed overview of the analysis can be found in the Evaluation and Discussion section of this document.

Provision of detailed breakdown and analysis of current trends within AUSVEG's framework on R&D services:

An evaluation of the current trends in the AUSVEG Vegetable and Potato Communications programs was completed as part of the independent review conducted in the final year of the project by Tom O'Meara. A more detailed overview of the evaluation can be found in the Evaluation and Discussion section of this document.

Production of detailed evaluation report on communication performance:

An evaluation of the AUSVEG Vegetable and Potato Communications programs was produced as part of the independent review conducted in the final year of the project by Tom O'Meara. A more detailed overview of the evaluation can be found in the Evaluation and Discussion section of this document.

IT and telecommunications

Establish and maintain a contact list of mobile phone numbers in order to notify growers on critical R&D or regulatory updates via SMS when required:

AUSVEG has established and maintained a list of mobile phone numbers for this purpose, and has now collated **3,019** phone numbers.

IT logistics and support for the life of the project:

Ongoing as required.

Telephone and fax access for the life of the project.

Ongoing.

Provision of R&D updates annually to growers and the agronomy community containing R&D final reports and milestone library. Two thousand [USBs] per year:

The distribution of R&D content via USB flash drive was produced by the AUSVEG communications team and distributed at industry events, including the 2015 National Horticulture Convention as well as other

industry workshops. These USBs contained final R&D reports published during the project period, as well as levy-funded consumer research reports, industry publications, annual reports, Strategic Investment Plans and Biosecurity Plans. It was decided that content that was relevant to both vegetable and potato growers would be included to avoid duplication.

Grower Success Stories

Development and provision of six case studies annually regarding growers implementing R&D changes on farm. Output will be an eight page A4 glossy colour magazine. Provision of on-farm application of R&D findings to levy payers. 5,700 per year. Writing, production, printing, labour and distribution:

The annual *Grower Success Stories* publications have proven to be a hugely popular addition to the vegetable industry communications program. They were produced in 2013, 2014 and 2015 and were distributed with *Vegetables Australia* magazine. Each edition of *Grower Success Stories* is included as an appendix to this document (see Appendix 3).

Vegetable Levy Brochure

Production of an annual informative hardcopy brochure presenting up-to-date information outlining the structure of the vegetable levy system. Approx. four full colour glossy A4 pages of R&D. Distributed to 5,700 recipients per year. Design, print and labour costs:

During the project period, there have been two brochures that contained information outlining the National Vegetable Levy that have been produced. These brochures were:

There is no such thing as an AUSVEG levy: This brochure outlined the structure of the National Vegetable Levy, with the aim of dispelling the popular myth that AUSVEG was the company that collected the levy and allocated levy expenditure.

Levy Investment under Horticulture Innovation Australia: This brochure outlined the changes to the structure of levy investment following the transition of HAL to HIA.

With the uncertainty of how the levy system would operate during the HIA transition, prematurely predicting how the levy system would look or producing a brochure that would be out of date very quickly was considered a waste of time and money. These brochures are also hosted on the AUSVEG website.

Distribution of the brochure to levy-paying vegetable growers within Australia as insert with *Vegetables Australia* magazine:

These brochures were produced and distributed as an insert with *Vegetables Australia* magazine.

Development and refinement of electronic version of brochure on the AUSVEG web portal. Brochure to be hosted on www.ausveg.com.au/rnd:

The brochures have been uploaded online and made available on the AUSVEG web portal.

Outcomes

Over the life of the project, the VICS program was able to showcase the value provided by the investment of the National Vegetable Levy across a range of outputs and formats. In doing so, it promoted the outcomes of levy-funded projects to growers, members of the supply chain and participants in the broader vegetable industry, as well as to researchers and journalists (and consequently the general public).

Importantly, the VICS project achieved its goal of showcasing the benefits of levy-funded R&D and encouraging on-farm uptake of the results of levy-funded projects. Through the *Vegetable Grower Success Stories*, the VICS project was able to demonstrate the valuable applications that these projects can have for vegetable growing operations, and the practical changes that growers can make on-farm to capitalise on this research. With the adoption of levy-funded R&D by industry members being the crucial next step in the levy investment process, this was an invaluable outcome of the VICS project.

The VICS project was also successful in its aim of promoting the results of R&D projects, as well as disseminating news and other information of concern to the vegetable industry, through the *Weekly Update* e-newsletter. With this weekly publication delivered to over 3,500 recipients, the VICS project reaches a wide audience and ensures that all industry members are kept up-to-date about the returns on their levy investment and other news of importance to the industry.

Through a media strategy that communicated information about levy-funded projects, the VICS project generated a significant amount of media attention for R&D and industry news related to the vegetable industry. The R&D covered by VICS media activities spanned a wide range of topics, from the developments in vegetable exports to soil health testing and biosecurity concerns. Media releases also promoted levy payer meetings, HIA *Between the Rows* events and vegetable industry workshops.

This media strategy resulted in AUSVEG exceeding the ambitious target of 300-400 AUSVEG media hits per month required by the project. In doing so, VICS was not only able to raise the profile of the Australian vegetable industry and highlight the contributions of R&D to the industry, but it was also able to communicate issues of concern to industry members and ensure that these concerns reached the attention of the broader Australian public.

AUSVEG's work in maintaining and improving the Vegetable Industry Contact Database during the VICS project has also been a vital aspect of ensuring the effectiveness of VICS outputs. By modernising the way in which the database is maintained, AUSVEG has been able to make better use of its wide range of industry contacts and ensure that communications outputs reach the widest audience possible.

Improving the database was particularly valuable in AUSVEG's work in promoting and facilitating levy payer and industry meetings as part of the VICS program. In particular, prior to HAL's transition to the grower-owned corporation HIA, AUSVEG's industry contact database was of enormous value in ensuring that local industry members were aware of levy payer meetings being held in their area, and it has continued to prove useful in promoting HIA's *Between the Rows* levy-payer events.

Overall, the VICS project delivered on its goal of promoting the awareness and adoption of positive R&D outcomes and other new technologies that assist growers' production and improve the yield, profit and long-term viability of their operations.

Evaluation and Discussion

Independent Review

As a requirement of the project, an independent review of the AUSVEG Vegetable and Potato Communications programs was completed by Tom O'Meara. This review examined the performance and achievements of the project and provided recommendations on future communications activities. The review was conducted for both the vegetable and potato industry communications programs; however, this document will only focus on the review of the vegetable-related communications program.

The review was complimentary of the AUSVEG Vegetable Communications program, with the reviewer commenting that "The success of this project provides a credible platform moving forward to feed the significantly increased demand of R&D needs of the industry."

The existing network of journalists utilised by AUSVEG for media dissemination, namely Australian Associated Press (Medianet), was labelled as "one of the most cost effective and efficient" ways to distribute R&D and media. The review commented that this method of media dissemination was effective in increasing reach for media activities.

The review highlighted the popularity of the *Grower Success Stories* publication, which was described as "a big winner with growers". The review noted that these publications aided in lifting the confidence of growers in the industry that has resulted from their successful peers sharing their "winnings" with the wider industry.

The review also stated that the weekly e-newsletter, the *Weekly Update*, was a highly valued component of the VICS project. The review highlighted that: "It has also become the *must read* Tuesday informer as well as the diary for growers and industry players"; and highlighted its importance in informing the industry on the latest R&D information.

The importance and increasing prevalence of online and social media was also a positive indicator of the program's success as noted by the reviewer, particularly for use during the National Horticulture Convention.

The review provided the following recommendations for future communications activities.

- 1. Double the size of the Grower Success brochure, or consider producing twice a year. Terrific response and as one of the growers said: "We should celebrate success."**

While this recommendation does not take into account the logistics of producing the grower case studies, the recognition of celebrating successful growers in the industry is expressed by growers and industry members alike.

- 2. Continue the off-site media skills training course to assist in developing skills to present and articulate R&D in broadcast mediums. To have 18 AUSVEG staff members now capable of responding to media enables consistent and timely**

response, or pro-active approach for R&D opportunities and handling industry issues.

Providing a unified and professional image of the industry is important to ensure growers have the most effective representation in the media.

3. More promotion for the InfoVeg R&D database which now utilises a mobile friendly version that is easily used on tablets and phones which enables levy payer growers to search for R&D information.

The InfoVeg R&D database is a valuable resource for growers to access the latest and most relevant R&D to meet their needs. Heightening the promotion of this database to growers and industry members will help increase adoption of industry-funded R&D and help improve the productivity and profitability of the industry.

Grower Feedback survey

During the final year of the project, AUSVEG conducted an online survey for growers and industry members to evaluate the different components of the AUSVEG Vegetable and Potato Communications programs. Feedback from 91 growers and industry members was recently collected through this survey to provide feedback on the key findings of the Vegetable and Potato Communications Program. The survey was conducted for both the vegetable and potato industry communications programs.

Results from the entire survey sample of 91 indicated:

- 73.63 per cent 'agreed' or 'strongly agreed' that the *Weekly Update* kept them informed of current events and R&D projects (19.78 per cent somewhat agreed).
- 66.67 per cent 'agreed' or 'strongly agreed' that the *Grower Success Stories* publication was entertaining and informative (26.67 per cent somewhat agreed).
- 60.67 per cent 'agreed' or 'strongly agreed' that AUSVEG information (including flyers and brochures) were useful (25.84 per cent somewhat agreed).
- 62.50 per cent believed AUSVEG's media and communications activities were 'good' or 'very good' (27.27 per cent indicated they were adequate).
 - Of those active in social media, 62.16 per cent believed AUSVEG's social media presence was 'adequate'.

Feedback for the survey was provided by 35 vegetable and potato growers. Results from grower respondents indicated that the preferred methods of R&D information delivery were email, magazine publication and website, while the least preferred was social media, USB and text. This may be due to a low recognition of these services, as there was a high number of respondents who did not select any of these methods.

Further feedback from growers also indicated that:

- 65.72 per cent of growers either 'agree' or 'strongly agree' that the *Weekly Update* kept them informed of current events and R&D information (25.71 per cent somewhat agreed).

- 54.29 per cent 'agree' or 'strongly agree' that information on the AUSVEG website is easy to navigate (40 per cent somewhat agreed).
- 65.72 per cent 'agree' or 'strongly agree' that *Grower Success Stories* is entertaining and informative (28.57 per cent somewhat agreed).
- 54.29 per cent believe AUSVEG brochures and flyers keep them informed about R&D activities. (31.49 per cent somewhat agreed).
- 34.29 per cent believed AUSVEG's social media presence was 'adequate' or 'fairly strong', but 62.86 per cent were not active on social media.

Overall, 65.71 per cent of growers rate AUSVEG Communications performance as 'good' or 'very good' 17.14 per cent indicated it was adequate and only 14.29 per cent rated it negatively.

Internal SWOT Analysis

As a requirement for the VICS project, an internal SWOT analysis was conducted by AUSVEG staff regarding the strengths, weaknesses, opportunities and threats of the VICS project. This analysis was compiled using information derived from external reviews of the VICS project as well as internal analysis of the program's success in communicating industry-funded R&D to growers. The information presented in the table below is applicable to both the VICS and PICS projects, as well as the *Vegetables Australia*, *Potatoes Australia* and *Vegetables Australia* publications, as external reviews and surveys distributed by AUSVEG combined the two reviews.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Multi-channel communication program that informs growers across multiple media. • Professional, high quality communication products. • Program has strong support from growers. • Good use of profiling growers that have been involved with industry R&D and benefited from their experience. • AUSVEG Communications team that is committed, highly qualified and act as a good service for growers. 	<ul style="list-style-type: none"> • Multi-programs/projects could be streamlined to enhance efficiency. • Communication layout could be improved for a time poor audience, particularly for rural industry members with poor internet connections. • National Vegetable Levy continues to be misunderstood despite communication efforts – this is an ongoing issue since the HAL/HIA transition. • USBs were poorly received by growers and difficult to organise.

Opportunities	Threats
<ul style="list-style-type: none"> • Layout changes to improve readability of weekly e-newsletter for time poor audience. • Combination of communication programs to gain greater efficiencies. • Upgrade of AUSVEG website/R&D database to improve user experience. • Streamline the different forms of communication to minimise the number of products a grower must read. • Increase engagement from trusted advisors like consultants and agronomists. 	<ul style="list-style-type: none"> • Potential loss of expertise within AUSVEG and HIA.

Recommendations

Based on the feedback from both internal and external reviews into the VICS project, as well as observations from the AUSVEG Communications team, the following recommendations should be taken into account for future Communications projects:

Recommendation 1 – Vegetable Communications program should include VICS, *Vegetables Australia* and *Vegetotes*

There are currently three industry-funded projects that relate to communications in the vegetable industry: VICS, *Vegetables Australia* and *Vegetotes*. Each of these has separate reporting requirements despite being conducted by the same team and having similar aims. These three projects should be combined into one Vegetable Communications Program to streamline reporting requirements and increase the efficiency of communications to the vegetable industry.

Recommendation 2 – *Weekly Update* should be re-designed to enhance readability

While the *Weekly Update* continues to be a popular communication produced by AUSVEG, there have been concerns raised about the size of the e-newsletter and the amount of time it can take to download for some growers without reliable internet. The *Weekly Update* should be re-designed to enhance the readability for its viewers, as well as making it easier to download for those in regional areas.

Recommendation 3 – Production of USBs with industry-funded R&D should not be continued

Production of a USB for growers so they have the ability to access industry-funded R&D without being connected to the internet has not been sufficient in increasing R&D uptake, as they were poorly received by growers. As such, it is recommended that production of a USB should not continue in the new project.

Recommendation 4 – Social media presence and output should be increased

Information is disseminated through multiple platforms, and as such it is vital to ensure that the vegetable industry has a presence in all media. Given the successful incorporation of social media into the vegetable communications program, it is recommended that social media continue to be a focus through the next stages of the project, including encouraging the involvement of more growers. It is also recommended that more social media platforms be investigated to increase uptake of industry R&D.

Recommendation 5 – AUSVEG should continue aggressive media strategy

AUSVEG has been able to communicate effectively with vegetable levy payers through its extensive media coverage. Therefore, it is recommended that AUSVEG continues to utilise its communications network to pursue a proactive, aggressive media campaign promoting R&D outcomes to the Australian vegetable industry.

Scientific Refereed Publications

None to report.

Intellectual Property/Commercialisation

No commercial IP generated.

Acknowledgements

AUSVEG wishes to acknowledge and thank the following individuals and organisations for their contribution, service or assistance in what has been the highly successful implementation of the National Vegetable Industry Communication Strategy: Management and Implementation project:

- Horticulture Innovation Australia Limited.
- Members of the former Vegetable Industry Advisory Committee (IAC).
- Vegetable R&D researchers, consultants and others belonging to institutions, universities and any other relevant bodies.
- iSentia Media.
- Contributors for the *Weekly Update*.
- Commissioned freelance photographers.

Appendices

APPENDIX 1: Media Releases – Vegetables

7 December 2012 - Heatwave means fruit and veg are ripe for the plucking

24 December 2012 - Weeds wacked by modified microwaves

11 January 2013 - Laid to waste half of world's food doesn't make the plate

16 January 2013 - New genes - Genome of moth pest decoded

17 January 2013 - 'Superyellow' sweetcorn - a new weapon in fight against macular degeneration

25 January 2013 - Veg out on Australia Day and enjoy the health benefits

8 February 2013 - Vegetables signify long life this Chinese New Year

12 February 2013 - Baby in a blanket a new approach to growing baby-leaf lettuce with floating crop covers

25 February 2013 - Meet your peak body: AUSVEG to kick off annual Vegetable Levy Payers' Meetings in Bowen

3 March 2013 - Meetings for Top End growers

19 March 2013 - AUSVEG calls on Tasmanian vegie growers

25 March 2013 - Calling all vegetable growers - AUSVEG to host Levy Payers' meeting in SA

16 April 2013 - Bean me up Scottie: Australian veg growers look to the future for inspiration

18 April 2013 - Australian vegetable growers ready to rise to the global food challenge

11 July 2013 - Research shows Aussie veggies could feed aquaculture industry

16 July 2013 - Industry prepares growers for the impending vegetable boom

29 July 2013 - Vegetable growers dig deep to improve greenhouse energy efficiency

5 August 2013 - From Bundaberg to Beijing: Aussie veg growers chase new frontiers

28 August 2013 - Veg consumption could reduce risk of bladder cancer in women

6 September 2013 - Parents have the cauli-power to change minds

12 September 2013 - Broccoli could be next super food for osteoarthritis sufferers

15 October 2013 - Compound from broccoli could help in fight against cancer

28 November 2013 - OECD report a warning to fat Australians: AUSVEG

19 December 2013 - Vegetables could offer hope for kidney disease sufferers

7 January 2014 - Help prevent the artery choke with high-fibre vegetables

8 January 2014 - Vegetables in vogue: Tipped to trend in 2014 forecast

10 January 2014 - Quench kids' thirst with vegies this summer

16 January 2014 - Breathe easier with vegetables

27 February 2014 - Exotic dining: Rare veggies fan flames of desire

14 March 2014 - Victoria to host veggie roadshow

19 March 2014 - Veggie growers praise Regional Roadshow

30 May 2014 - AUSVEG welcomes 'Healthy Active Kids' website

4 June 2014 - Workshop to assist vegetable industry communicate health benefits

19 June 2014 - Innovations unveiled: Australian growers experience latest and greatest veg products

17 July 2014 - Capsicums in the innovation spotlight

10 October 2014 - Young industry leaders set sights on Asian innovation

27 October 2014 - Happiness is a healthy serve of Australian vegetables

18 November 2014 - Vegetable levy investment leads to grower success

4 December 2014 - Like two peas in a pod: Veggies go better together

4 December 2014 - Kick start your heart with leafy greens

15 December 2014 - The twelve veg for Christmas that Aussies truly love

19 December 2014 - Seeking the next crop of vegetable industry leaders

19 January 2015 - Energy efficiency a key concern for vegetable growers

21 January 2015 - Game, set, match: Aussie vegetables are ace

22 January 2015 - Growers gain insights into international product innovations

9 February 2015 - Asian vegetables making a home in Australian diets

16 March 2015 - Independent singles need more vegetables

24 March 2015 - Drone technology leads Australian growers into the future

17 April 2015 - Growers head to Bundaberg for HIA roadshow

25 May 2015 - Laser beams and robots to feature in veggie grower seminar

5 June 2015 - World Environment Day celebrates excellent Aussie growers

11 June 2015 - Aussies need to step up to the plate, as ABS indicates only six per cent eat recommended amount of vegetables

4 August 2015 - Eating veggies the secret to healthy-looking skin

22 September 2015 - Vic veggie growers to learn about latest in industry R&D and on-farm management

19 November 2015 - Latest veg research gives growers tools to weed out problems

23 November 2015 - New research helps growers pick the right QA system

9 December 2015 – Aussie parents need to take action as 95 per cent of kids don't eat enough veggies

9 December 2015 – Dark green vegetables can help fight cancer

16 December 2015 – All Aussies want for Christmas are carrots and spuds

22 December 2015 - Lettuce lovers rejoice - you do win friends with salad!

22 January 2016 - Research shows Australian consumers value quality over cost

16 February 2016 – Consumers on the hunt for more veg in their meals

18 February 2016 - Eating more vegetables early in life associated with reduced breast cancer risk

APPENDIX 2: Stakeholder Engagement meetings

Industry related R&D working and non-political government advisory groups and steering committees

Friday 4 January 2013 – AUSVEG meeting with Ben O’Neill at AUSVEG office

Wednesday 23 January 2013 – AUSVEG attends vegetable industry workshop at HAL office in Sydney

Tuesday 29 January 2013 – AUSVEG meeting with Ben O’Neill at AUSVEG office

Thursday 11 April 2013 – AUSVEG attends Levy System Workshop in Sydney

Thursday 18 April 2013 – AUSVEG attends industry workshop in Melbourne

Monday 20 May 2013 – AUSVEG attends meeting with HAL and ABARES in Canberra

Friday 21 June 2013 – AUSVEG attends food security forum at the University of Melbourne

Tuesday 13 August 2013 – Meeting regarding reprinting vegetable industry resources at AUSVEG office

Monday 26 August 2013 – Meeting with HAL regarding Horticulture for Tomorrow guidelines at AUSVEG office

Tuesday 24 September 2013 – AUSVEG attends vegetable industry workshop at Brisbane Markets

Thursday 26 September 2013 – AUSVEG attends vegetable industry workshop at Melbourne Wholesale Fruit, Vegetable and Flower Market

Tuesday 8 October 2013 – AUSVEG meets with AHR at Biomedical Building at Australian Technology Park in NSW

Thursday 10 October 2013 – AUSVEG attends CKAIDP steering committee at HAL Brisbane office

Tuesday 12 November 2013 – AUSVEG attends CSIRO workshop at CSIRO EcoSciences Precinct in Brisbane

Monday 2 December 2013 – AUSVEG attends industry conference at Sydney Harbour Marriott in Sydney

Friday 10 January 2014 – Meeting with RMCG about biogas at AUSVEG offices

Monday 3 March 2014 – Participation in a Plant Health Australia MoU Program Steering Committee meeting at AUSVEG offices

Thursday 3 April 2014 – Attendance at the Department of Agriculture Biosecurity Roundtable

Wednesday 9 April 2014 – Attendance at the Neonicotinoids Research and Stewardship Symposium in Canberra

Thursday 8 May 2014 – Attendance at the National Industry Reference Group on Chemical Security in Parramatta

Tuesday 13 May 2014 – Member meeting with Plant Health Australia

Thursday 29 May 2014 – Attendance at the National Working Party on Pesticide Applications meeting in Canberra

Friday 18 July – Attendance at the PHA MoU Program Management Committee meeting

Monday 18 – Friday 22 August – Attendance at the 29th International Horticultural Congress in Brisbane

Thursday 4 September 2014 – Presentation to the Growing Leaders Program in Canberra

Wednesday 16 September 2014 – Attendance at the Attorney General Department's Chemical Security meeting in Hobart

Thursday 2 October 2014 – Attendance at the DAFF Emerging Markets Workshop in Brisbane

Thursday 9 October 2014 – Attendance at a CSIRO workshop in Adelaide

Tuesday 21 October 2014 – Attendance at an AgriFood Skills Australia consultation dinner in Adelaide

Wednesday 3 December 2014 – Meeting with Jenny Ekman from Applied Horticultural Research – Sydney, NSW

Friday 5 December 2014 – AUSVEG Skills and Workforce Forum – AUSVEG offices.

Tuesday 23 December 2014 – Meeting with Sam Birrell and Dr Denis White – AUSVEG offices

Tuesday 13 January 2015 – Meeting with Phil Haines – AUSVEG offices

Friday 16 January 2015 – CGMMV technical information session – NSW Trade and Investment Centre, Sydney

Friday 23 January 2015 – Biosecurity MoU PMC meeting – AUSVEG offices

Friday 23 January 2015 – Global Minor Use Priority List Meeting – AUSVEG offices

Wednesday 11 February 2015 – Agrifood Skills Australia workshop – Melbourne

Monday 16 February 2015 – Meeting with AgriFood Skills Australia – AUSVEG offices

Tuesday 17 February 2015 – Meeting regarding SARPs, Soil Health and ICP – AUSVEG offices

Tuesday 17 February 2015 – Meeting with Invasive Species Council – Carlton, Victoria

Thursday 19 February 2015 – Priorities for Investment in Agricultural Robotics and Automation in the Vegetable Industry Workshop – Park Royal, Victoria

Thursday 19 February 2015 – Scientific Advisory Panel – Teleconference

Tuesday 24 February 2015 – Microwave disinfestation unit demonstration – CSIRO, Werribee

Wednesday 25 February 2015 – Meeting with Australia's Chief Scientist on key priorities for food security – Industry House, Canberra

Thursday 26 February 2015 – Access to Agvet chemicals forum – Canberra Business Events Centre

Monday 2 March 2015 – Centre for Advanced Sensory Science Workshop – Deakin University, Victoria

Tuesday 3–Wednesday 4 March 2015 – ABARES Conference – Canberra National Convention Centre, Canberra

Thursday 5 March 2015 – Biosecurity Roundtable – Constitution Ave, Canberra

Wednesday 11 March 2015 – Interview with researchers from Bond University – AUSVEG offices

Tuesday 17 March 2015 – Field Guide Launch – Berrimah Farm, NT

Thursday 19 March 2015 – Horticulture Industry Forum – Parliament House, Canberra

Tuesday 24 March and Wednesday 25 March 2015 – HIA grower workshop – Grove Research Station, Tasmania

Thursday 26 March 2015 – PHA Member meeting – Park Royal, Victoria

Wednesday 15 April 2015 – Meeting with NT Government representatives, Australian Melons Assoc., NGIA, NT Farmers – Teleconference

Thursday 16 April 2015 – CGMMV Management Plan – Teleconference

Friday 24 April 2015 –Turning Food Loss into Profit Workshop – Hotel Kurrajong, Barton, Canberra

Wednesday 20 May 2015 – Plant Health R&D Workshop – Park Royal, Victoria

Friday 22 May 2015 – AUSVEG meeting with Gordon Rogers from AHR at AUSVEG office

Wednesday 10 June 2015 – AUSVEG attends ABARES Regional Outlook Conference in Strathalbyn South Australia

Friday 12 June 2015 – AUSSVEG meets with AgriFood Skills Australia at AUSVEG office

Friday 10 July 2015 – AUSVEG attends Scientific Advisory Panel meeting in Brisbane

Monday 31 August 2015 – AUSVEG attends vegetable innovations workshop in Ringwood, Victoria

Monday 7 September 2015 – AUSVEG attends Precision Agriculture Symposium in Wagga, NSW

Friday 18 September 2015 – AUSVEG meets with AgriFood Skills at AUSVEG office

Wednesday 4 November 2015 – AUSVEG meets with vegetable R&D service provider at AUSVEG office

Tuesday 8 December 2015 – AUSVEG attends Annual Industry-Government Food Incident Workshop in Sydney

Wednesday 13 January 2016 – AUSVEG meets with AgriFood Skills Australia at AUSVEG offices

Industry meetings within AUSVEG headquarters

Friday 25 January 2013 – AUSVEG meets with HAL at AUSVEG office

Monday 18 February 2013 – AUSVEG meeting with HAL and Doris Blaesing at AUSVEG office

Monday 18 March 2013 – AUSVEG meeting with HAL at AUSVEG office

Tuesday 2 April 2013 – AUSVEG meeting with HAL at AUSVEG office

Tuesday 23 April 2013 – AUSVEG meeting with HAL at AUSVEG office

Wednesday 22 May 2013 – AUSVEG meeting with HAL at AUSVEG office

Monday 17 June 2013 – AUSVEG meeting with HAL at AUSVEG office

Tuesday 13 August 2013 – AUSVEG meeting with HAL at AUSVEG office

Friday 7 March 2014 – Meeting with HAL staff to follow up on Vegetable Industry Advisory Committee action items, at AUSVEG offices

Friday 14 March 2014 – Meeting to discuss Academy of Excellence at AUSVEG offices

Wednesday 9 April 2014 – Meeting with HAL to discuss economic modelling tenders at AUSVEG offices

Monday 28 April 2014 – Meeting with HAL to discuss export projects at the AUSVEG offices

Thursday 22 May 2014 – Meeting with HAL to discuss economic data at the AUSVEG offices

Monday 2 June 2014 – Meeting with Dr Denis White and HAL regarding the Academy of Excellence at the AUSVEG offices

Monday 2 June 2014 – Meeting with HAL regarding the Academy of Excellence and Euromonitor data at the AUSVEG offices

Friday 11 July 2014 – Meeting with HAL to discuss Vegetable Industry Advisory Committee action and decision items at the AUSVEG offices

Monday 6 October 2014 – Meeting with HAL to discuss economic modelling for the vegetable industry at the AUSVEG offices

Wednesday 10 December 2014 – Meeting with HIA and HGH Consultants – AUSVEG offices

Wednesday 17 December 2014 – Project Reference Group Meeting – Teleconference

Thursday 18 December 2014 – Meeting with HIA – Teleconference

Tuesday 27 January 2015 – Meeting With HIA – AUSVEG offices

Wednesday 4 March 2015 – Meeting with HIA – AUSVEG offices

Friday 10 April 2015 – Meeting with HIA – AUSVEG offices

Friday 16 October 2015 – Meeting with HIA – AUSVEG offices

Monday 21 December 2015 – Meeting with HIA – AUSVEG offices

Levy Payers' Meetings and Between the Rows workshops

Monday 4 March 2013 – Bowen Levy Payers' Meeting, Bowen DPI Facility

Tuesday 5 March 2013 – Stanthorpe Levy Payers' Meeting, Stanthorpe RSL

Wednesday 6 March 2013 – Gatton Levy Payers' Meeting, Gatton Research Station

Thursday 7 March 2013 – Darwin Levy Payers' Meeting, Berrimah Farm

Friday 8 March 2013 – Katherine Levy Payers' Meeting, Knotts Crossing Resort

Wednesday 20 March 2013 – Tasmanian Levy Payers' Meeting, Gateway Hotel

Monday 25 March 2013 – Western Australian Levy Payers' Meeting, Joondalup Resort Country Club

Tuesday 26 March 2013 – South Australian Levy Payers' Meeting, GrowSA Headquarters

Wednesday 27 March 2013 – Victorian Levy Payers' Meeting, Italian Sports Club Werribee

Thursday 28 March 2013 – Victorian Levy Payer's Meeting, Cranbourne Golf Club

Saturday 1 June 2013 – Vegetable Levy Payers' Meeting, Juporters Gold Coast

Monday 17 March 2014 – Werribee Levy Payers' Meeting, Italian Sports Club of Werribee

Tuesday 18 March 2014 – Rossmore Levy Payers' Meeting, Farm of grower Joe Boustani

Wednesday 19 March 2014 – Darwin Levy Payers' Meeting, NT DPI Facility

Monday 24 March 2014 – Cranbourne Levy Payers' Meeting, Amstel Golf Club

Tuesday 25 March 2014 – Devonport Levy Payers' Meeting, Gateway Inn Hotel

Wednesday 26 March 2014 – Adelaide Hills Levy Payers' Meeting, The Hahndorf Old Mill Hotel

Thursday 27 March 2014 – Joondalup Levy Payers' Meeting, Joondalup Resort

Friday 28 March 2014 – Carnarvon Levy Payers' Meeting, Gascoyne Research Station

Monday 7 April 2014 – Gatton Levy Payers' Meeting, Gatton Research Station

Tuesday 8 April 2014 – Bundaberg Levy Payers' Meeting, Bundaberg Enterprise Centre

Wednesday 9 April 2014 – Bowen Levy Payers' Meeting, Bowen Research Station

Saturday 21 June 2014 – Vegetable Levy Payers' Meeting – Cairns Convention Centre, Cairns

Tuesday 24 March 2015 – Between the Rows, Grove, Tasmania
Wednesday 25 March 2015 – Between the Rows, Latrobe, Tasmania
Monday 20 April 2015 – Between the Rows, Bundaberg, Queensland
Thursday 7 May 2015 – Between the Rows, Gatton, Queensland
Thursday 20 August 2015 – Between the Rows, Cranbourne, Victoria
Thursday 28 January 2016 – Between the Rows, Werribee, Victoria
Friday 29 January 2016 – Between the Rows, Mount Barker, South Australia

Working and Advisory Groups – Design Team meetings and Vegetable Advisory Committee meetings

4 December 2012 – Vegetable Technical Advisory Group – Teleconference
18 February 2013 – Market and Value Chain Development Design Team – Teleconference
21 February 2013 – Consumer Alignment Design Team – Teleconference
22 February 2013 – Farm Productivity, Resource Use and Management Design Team – Teleconference
1 March 2013 – Tender Review Panel – HAL Head Office Sydney
8 March 2013 – Vegetable Technical Advisory Group – AUSVEG Head Office Melbourne
10 May 2013 – Design Team Chair Briefing – AUSVEG office
29 May 2013 – Vegetable Technical Advisory Group – Jupiters Gold Coast
30 May 2013 – Consumer Alignment Design Team – Jupiters Gold Coast
30 May 2013 – Market and Value Chain Development Design Team – Jupiters Gold Coast
30 May 2013 – Farm Productivity, Resource Use and Management Design Team – Jupiters Gold Coast
2 April 2013 – Design Team Sub-group (Future Technology) – Australian Industry Group Building Melbourne
Tuesday 11 February – Farm Productivity, Resource Use and Management Design Team Meeting, AUSVEG offices
Wednesday 12 February – Consumer Alignment Design Team Meeting, AUSVEG office
Friday 14 February – Market & Value Chain Development Design Team Meeting, AUSVEG offices
Thursday 19 June 2014 – Farm Productivity, Resource Use and Management Design Team Meeting,

Cairns Convention Centre, Cairns

Thursday 19 June 2014 – Consumer Alignment Design Team Meeting, Cairns Convention Centre, Cairns

Thursday 19 June 2014 – Market & Value Chain Development Design Team Meeting, Cairns Convention Centre, Cairns

Tuesday 26 August 2014 – Consumer Alignment Design Team Meeting, Australian Industry Group building, Queens Road, Melbourne

Wednesday 27 August 2014 – Market & Value Chain Development Design Team Meeting, AUSVEG offices

Thursday 28 August 2014 – Farm Productivity, Resource Use and Management Design Team Meeting, AUSVEG offices

Tuesday 18 November 2014 – Consumer Alignment Design Team Meeting, AUSVEG offices

Wednesday 19 November 2014 – Market & Value Chain Development Design Team Meeting, AUSVEG offices

Thursday 20 November 2014 – Farm Productivity, Resource Use and Management Design Team Meeting, AUSVEG offices

Friday 17 April 2015 – Tender Review Panel – Teleconference

Wednesday 22 April 2015 – Market and Value Chain Development Vegetable Advisory Committee Meeting – CSIRO, Werribee, Victoria

Thursday 23 April 2015 – Farm Productivity Vegetable Advisory Committee meeting – Royce Hotel, Melbourne

Wednesday 29 April 2015 – Consumer Alignment Vegetable Advisory Committee Meeting – Food Innovation Centre, Ringwood, Melbourne

Thursday 30 April 2015 – Consumer Alignment Vegetable Advisory Committee Meeting – Royce Hotel, Melbourne

Saturday 27 June 2015 - Market and Value Chain Development Vegetable Advisory Committee Meeting, Jupiters Gold Coast

Saturday 27 June 2015 – Farm Productivity Vegetable Advisory Committee meeting, Jupiters Gold Coast

Saturday 27 June 2015 – Consumer Alignment Vegetable Advisory Committee meeting, Jupiters Gold Coast

Wednesday 11 November 2015 - Market and Value Chain Development Vegetable Advisory Committee Meeting

Thursday 12 November 2015 – Farm Productivity Vegetable Advisory Committee meeting

Wednesday 2 December 2015 – Consumer Alignment Vegetable Advisory Committee meeting

Thursday 25 February 2016 – Farm Productivity Vegetable Advisory Committee meeting

Working and Advisory Groups – Industry Advisory Committee meetings

24 January 2013 – Vegetable Advisory Committee meeting face-to-face, HAL office Sydney

13 March 2013 – Vegetable Advisory Committee meeting face-to-face, Glenferrie Hotel, Hawthorn

20 March 2013 – Vegetable Advisory Committee meeting teleconference

3 April 2013 – Vegetable Advisory Committee meeting face-to-face, AUSVEG office

10 May 2013 – Vegetable Advisory Committee meeting teleconference

31 May 2013 – Vegetable Advisory Committee meeting face-to-face, Jupiters Gold Coast

8 July 2013 – Vegetable Advisory Committee meeting teleconference

28-29 August 2013 – Vegetable Advisory Committee meeting face-to-face, AUSVEG office

16 October 2013 – Vegetable Advisory Committee meeting face-to-face, AUSVEG office

17 December 2013 – Vegetable Advisory Committee meeting teleconference

Monday 17 February 2014 – Vegetable Industry Advisory Committee meeting face-to-face, AUSVEG Offices

Thursday 3 April 2014 – Vegetable Industry Advisory Committee meeting face-to-face, HAL offices Sydney

Monday 26 May 2014 – Vegetable Industry Advisory Committee meeting face-to-face, Perth

Friday 20 June 2014 – Vegetable Industry Advisory Committee meeting face-to-face, AUSVEG National Convention Cairns

Wednesday 1 October 2014 – Vegetable Industry Advisory Committee meeting face-to-face, AUSVEG offices

Thursday 2 October 2014 – Vegetable Industry Advisory Committee meeting face-to-face, AUSVEG offices

APPENDIX 3: *Grower Success Stories*

2013 Vegetable Grower Success Stories

2014 Vegetable Grower Success Stories

2015 Vegetable Grower Success Stories