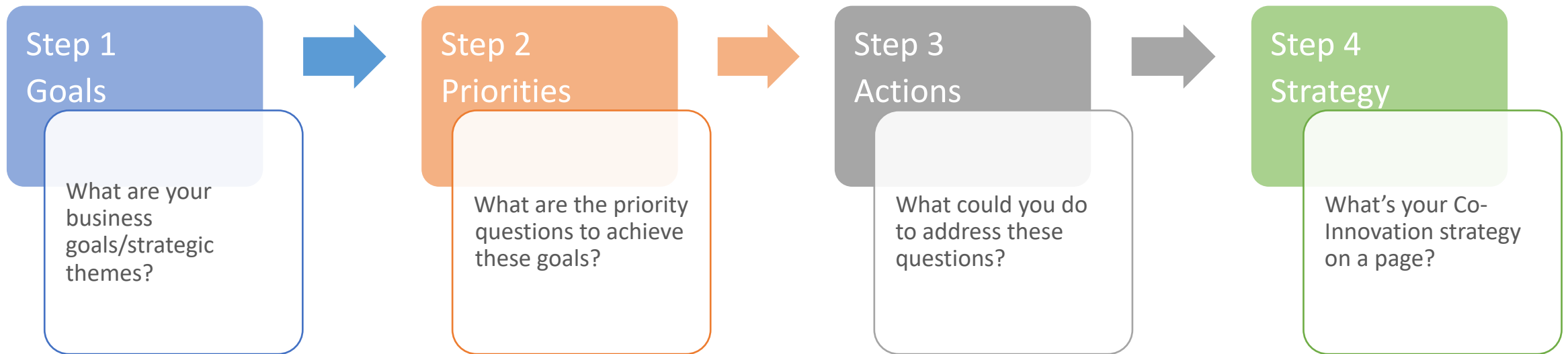




MLA Co-Innovation Program A Guide for Strategy

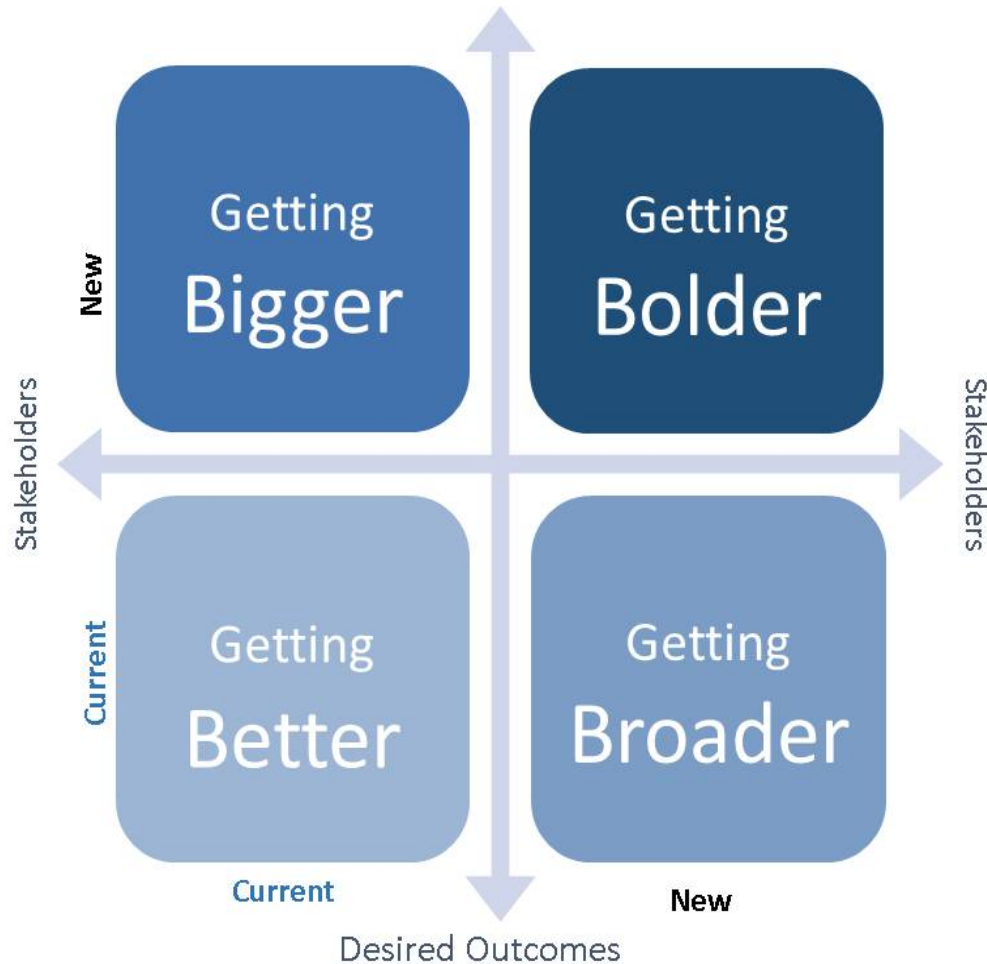
Introduction

The Hargraves Institute created this four step process to assist companies develop a strategic plan for their MLA Co-innovation program proposal. For maximum benefit you should include your CEO, Co-innovation Manager and members of your executive team in the session. Allocate one and half hours to complete this process. You may need additional time to build out your research priorities before finalising the Strategy on a Page.



Step 1-Goals

Review and discuss your business goals and strategy. Use the 4B's (below) as a framework for articulating the themes in your strategy.



Strategic themes

Firstly, ask; "Where are we now?" then, "Where do we want to be?"

You can use the diagram on the left to assist discussion, i.e. We want to get better at XYZ, or we want to broaden our reach in international markets? etc.

Our top 5 strategic themes are:

- 1.
- 2.
- 3.
- 4.
- 5.

Next, you need to answer, "How are we going to get there?" To help do this we will use the priority canvas (next slides) to identify innovation projects that align to your strategic themes, these form the basis of your co-innovation strategy.

Step 2-Priorities

The questions on the priority canvas (next page) were derived from comprehensive research across the red meat industry. They help to identify the key initiatives that require innovation in the sector and are aligned to the MLA strategic plan.

The canvas is designed to reveal not only what you know are priorities, but also what you don't know - the unknowns. There are eight columns; within each column there are five crucial questions your business needs to consider. By a process of elimination you should identify at least five priority questions that will help you to develop a strategy on a page. Questions can be grouped into themes if necessary.

Questioning is a uniquely powerful tool for unlocking value in organizations: It spurs learning and the exchange of ideas, it fuels innovation and performance improvement, it builds rapport and trust among team members. And it can mitigate business risk by uncovering unforeseen pitfalls and hazards.

Directions for using the Deep Dive priority question canvas:

1. Print out as a single page for each participant or work online
2. Check the **red** box in the column heading if you think it is a priority
3. Check the **blue** box under the question if you think this question matters to your organisation.
4. Discuss your priority questions with others in your team.
5. Agree as a team what matters most to your organisation now and mark the **green** box as a team.



Priority Areas

When you have completed the canvas list the priority questions or themes you agreed on:

Our top 5 priority areas are:

- 1.
- 2.
- 3.
- 4.
- 5.

People and skills Attracting and retaining the skilled people we need for growth	Customers and markets Deep understanding of customer and market needs for growth	Products Quality products for new and different markets	Supply chain and sector Working well with our supply chain to share benefits and risk	Organisation processes Internal processes and systems to make our business efficient	Operations Up-to-date tools, equipment, processes and infrastructure for efficiency and productivity	Digital and data Capturing data for informed business decisions	Sustainability Reduced costs and better outcomes for long term prosperity
Technical skills How can we ensure we have the technical skills we need?	Customers How can we focus on understanding changing customer expectations and needs?	Quality How can we use science to enhance our products and services, and observe rules and legislation?	Livestock How can we ensure world class animal health, welfare, biosecurity and production practices across the supply chain?	New Product Development How can we take new products to market quickly and effectively?	Safety Safety is a priority. How can we ensure we are 100% safe?	Data and insights How can we ensure we capture and use essential data to inform decisions and operations (animal, people, land, water)?	Business sustainability How can we develop a focus on long term strategies for business sustainability?
Business improvement skills How can we keep up to date with improvement and innovation processes?	Market differentiation How can we develop and promote a clear and unique value proposition?	New cuts and products How can we find different cuts and different uses for the whole of animal?	Producer relationships How can we provide feedback and support for producers?	HR processes How can we ensure our employee practices are aligned to our needs?	Productivity How can we ensure that we optimise technology use to increase productivity?	Measurement and metrics How can we develop metrics to capture the value of initiatives and operations?	Waste reduction How can we minimise waste through new processes, reuse and recycling?
Retention and attraction of staff How can we attract and retain the staff we need?	Market insights How can we get up-to-date market insights on an as needed basis?	Value adding How can we try new ways of adding value to our products to meet customer needs?	Suppliers How can we work with suppliers to improve the shelf-life and quality of the end product, for example packaging, transportation?	Risk management How can we ensure that we solve the right problem in the right way to get the best outcome?	Scaling and replicating plant technology How can we ensure that we progress quickly and effectively from idea to implementation of new operational technologies?	Employee input How can we present data to enable our employees to capture and use it appropriately?	Alternative energies How can we reduce energy costs and improve the environment?
Leadership capability How can we ensure leadership that is capable of both delivering for today and steering change?	New markets How can we find and maintain new markets in a turbulent global economy?	Adoption How can we discover and adopt product solutions from external sources?	Business model How can we establish new and better ways to work with partners?	Strategic planning How can we ensure that our strategy is aligned to our needs, that it is communicated and that it is flexible?	Plant and new technology How can we ensure that we are up to date with new plant and production technologies?	New platforms How can we keep up to date with new platforms and uses for digital technologies?	Social license to operate How can we align our operations and activities with social norms every day?
Employee engagement How can we ensure that all employees are heard and engaged?	Product differentiation How can we reduce carbon and address customer concerns about the environment?	Provenance How can we promote our clean, green product credentials to meet customer needs?	Sector relationships How can we build relationships across the sector for collaboration and/or innovation?	Working together How can we build team habits that focus both on innovation and delivery?	Change management How can we introduce new technologies to maximise employee engagement and effective use?	Animal technology How can we use technology to ensure animal welfare, as well as yield?	Innovation How can we apply innovation skills to explore ways to create new markets and meet customer needs?

Step 3- Actions

List your priorities and the innovation actions required to address them. Take into consideration project sequencing, project complexity, business capability and the potential benefits for your business from achieving each priority.

Priority one:

We can address this question by:

Priority two:

We can address this question by:

Priority three:

We can address this question by:

Priority four:

We can address this question by:

Priority five:

We can address this question by:

Step 4-Strategy on a Page

Build out your Co-Innovation strategy on a page. Seek CEO / leadership group approval of the final draft and submit to MLA as part of your Co-innovation proposal.

/MLA Partnership Strategy				
Aspiration				
How				
Proposed projects	Proposed projects	Proposed projects	Proposed projects	Proposed projects