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**Food and Wine Value Chains: The Fearne Residency in the
Adelaide Thinkers in Residence Program**

by

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Contents

Abstract	3
Acknowledgements	4
1. Introduction	6
2. Residency Activities and Issues	6
2.1 Context	7
2.2 Activities	9
2.3 Value chain projects	10
2.4 Synergistic value chain thinking	11
2.5 Some key Issues	11
2.5.1 Quality and scope of present planning and policy	12
2.5.2 Structure, performance and consumer orientation	13
2.5.3 Commitment and capacity for microeconomic change	16
3. Summary/Conclusions	17
4. References	18
Attachments	
1. List of Partners and Sponsors	23
2. Partner Objectives	24
3. Catalysts Report to Partners: Visit 1	25
4. Catalysts Report to Partners: Visit 2	29
5. Vine to Dine – a Sustainable Value Chain Analysis	32
6. Premier's Food Council Executive	34

Key words

value chain analysis, food and wine, planning and policy

Abstract

Andrew Fearne, Professor of Food Marketing and Supply Chain Management and a Director of the dunnhumby Academy of Consumer Research at Kent University, UK, is a current Thinker in the Adelaide Thinkers in Residence (ATIR) program. Professor Fearne is the 14th person to undertake a Thinkers appointment. The residency theme, *Food and Wine Value Chains: Prosperity through Collaboration*, has provided a timely opportunity for partners, including wine companies, government agencies, universities, an industry association and a regional development board to review micro and macro strategies and policies from a value chain perspective.

The residency was initiated to improve sustainable competitive advantage within South Australian food and wine value chains. Its timing has coincided with, and aligns with, community concern and national policy issues in grocery pricing, water policy, drought/climate change, health-wellbeing agendas, waste and food security; all converging and impacting on food and wine supply chains.

The paper provides background about the Adelaide Thinkers in Residence program and partner objectives for the residency: it refers to other chain research involving Professor Fearne at dunnhumby and in Tasmania, where better insight to consumer behaviour is the basis for product and process adjustment, with the possibility of better outcomes for consumers and stakeholders; it outlines a major wine value chain analysis project in SA and identifies some main themes to emerge from this Thinker's program. Professor Fearne will be reporting to the South Australian Government during 2009.

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To the partner and sponsor organisations and their representatives, who funded the residency and created the spectrum of activities that have provided it with an extremely rich communication network and information base.

To Tim Mares, Director, Corporate Strategy and Policy (CS&P), PIRSA who engaged me to this project two years ago, initiated the first residency nomination by PIRSA and supported my secondment to the Adelaide Thinkers in Residence office for a little over 12 months. Thanks also to all colleagues in PIRSA who have frequently and generously contributed material assistance.

To staff in the Adelaide Thinkers in Residence office for providing an environment conducive to creative work, including the drafting of this paper, which is a warm-up only to the main act, the final report by Professor Fearne. I must especially acknowledge the Fearne Project Team: Director, Brenda Kuhr, Senior Project Officer, Emily Glass, and Communications Officer, Joanna Hughes.

Finally, I must acknowledge my wife, Fran, who pleads with me not to write any more annual papers for AARES conferences as they tend to become all-absorbing for quite some time. In this case, the project has involved twelve intensive months, with the paper in quiet gestation for much of that time, though it appears to have been produced in two weeks!

Glenn Ronan

4 February 2009

Ebache: the wheels that turn the hands

It is a challenge for business people to shift from being product focused and driven to being consumer/customer focused and driven.

Professor Andrew Fearné
Adelaide Thinker in Residence

Most retailers and manufacturers are in the dark about buyers shopping behaviour.

Chris Hitchens
MD GetPrice
The Australian, 17 July 2008, p34

Nobody else in the world is doing value chain research like this (re Professor Fearné's value chain analysis methodology).

Professor Ray Collins
Gatton Campus, University of Queensland
PIMC National Lamb Industry Value Chains Project Workshop, 30 January 2009, Adelaide

There is no supply chain that cannot be improved. However, the more dysfunctional the industry the less likely they are to participate in collaborative value chain research.

Laurie Bonney
Senior Research Fellow in Value Chain Innovation Research
University of Tasmania
PIMC National Lamb Industry Value Chains Project Workshop, 30 January 2009, Adelaide

1. Introduction

Professor Fearné is Professor of Food Marketing and Supply Chain Management and a Director of the Centre for Supply Chain Research, focussing on vertical coordination in the food and construction sectors, and dunnhumby Academy of Consumer Research at Kent University in the United Kingdom. He is the 14th 'Thinker' in the South Australian Premier's six-year program managed through the Adelaide Thinkers in Residence (ATIR) program in the Department of the Premier and Cabinet (DPC).

Primary Industries and Resources SA (PIRSA) nominated Professor Fearné for a residency on the theme, *Food and Wine Value Chains: Prosperity through Collaboration*. The nomination was PIRSA's first. Several factors were influential to the nomination:

- The political imperative for the implementation of the SA Governments' South Australian Strategic Plan (SASP) target to achieve export growth.² While the SASP target does not differentiate food and wine, PIRSA and the Department of Trade and Economic Development (DTED) as economic development agencies share responsibility to achieve the export target through their engagement strategies and policies with food and wine industries. SA has evolved a tiered strategic planning and policy process, where in the case of food and wine industries SASP is at the apex and flows into a Food Plan³ and various industry strategic plans;
- The identification by PIRSA in 2007 of 'value chain structure'⁴ as the leading 'rate limiter' of industry development (where the other leading limiters included 'natural resources management', 'workforce development' and 'market development'), and
- The opportunity to involve a leading international specialist in food marketing and supply chain management to engage with a broad range of public and

² Link to SASP: <http://www.saplan.org.au/>

The SASP involves 84 targets in six categories. The vision of the SA Strategic Plan is: 'to secure a good quality of life for South Australians of all ages and backgrounds.' Relevant targets for agencies managing food systems include: T1.1 Economic Growth, T1.14 Total Exports, and T1.2 Competitive Business Climate. An 'Alliance'² of agencies has formed during the Residency to work collaboratively on outcomes of the Residency that are directed at achieving SASP Targets relating to Ecological Footprint (T3.7), Healthy Weight (T2.2), Healthy South Australians (T2.4), Zero Waste (T3.8), Greenhouse Gas Emissions Reductions (T3.5), and Learning or Earning (T6.15). Other targets are not directly being focussed on but progress may occur as consequential benefits of the Residency. These include T3.2 land biodiversity, T3.3 soil protection, T2.7 psychological wellbeing, T1.21 strategic infrastructure, T1.15 tourism industry, T1.5 business investment, and T1.6 labour productivity.

³ SA Food Plan: http://outernode.pir.sa.gov.au/foodSA/sa_food_plan

The [South Australian Food Plan](#) journey began in 1997 with the launch of the *State Food Plan - Towards 2010*. The mission was to increase the value of South Australia's food industry to \$15 billion a year by 2010. Ten years later and the SA Food Plan is in it's fourth interim...the 2007-2010 Plan focuses on the long term, big picture and high impact outcomes that the government and industry partnership aims to achieve, thus contributing to the goals of the [South Australian Strategic Plan](#). The SA Food Plan is also supported by a number of [sector strategic plans](#) which address issues along the food chain from paddock to plate.

⁴ 'Value chain structure' joins two concepts: value chain and business scale.

private parties with interests in SA food and wine in the unique setting of the ATIR program. These interests translated into partnerships and sponsorships of the residency. Partners included wine companies, government agencies, universities, an industry association and a regional development board. A list of Partners and Sponsors is provided in attachment 1. The objectives of Partners at the outset of the residency are indicated in attachment 2.

2. Residency Activities and Issues

2.1 Context

South Australia has a solid and unique record of innovation and achievement in food and wine industries strategies and policy during the past decade. Some of these innovations and achievements have included:

- Establishing a Food for the Future group (1999) (later became Food SA);
- Establishing the Premier's Food Council (1999)
- Launching a Food Plan (1999);
- Developing and implementing a Food Scorecard metric system to monitor Food Plan actual performance against target;
- Establishing an SA Wine Industry Council
- Developing and implementing a wine industry scorecard metric system to monitor Wine Industry actual performance against target;
- Establishing a Wine Innovation Cluster (2008);
- Launching a wine sector agreement (2008) and implementing its carbon emissions reporting system
- Launching an SA Food Centre (2008)

The inaugural Director of Food for the Future (a division of PIRSA), Dr Susan Nelle, became the Managing Director of the National Food Industry Strategy Ltd. NFIS Ltd was an evolution of the federal government's *Supermarket to Asia* initiative during the 1990s. Dr Nelle contracted the development and maintenance of a national Food Scorecard metric from PIRSA. Federal funding of NFIS Ltd ceased in June 2007. She also led a National Food Supply Chain Study Tour Group to Europe (NFIS, 2006), which included PIRSA officers. That tour group met with Professor Fearnie at the University of Kent and were impressed with work at the dunnhumby Consumer Behaviour Research Academy on the Kent University campus (NFIS, 2006).

2008 was a timely year to be commencing and conducting a residency on food and wine and its component industries and supply chains. Recent times have included prolonged drought in many regions of Australia, escalating international food prices and food security crises (MacKenzie, 2008; Roberts, 2008). In Australia, it was a year of a high level of inquiries initiated by the new Rudd Government, and subsequent release of reports. A number of inquiries and reports related directly or indirectly to food and wine industries and aligned with the interests and objectives of Partners and Sponsors in the Fearnie Residency. Food and wine industries relevant inquiries and reports released during the residency have included:

- Australian Consumer and Competition Commission (ACCC) grocery price inquiry and report (ACCC, 2008);
- Garnaut climate change review (Garnaut, 2008);
- National Preventative Health (NPH) Reports (2008);
- CSIRO's Murray Darling Basin (MDB) catchment reports (2008);

- CSIRO and Bureau of Meteorology's *Assessment of the impact of climate change on the nature and frequency of exceptional climatic events* (2008);
- Drought and Exceptional Circumstances (CSIRO, BoM & DAFF) (2008)
- Expert Social Panel Report – *It's about people: Changing perspectives on dryness* (2008), and
- The Cutler Review of the National Innovation System (Cutler, 2008)

On grocery market competitiveness, the ACCC reported that the market was 'workably competitive'. In the process the ACCC rebutted the National Farmers Federation (NFF) submission expressing concern about market power abuse in agri-food, referring to a lack of evidence.

On the health dimension, the NPH report has recommended changes to tax law relating to both food and wine in their sub-reports on obesity and alcohol abuse.

The MDB reports have audited the state of 18 catchments in the national food bowl, which includes several major wine regions – the Riverina, the Sunraysia and the Riverland. The diminished status of these catchments and ecosystems is driving water market prices and changing water policies, with adverse impact on food and wine business in the short-term and adverse longer-term outlook.

The Garnaut Review has aligned with the UK's Stern Review on the presence of climate change and paved the way for carbon pollution mitigation and adjustment policies. Previous Thinkers in the ATIR program have reported on water management challenges (Professor Peter Cullen) and climate change (Professor Stephen Schneider), leading to new policy initiatives by the Rann Government.

The drought and exceptional circumstances report found that present measures and criteria for triggering assistance to farm businesses are unsustainable against a back-drop of climate change.

The Expert Social Panel Report on the social ramifications of persistent dryness was tabled recently at a meeting of Primary Industries Ministerial Council attended by Prof Fearn in Adelaide in November, 2008. Primary industries policies are scheduled to shift away from drought as an exceptional circumstance to dryness as an on-going circumstance, where climate adjustment activity becomes a criterion for assistance.

There is some resonance in the Cutler report on innovation, *Venturous Australia*, with the value chain message in Prof Fearn's activities:

Business innovation today is not an easy thing to do and to sustain. We live in a connected, global knowledge economy, where ideas, capital and even people can be accessed with the click of a mouse. So what makes a business novel, distinctive, valued by paying customers and hard to copy really counts. Competing on innovation and knowledge is decisive to successful business performance for firms and to sustainable prosperity for nations (Overview p4).

It remains the case that a significant portion of research funding should be aligned with national priorities as they emerge. Currently, carbon abatement and water conservation are good examples but priorities can change dramatically over relatively short periods of time, so flexible and proactive funding mechanisms are essential. We must also ensure that our most globally competitive industries, such as mining, agriculture, education and tourism, receive adequate research funding support to keep them at the cutting edge (Overview p7).

Roberts (2009) reporting on the Cutler report observes that:

Local companies are increasingly turning to outsiders – even their competitors – to help them innovate and are being increasingly open with others in return.

Companies are increasingly collaborating and networking with each other, their suppliers and customers to drive innovation.

A greater challenge awaits companies that work with competitors, trusting they will succeed through intangible advantages such as speed to market, customer relationships or supply-chain efficiencies.

The issues giving rise to these reports all impinge on rural and regional Australia and its food and wine industries. They are affirming of the agenda of the residency and the complexity of food and wine that Prof Fearné has frequently referred to in his activities. Most of this reporting has preceded the international financial crisis, which is ushering in a new, external, unexpected source of challenge and/or opportunity for Australian food and wine industries.

2.2 Activities

By the end of January, 2009, Professor Fearné will have made six visits to South Australia. His first was in late 2007 to meet with the residency partners; the next four visits during 2008 were working visits filled with strategic thinking and planning, visits across the State and public lectures. The sixth visit in late January, 2009, is scheduled as a 'final report' writing visit, and will also involve meetings on key projects and new initiatives.

Several articles provide snapshots of the program implemented during these visits. The Fearné Residency has involved a significant number of partners and high levels of energy for a complex and rich engagement schedule for the Thinker. Overviews of the first and second visits are attached (Attachments 3 & 4). Three other articles published by The Food Centre provide interview-based material with Professor Fearné during his visits and notes from the final lecture, indicating his commitment to food and wine chains transforming from a supply-drive paradigm to a consumer-driven, value chain paradigm, aided by consumer insight research.

Professor Fearné presented several public lectures; two at the University of South Australia⁵, one in the Barossa Valley and one in the Riverland region.

Professor Fearné has also reached across age in his engagements with young people; a group of young professionals in food and wine formed the A-Team (Office for youth policy action team), and made recommendations to the Government on food and wine issues (Office for Youth Policy Action Team, 2008).

Activities with food businesses and farming community groups were also held in Eyre region and Limestone Coast regions. On Eyre region, visits to shell-fish processing and prawn fishing boats at Port Lincoln were followed by a workshop at Wudinna with FREE Eyre Ltd grain and sheep producers. In the south-east of the state Prof Fearné visited a beef feedlot and major beef and lamb processing abattoirs.

⁵ An unedited transcript of the final public lecture is available on the ATIR website: (http://www.thinkers.sa.gov.au/images/Fearné_Public_Lecture_Transcript.pdf)

Professor Fearne also prepared a discussion paper, provided in-confidence to residency partners at the close of the Thinker's 4th visit to SA. Feedback on the paper has been used to aid drafting of his final report to the SA Government. This paper is silent on the discussion paper. The content of the residency and its recommendations are likely to be equally relevant to Australian food and wine, since many industries are national, competing in international markets with exports and in the domestic market against imports.

Engagements by Professor Fearne with interstate workers in value chain, with the Industry Development Committee working group on the national lamb project, with DAFF food policy and other senior staff and with Primary Industries Ministerial Council (PIMC) were well received.

2.3 Value Chain Projects

During his first visit Professor Fearne initiated a first for The Thinkers in Residence program, by creating a project demonstration system to capture and implement practical ideas that came up during the residency

The Value Chain Project Development Team, is made up of some 20 individuals from many disciplines. The team (chaired by Theo Simos of Rural Solutions SA) scoped and implemented demonstration projects under several guiding principles: that projects be multidisciplinary, whole of chain, customer and consumer research driven, involve public and private co-investment and involve cross-agency participation to catalyse and inspire.

The major research project in the residency has been the *Vine to Dine Project*, a value chain analysis of a bottle of Oxford Landing from Yalumba Wine in the Barossa Valley en route to Tesco supermarket in London, UK (Attachments 5)⁶:

In depth market intelligence (including consumer research) would enable Yalumba to break out of the commodity trap and more effectively reach the distinct market segments, targeting their differential preferences with specific attributes where feasible. Other Australian wine businesses would do well to follow suit, with this project showing a shared approach in sharing the cost of the research (as well as sharing the resulting information) resulting in making consumer research more affordable for the smaller businesses in the industry.

The results of combining VCA (value chain analysis) and LCA (life cycle analysis) also informs government policy and programmes to ensure interventions are designed and targeted to achieve compatible competitiveness and environmental outcomes.

Although taking a case study approach, this project has identified generic lessons and possible improvement projects at a sector level. The findings illustrate the potential of this approach for other food and beverage value chains.

⁶ Sustainable value chain analysis: A case study of South Australian wine
www.pir.sa.gov.au/wine/value_chains
Attitudes of UK supermarket shoppers towards wine purchasing
www.pir.sa.gov.au/wine/value_chains

The *Vine to Dine* project is the third major value chain project that Professor Fearne has conducted in Australia. The first two projects were in Tasmania; a bagged lettuce project with Houstons Farm (Bonney et al; 2007) and an analysis of processed vegetables with Simplot.

Other projects initiated during the residency include:

- Value chain mapping of the Spencer Gulf Prawn fishery;
- Case studies on value chain successes in South Australia⁷;
- Red meat category domestic market consumer insights;
- Pork consumer brand development for retail;
- Consumer purchasing data analysis and loyalty card developments at Barossa Valley Community store and Richard Gunner Feast retail stores
- FREE Eyre Lamb Value Chain, and
- National lamb industry value chain analysis⁸.

2.4 Synergistic Value Chain Thinking

Several articles have been written during the residency by partners on the value chain theme. They have been published on both the ATIR website and on the AARES *Connections: Farm, Food and Resource Issues* website (Fearne, Garcia and May, 2008; Harvey, Pontifex, Davis, Stasiak and Crutchett, 2008); Kuhr, 2008; Moroney, 2008; Pant, 2008; Stringer and Umberger, 2008).

2.5 Some Key Issues

Many important issues for food and wine industries have emerged during the residency, adding to those in the contextualised objectives identified prior to commencement of the residency. Several issues that are central to the strategic direction and policy priority for SA food and wine into the future include:

- The quality of present industry strategic planning and policy process and its capacity to incorporate and reconcile ascendant public interest in food and wine;
- The capacity to inform planning and policy in the presence of knowledge gaps on industry structure, business performance, and consumer insight, and
- Commitment and capacity to conduct and secure funds for value chain research, training and education relevant to small to medium sized enterprises as a base to forging and maintaining competitive value chains.
- The realisation that SA is a small state in a large domestic market and complex and competitive global market and must look, explore and collaborate with external partners.

⁷ Case studies are published on the SA Food Centre website www.safoodcentre.com.au

Also linked in references, Anon. (2008)

⁸ A project supported by the Industry Development Committee of Primary Industries Ministerial Council, confirmed by PIMC at their meeting in Adelaide following a short presentation by Prof Fearne, December 2008.

2.5.1 Quality and scope of present planning and policy

The export growth target in the SASP creates a political imperative for industry development by a range of exporting industries in the state. Prof Fearné has been presented with information about the performance of the food and wine sectors in the unique SA food and wine metrics system of Food and Wine Industries Scorecards. He has been informed about the industry development strategic planning process for food and wine industries in South Australia and he has been informed about the state Food Plan process, where targets have evolved through several iterations, with expectation that the Plan will make important (but not specific) contribution to the export target.

In general, during the past decade, the food plan (and its contributory industry or sector plans) has not been performing to target or expectation of contribution to the SASP. By contrast, the national wine plan because of its global reach achieved and exceeded its target faster than expected and the industry has been referring to its circumstance as 'oversupplied' for several years. It is not clear to what extent the plans may have ameliorated or exacerbated the effects of market forces through the period as there has not been a public review of the processes involved. However, it does appear that plans involving aspirational targets have quite a high chance of not-performing to target. Deviations of actual to plan raise some questions about expectations of the planning process. What should be the expectations that attach to strategic planning, where market forces are primal in a market-based economy, and where markets are characterised by price cycles and price volatility? This is not market failure; it is normal market behaviour. Nor is it planning failure; it is planning normality

An opportunity presents in the residency to report on the efficacy of the present industry-based planning system. Only one industry in SA, the dairy industry, has been the subject of a business performance analysis to see if the case for investment at farm level is consistent with the aspiration target in the plan. Ronan (2007) has reported the expected private and public benefits of the system.

In most, but not all cases, neither the target nor the plan have been informed by GIS spatial data. The merits of spatial analysis tools in landscape planning have been outlined by Houston (2008). There have not been any examples presented to Professor Fearné where value chain mapping and analysis have been integral to the industry planning process. Few explanations for addressing the imperative for export growth with a system that remains aspirational and industry-global, rather than spatially based on real, regional resource availability and including analyses of the component contemporary elements within industries, the supply chains, have been provided to Professor Fearné.

The fact that some plans have used GIS mapping in the formation of the targets suggests that more credible planning is possible with existing resources and skills. Opportunity would appear to present to identify spatial analysis as the standard in resource-based strategic planning. The alternative of abandoning strategic planning altogether, simply because of non-alignment with market outcomes, may be to jettison a system with valuable industry-government information-sharing and relationship benefits. An issue therefore is whether agri-political engagement benefits of this kind are sufficient to justify strategic planning when performance data is lacking (see 2.5.2) and resource mapping is missing.

There is an on-going shift in Australia and many other countries, developed and developing, of food and wine industry structure from auction markets towards vertically coordinated supply chains (Cutbush and Barber, 2006; Larkin and Heilbron, 2007; McCullough et al 2008; O'Keefe, 2008). The field of supply or value chain intelligence and analysis and its incorporation into industry strategic planning process remains limited and embryonic, despite significant industry structural change in recent decades. The territory is not easy for either government or industry; governments are generally reluctant to engage with industry at a business level, and most businesses do not want their business to become public information. The territory requires considerable skill and trust building to progress into projects enabling private and public benefits, including benefits for planning and policy.

A number of non-industry, agency Partners in the residency formed an alliance of interest. These included Department of Education and Children's Services (DECS), Zero Waste SA, DPC, Sustainability and Climate Change and Department of Health (Crutchett et al, 2008). The interest of these Partners in food and wine led to the drafting of a short paper for Professor Fearnle on the opportunity for a holistic food policy in South Australia (Stasiak and Ronan, 2008). That paper recommended the consideration of a range of issues in food and wine policy and planning, additional to industry development, in South Australia.

Issue: How well are the present strategic planning and policy processes working and what, if any, changes should be made in view of on-going structural change in food and wine industries towards vertically coordinated supply (value) chains?

2.5.2 Structure, Performance and Consumer Orientation

Professor Fearne has made frequent reference during his presentations to the concept of sustainable competitive advantage. Activities with agri-food and wine business people have highlighted challenges and created interest in industry performance.

Though far from perfect, Australia has an international reputation for having some of the best public and private statistical and information systems in the world. For food and wine industries, the best public sources include ABS, ABARE, BRS, and the Research and Development Corporations (RDC's). Private sources of food and wine business performance and market intelligence include the larger consulting, banking and accounting businesses with agri-food (wine) specialisation, where there is a capacity to present the information at an industry level. Some of the best business information for the most stricken farm businesses in Australia is held within the DAFF Rural Counselling Services program. This information is not publicly available, though a summary of presentations to the most recent Rural Counselling Training Conference makes a general reference to the scale of difficulty with 100,000 farm businesses in Australia not making a profit in recent times:⁹

Mr Mike Stephens, Director of Mike Stephens and Associates (MS&A), provided participants with a series of insights on the people who are involved in agriculture and the motivations they have in their own lives and businesses which can impede or facilitate the adjustment process. Participants were engaged in a skit where 13 people, each representing 10 000 of Australia's farmers, were asked to represent the 130 000 farmers in Australia. Mr Stephens noted that only 30 000 of them regularly make a profit. The remaining 100,000 are the ones who need to change to become profitable or to adjust out of the industry. According to Mr Stephen's experience, 25% of these people are likely to adjust out because of dire financial circumstances, but the remaining 75% are likely to be slow to change.

Good longitudinal data-sets enable a sound appreciation of changing structure and performance of the sectors on a horizontal basis. That is, farm (vineyard), food processing (winemaking) and retail. Less is known, and relatively little is reported, about the vertical transects across primary, processing and retail industries; the whole-of-chain food and wine supply (value) chains.

In a nation with relatively high primary sector export trade, the international competitiveness of the agri-food and wine sectors is of perennial interest and importance. ABARE's 2006 report on the competitiveness of the food sector is based on competitiveness revealed by actual trade (ABARE, 2006). The competitiveness concept embraces productivity, profitability measures and sustainability indicators. NSW DPI and Charles Sturt and Sydney University Adjunct Professor, Dr John Mullen, is a national leader in primary sector productivity (Mullen, 2007) to the rare achievement of his work on productivity translating into a policy priority for ABARE (Ronan and Cartwright, 2008).

'Farm surveys', yielding productivity and profitability data, are an ABARE staple product. The fact that AARES Presidential addresses in 2008 and 2009 will have

⁹ Summary of National Rural Financial Counselling Service, p15
http://www.daff.gov.au/_data/assets/pdf_file/0011/749765/rfcs_conference2008_summary.pdf

been on agricultural productivity (Mullen, 2008) and agricultural productivity and profitability (O'Donnell, 2009) is indicative of the importance of the territory to industry, government and the agricultural economics profession. PIRSA has drafted an overview paper on farm profitability, based on various ABARE Farm Surveys reports as an aid to Prof Fearne's understanding and interpretation of the business health of SA and Australian agri-food (Ligura et al., 2009). A matching paper on wine is in preparation (Thoms et al., 2009).

The BRS have made important methodological progress on sustainability in their work with food, fibre and wine industries through the Signposts project. An issue for the residency is whether the stock of knowledge on a horizontal basis is disproportionate to the changing structure of food and wine and its upstream (farm) to downstream (retail and food service customers and consumption) performance? Maintaining the current data-sets against budget cut-backs has compromised ABS and ABARE primary sector data during the past decade. BRS Signposts, a unique lens into sustainability, has been developed on modest funds and requires new government and industry support to continue. It becomes problematic to recommend any change in strategy and policy in agri-food without quality agri-food (wine) industry and regional statistics on productivity, profitability and sustainability. A backdrop of difficulty in maintaining basic food and wine data adds to the challenge involved in initiating new research and consideration of a higher standard of analysis in strategic planning (see section 2.5.1).

At issue in Australia and all states then is the availability of quality agri-food (wine) competitiveness relevant statistics and their interpretation. How important is the present information system to agri-food (wine) strategy and policy? In this context, what priority should be given to creating capacity in supply (value) chain metrics in food and wine in Australia?

Given the extent of the challenges facing agri-food (wine) (see section 2.1), and media attraction to crisis reporting, it would be easy to form a belief that most agri-food business in Australia is performing poorly. In fact, ABARE analyses of agri-food suggest a spectrum of performance, with the most consistent profit results from larger businesses. The top quartile of agri-food is generally understood to account for about three-quarters of production and a similar share of profit. Some of these sector understandings are not easily confirmed by industry or region. There is much missing data (many industries did not become participants in the ABARE system during the user-pays era) and some of the best value-adding to the public data-sets is restricted to paying customers and not able to be distributed in the public arena.

There is evidence of changing funding priority towards supply chain and consumer insight considerations within industry market development programs. DAFF (Department of Agriculture, Fisheries and Forestry) are implementing market and regional food business development programs advising applicants to detail supply chain collaboration and consumer insight as part of their application.¹⁰

¹⁰ Grants to Promote Australian Produce and Regional Food Business

'Communicating consumer or market needs to producers and supply chain businesses and associated development of marketing strategies. Funding could be used to set up regular market research of consumer preferences for a particular product and share results with industry participants and the supply chain to allow for better targeting of products to marketplaces. Alternatively, this funding could include researching new media uses (such as the internet) for particular target markets (such as youth) and sharing the insights with industry.'

Issue #1: How well is business performing and how adequate is the system to the task of measuring business and sector performance in the context of changing supply chain structure in food and wine?

2.5.3 Commitment and Capacity for Microeconomic Change

An issue that began to be put to Professor Fearné with increasing frequency at activities was: How do we proceed to implement value chain thinking and management? The question has been in the context of no substantive value chain research, training or education in South Australia.

Value chain research in Australia generally is embryonic, while value chain training and education has made more progress at University of Queensland's Gatton Campus than other academic institutions in other states.

A seafood industry value chain research report from Queensland has recently added to pre-residency projects conducted by Prof Fearné with bagged lettuce and processed vegetable in Tasmania and a pig industry chain project. Add to this short list, the Vine to Dine and Prawn chain projects in the residency (referred to in a previous section) and it can be appreciated that although the projects have been few in number they are being supported by RDC's, with indications of benefits to chain stakeholders.

Some interest has been expressed during the residency for access to training and education in the area in South Australia. The demise of the Farmbis program leaves a gap at present in how programs could be initiated. On the other hand, a number of participants at activities have indicated some apprehension about the level of intimacy involved for chain stakeholders to contemplate collaborating in value chain analyses.

So, an issue at present is that it is not clear how many businesses may be interested to collaborate in whole-of-chain research and adjustment. There were only one or two examples during the residency where all stakeholders in a chain were prepared to be in the same room at the same time to discuss value chains with Professor Fearné. The level of apprehension and uncertainty that appears to be present in chains emphasises the importance of the IDC supported national lamb project to investigate the benefits that can be illustrated in a national pilot project.

A general issue then for Professor Fearné to consider is:

How to overcome stakeholder apprehensions, achieve commitment and create capacity to secure funds to enable the conduct of value chain research, training and education relevant to small to medium sized enterprises as a base to forging and maintaining competitive value chains?

http://www.daff.gov.au/agriculture-food/food/promoting_australian_produce

3. Summary/Conclusions

The Fearne Residency has featured:

- A high level of engagement with agencies, food and wine industries, regional communities and young people;
- Implementation of an innovative and on-going research project development and implementation program using value chain methodologies;
- Discovery of many issues involved in preparing for and implementing research, training and education at a value chain level within food and wine industries, and
- Questioning of the adequacy and benefits of persisting with present strategic planning and policies, when the structure of industries continues to transform from a commodity, auction market context to chain structures, involving contract-based business and marketing to precise, but also changing customer and consumer requirements.

Government, industry and academia do have different interests in food and wine industries information, where achieving the required level of collaboration to permit mutually valuable data and intelligence will be challenging. The residency has been important in showing some innovative ways for government, industries and academia to collaborate with respect to food and wine at supply (value) chain level.

This paper has highlighted some issues brought to Prof Fearne during his visits and activities in South Australia and interstate. The stage is set for a final report to the South Australian Government to recommends actions that will help to create the best environment for the development of food and wine in challenging local and international circumstances; recommendations that will need also to attend to the heightened level of community awareness of the externalities that can come with development and the need not simply to achieve development, but to achieve it on a sustainable basis.

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Attachment 1



List of Fearne Residency Partners and Sponsors

Partners

Partners in Andrew's residency are:

- [Department of the Premier and Cabinet](#)
- [Primary Industries and Resources SA](#)
- [Department of Trade and Economic Development](#)
- [Department of Health](#)
- [University of Adelaide](#)
- [University of South Australia](#)
- [Yalumba](#)
- [Constellation Wines Australia](#)
- [TARAC Technologies Pty Ltd](#)
- [AMCOR Australasia](#)
- [Barossa and Light Regional Development Board](#)
- [Meat and Livestock Australia](#)
- [Department of Education and Children's Services](#)
- [Zero Waste SA](#)
- [Sustainability and Climate Change Division](#)

Sponsors:

- [Adelaide Produce Markets](#)
- [FarmBis](#)

Attachment 2



Residency Objectives

The overall aims are to promote value chain thinking and behaviour in the wider community, and to provide direct benefit to partner organisations individually and collectively, with appreciation of issues including environmental sustainability, economic viability, population health and social inclusivity.

- 1 Raise awareness and increase understanding among the South Australian community of the challenges and opportunities presented by global value chains to the sustainable competitive advantage of South Australia's Agri-food and wine sectors.
- 2 Develop capability to enable changed practice amongst stakeholders and consumers within industry, government, and education in developing competitive value-chains in the agri-food and wine sectors.
- 3 Identify with industry, specific value-chain enhancement opportunities and an approach to strengthening those chains.
- 4 Develop a model with the Barossa & Light Region to enhance and strengthen specific value-chain opportunities.
- 5 Provide advice to South Australia's education sectors regarding their strategic direction:
 - to enhance and leverage the sector's existing global reputation in the agri- food and wine industries
 - to enhance value chain and supply chain in associated industries
 - for future curriculum, training and education-industry links.
- 6 Explore and make recommendations to promote active community participation in value chain thinking, improve healthy eating, and encourage sustainable consumption across the South Australian population, through the development of stronger linkages between health, environment, agriculture, education, retail and consumers.
- 7 Provide advice to government and industry on policies that promulgate value-chain development.
- 8 Promote South Australia's leadership and Adelaide Thinkers in Residence locally, nationally and internationally.

Attachment 3



Catalysts Report for Partners: Visit 1

Professor Andrew Fearne has completed the first stage of his four-visit 'Thinkers' residency in South Australia. After a well-earned break with his family in Kent, UK, he will return to Adelaide from 14 April to 2 May.

The focus of Andrew's residency is '*Food and Wine Value Chains: Prosperity through Collaboration*'. This involves improving the coordination of food and wine supply chains from 'paddock to plate' and 'vineyard to palate' in an international market – taking into consideration issues of environmental sustainability, economic viability, population health and social inclusion.

Andrew Fearne in Adelaide and the Barossa and Light Region

Andrew's first visit saw him spending time in both Adelaide and the Barossa and Light Region, with activities including:

- briefing sessions about SA food and wine sector attributes, impacts and aspirations with the Premier, the Minister of Agriculture, Food and Fisheries, executive and staff from the fifteen Partner businesses, agencies and universities;
- public lectures at the University of South Australia; a joint Primary Industries and Resources SA (PIRSA) and Department of Trade and Economic Development (DTED) function in Adelaide, and a DTED agribusiness forum in the Barossa;
- workshops with fisheries industry, Meat and Livestock Australia; Adelaide Produce Markets; Yalumba; Tarac Technologies; Barossa & Light Regional Development Board and Amcor Packaging;
- a presentation to the SA Agribusiness Association in Adelaide, and
- a presentation to the inaugural forum of the Premier's Food Council Food Forum.

Emerging Themes

Several key themes have emerged during the first visit of Andrew's residency. They include:

1. The Opportunity to Lift Sustainable Competitive Advantage in Food and Wine Supply Chains

Each engagement by Andrew with food and wine industry businesses and

industry groups revealed significant issues around supply chain process, information flow and relationships. The feature of Andrew's approach with business-chain people is his rich international experience with agri-food supply chain stakeholders, a layered analysis (i.e. material flows, information flows and relationships) of the impediments to efficiency and efficacy of the chain and the chain's ability to satisfy consumers' preferences. Andrew has emphasised that there is no 'blueprint' to lifting the performance of supply chains. However, process mapping, analysis of materials flow, information flow and relationships are the key performance indicators to identification of limiting points and negotiation of 'solutions'.

2. The Power of Consumers

Andrew has been pushing the frontiers of knowledge about food marketing and supply chain management during the past decade, especially in his research about consumer behaviour and feeding that back to supply chain stakeholders. The big leap forward in this area has been made by two supermarkets in their development of Loyalty Cards with their customers; Tesco's in the UK and Krugers in the USA. Tesco's Clubcard data has been processed by the dunhumby Academy of Consumer Behaviour at Kent Business School. The information has been shared with agri-suppliers, providing critical data to enable the transformation of supply chains from farm to retail and thereby providing greater satisfaction to consumers.

Andrew supervises about a dozen PhD students at Kent who are dividing their time between interpreting chain data and working with stakeholders to transform supply processes to better meet consumer expectations. These changes have been confirmed in their shopping behaviour. The changed chain process and loading of supermarket shelves has translated into lifts in product performance (repeat purchasing) and lifts in company profitability at Tesco's in the UK and at Krugers in the United States.

There is now improved feasibility of this type of trouble shooting in the food and wine supply chain in Australia with the recent introduction by one of the supermarket majors, Woolworths, of a new Loyalty card. There is also now an opportunity for independents and regional retail players to take similar initiatives. Some companies have tried and dispensed with consumer loyalty cards. The point of difference in the systems managed by the world's most successful supermarkets is their cross-reference to consumer preferences by category. Throughout his first visit, Andrew presented Tesco supermarket analysis, which showed categorisation of consumers by lifestyle:

- Fine foods – 17% of shoppers who are predominantly time conscious and luxury food oriented
- Healthy - 9% of shoppers who are predominantly calorie conscious
- Convenience – 22% of shoppers who are time-poor and busy
- Price sensitive – 16% of shoppers who are predominantly value conscious
- Mainstream – 26% of shoppers who have broad tastes, and
- Traditional - 10% of shoppers who enjoy cooking.

Gaining this type of information via loyalty cards and interpreting 'consumer messages' for supply chain adjustment is a territory well traversed by Andrew in the UK. Andrew has alerted attendees at various functions that this territory and

language is fast becoming essential work for successful supermarket food and wine chains internationally. While consumer behaviour research and supply chain adjustment of this precision are novel in Australia, Andrew is discovering serious interest among project partners in a system where the evidence is pointing to sustainable competitive advantage for food and wine internationally.

3. The Power of Supermarkets

Rising grocery prices and the competitiveness of the Australian grocery industry are matters of a current national inquiry in Australia by the Australian Competition and Consumer Commission (ACCC). Without inclination to enter the political fray on the issue at this point, Andrew's take on the power of supermarkets internationally is that the presence of market power downstream from farm-gate to processors and retailers is a fact of life in contemporary food and wine chains. Andrew has worked in many countries with farmers and their various capacities to contract produce to supermarkets. The perspective that he has presented to local forums is that it is not the presence of processor or supermarket power that is a problem in itself; the problem is the abuse of that power. Andrew has made the point that such abuse is counterproductive to competitive chains in the long run.

4. Food Public Policy

Andrew's residency in South Australia comes at a time of changing expectations by consumers about food and wine. In the UK the language includes 'fair-trade', 'food miles', 'carbon footprint' and traceability. Andrew has indicated to participants at local functions that this category of attributes can fall into the area of 'corporate social responsibility (CSR)', a relatively new and expanding area of food and wine.

In addition, the community at large has rising interest in food policy, which is reaching beyond the traditional objectives of businesses, industries and agri-food agencies. This new agenda includes:

- health impacts of food, including obesity;
- educating children and adults about healthy food choices;
- better managing packaging and food industry processes towards zero waste, and
- imminent energy policy change to cut greenhouse gases – that is, the 'carbon-constrained economy', and
- the impacts of past, unsustainable water policies combined with climate shift - that is, the water constrained economy.

These areas are all recognised to be of rising importance.

There is an opportunity during Andrew's residency to examine the language and scope of public policy on food in South Australia with a view to further strengthening the integration between the economic-environment-social aspects. Health (DoH), Education and Children's Services (DECS), Sustainability and Climate Change (S&CC) and Zero Waste agencies have formed an alliance during Andrew's first visit with the intention to meet regularly during the residency to move this work forward.

Andrew's presentations have advanced the case for better connecting 'silos' in private sector food and wine supply chains. There appears to be similar opportunity to achieve better public-private outcomes in food and wine through improved linkage of 'economic development' silos with 'environmental' and 'social' silos. The challenge is considerable as any grocery shopper will testify; it includes managing food and wine chains in a carbon and water constrained economy in ways that also improve health and waste outcomes.

Andrew's practical experience in food marketing and supply chain management in many other countries encourages optimism that South Australian food and wine can move forward very positively. The Thinker's first visit has helped to identify that gaining better 'buy-in' by a range of stakeholders in supply chains is the drive-point in industries and regions. Andrew is raising awareness that 'environment' and 'social' objectives are not separate or peripheral to 'economic' outcomes. His residency will be exploring the potential in South Australia for better integration as a strategy to enable better outcomes on all fronts.

5. Value Chain Project Mobilisation Group

During the final week of Andrew's first visit he has convened a Project Mobilising Group VCPDT to identify and scope value chain project opportunities. This group will work along side the Partner Reference Group and be responsible to prioritise and progress opportunities which have been identified by Andrew in workshops and other forums. This is a significant outcome of Andrew's first visit. It has the potential to ignite consumer connected food and wine value chain research work in South Australia as an ongoing legacy to his residency. Based on the range of challenges identified during his meetings with stakeholders, Andrew has quickly discerned that a range of applied food and wine chain projects is critical to making a difference to sustainable competitive food and wine in South Australia.

**Glenn Ronan
Project Catalyst (Fearne Residency)
Adelaide Thinkers in Residence
Department of the Premier and Cabinet**

11 April 2008

Attachment 4



Catalysts¹¹ Report to Partners: Visit 2

1. Introduction

The second visit of the residency from 14th April to 2nd May, 2008, was a little shorter (three weeks compared to four for the first visit); a little less intense itinerary and milder weather conditions (more comfortable autumnal weather in contrast to the record heat wave during the first visit). It included trips by Andrew to the Riverland, the Barossa, the Northern Adelaide Plains, the Limestone Coast and Woolworths Head Office in Sydney. This note reflects on some of the activities and initiatives that emerged during the visit, which build on developments for the first visit, 25 February –20 March.

2. Highlights

2.1 Woolworths Limited

Partners will recall Andrew indicating at the December 2007 meeting the importance of engaging with supermarket people during his residency. During the first visit he met with Foodland people in Adelaide. In the final week of the second visit he met with Richard Umbers of Woolworths at their Baulkham Hills head office in Sydney. Although no catalysts attended, Andrew reported that he was pleased with the meeting. Richard Umbers advised that Woolworths would be open to considering a specific project with Andrew. The roll-out by Woolworths of their new loyalty card makes willingness by Woolworths to engage further with Andrew particularly pleasing in terms of value chain project possibilities.

2.2 Short Trip to the Riverland

The first two days of the visit involved a trip to the Riverland to visit some sites and meet PIRSA executive. Andrew will be returning to the Riverland for meetings with wine and citrus people during his next visit.

2.3 Workshops and Related Working Engagements

Several industry workshops and special topics sessions were held during the second visit:

- *Farmbis workshop* with SA training consultants;
- *Cherry industry workshop* during the National Cherry Industry Summit held in Adelaide;

¹¹ Three Catalysts have been involved with Prof Fearn during his second visit: Annabel Mugford (PIRSA Wine); Monika Stasiak (Zero Waste), and Glenn Ronan (PIRSA Corporate Strategy & Policy).

- *Horticulture Workshop#1*, held at the Virginia Horticulture Centre on the northern Adelaide plains;
- *National Value Chain Workshop*, with participants from Canberra, Victoria, Queensland and Tasmania;
- *Constellation Wines Australia (was Hardy Wines) Workshop* at Reynella;
- Site tour and meeting at the Food Innovation Centre, Regency TAFE, Regency Park;
- Agribusiness workforce development session;
- Australian Agricultural and Resource Economics Society evening seminar;
- Logistics meeting, and
- Senior Management Council (SA Government Chief Executives).

Limestone Coast Tour

The tour into the south-east of SA, the Limestone Coast Region, extended over six days, including the ANZAC day long weekend. The tour was designed to enable Meat and Livestock Australia's (MLA) Rebecca Underwood, with PIRSA Livestock's Jack Langberg and Denise Little, to accompany Andrew to on-site meetings with beef and sheepmeat business people.

MLA generously enabled time for a meeting with Australian Pork (AP) and Auspork Limited at the commencement of the tour at Big River Pork, via Murray Bridge. A follow-up meeting with AP was held in Adelaide on 6 May to investigate a possible project.

The MLA site visits included:

- Coorong Beef at Richard & Liz Gunner's beef cattle feedlot in the upper south east near the Coorong Lakes;
- Tatiara Meat Company (TMC) at Bordertown;
- Dalriada Meat Limited near Keith;
- Teys Naracoorte, just out of Naracoorte, and
- Limestone Coast Lamb, near Penola.

These visits provided a good spectrum of both beef and sheepmeat businesses and large and small processing plants. Coorong Beef and Dalriada Meat were immediate stand-outs for Andrew in their 'value chain thinking' and management. Principals of both indicated willingness to cooperate in a project.

Discussions at TMC indicated that the sheepmeat supply chain remains 50% dependant on the auction market. It also revealed that technical difficulties with the Viascan carcass scanning pilot system several years ago had impeded TMC in feeding back to lamb producers more accurate carcass value information. MLA advised that newer technology, CT scanning, has passed in benefit-cost studies and is set to be pilot tested.

Queensland based company, Teys Naracoorte, remain very concerned about the long-running problem of dark-cutting meat for several months of the year. They are extending their chiller capacity with a \$20 million investment, which will further lift throughput. Teys are strong supporters of the MLA meat eating quality system, Meat Standards Australia MSA. Teys encourage cattle producers to engage in training of producers in the MSA production system, designed to guarantee consistent eating quality experience for consumers at several quality points which can translate into eating quality-price points.

The Limestone Coast Lamb story has ended with the decision by Dalriada Meat to focus on beef cattle slaughter. Andrew is interested to include this and some other business ventures that have not been sustainable, so that the value chain theme includes the importance of learning supply chain lessons.

2.5 Media

Andrew continued his engagements with the media, with programming and assistance by Joanna Hughes. Media sessions included:

- ABC Radio National, *The National Interest*;
- ABC Riverland
- The Stock Journal
- Sumptuous magazine
- Limestone Coast region newspapers.

Andrew has enjoyed the challenge in these short interviews of getting the value chain story across and out to a broader audience.

3. Value Chain Thinking

Core to Andrew's residency is the clarification of what does he mean by Value Chain Thinking, Framework and Management and the advantage of its adoption by chain businesses, their industries and governments. Andrew has been able to see first hand that value chain collaboration is a fairly tardy territory in Australian food and wine at present. He has confirmed in meetings with business, large and small, that there is ample opportunity to lift performance with a more deliberate adoption by stakeholders of a value chain approach that is whole-of-chain, holistic and sustainable.

For governments, Andrew has been communicating a compelling case for industry development policy change; for industry development policy to reflect the changed structure and functioning of many industries from auction markets to integrated chains. Though Andrew's value chain focus is microeconomic, his observation of both business and policy disconnects is a message that cannot be missed in his many presentations to date.

3. Value Chain Project Development Team

The Value Chain Project Development Team (VCPDT), Convenor Theo Simos, has benefited from two meetings with Andrew during the second visit. A range of projects continue to be scoped to the template:

- Vine to Dine
- Spencer Gulf Prawn Fishery
- Loyalty card research and development (several projects): Barossa & Light Coop; Coorong Beef
- Skilling (Masterclasses), Nurturing (Mentoring) and Testing (Pilot Businesses)

Glenn Ronan
Project Catalyst (Fearne Residency)
Adelaide Thinkers in Residence
Department of the Premier and Cabinet

5 May 2008

Attachment 5



Vine to Dine – a Sustainable Value Chain Analysis

To date there has been no accurate measure of the full carbon footprint of wine, from the very beginnings of the vine to the time the wine is consumed at the dinner table.

In the first study of its kind, research is underway to investigate both the economic and environmental impacts of selling South Australian wine in the key market of the United Kingdom. The project undertakes to model the 'Vine to Dine' carbon footprint, and how the drinker values the different attributes associated with South Australian wine.

Background

The 'Vine to Dine' case study is a project of the residency of Professor Andrew Fearne, Adelaide's current Thinker in Residence. In his initial analysis of the wine value chain in South Australia, it became clear that there is a need in the State's wine industry for a greater understanding of where and how value, as perceived by consumers, is created along the chain. The stakeholders, in pursuit of sustainable competitive advantage, are exploring opportunities to reduce costs, add more value and reduce environmental impact.

The project

The primary objective of this project is to demonstrate the value of sustainable value stream mapping as a tool for adopting best practice in sustainable value chain management. In addition, it is anticipated that this project will become a catalyst for change in South Australia's wine industry and a mechanism for achieving better alignment between the allocation and utilization of resources in the South Australian wine value chain, and consumer preferences in the UK (one of the most important export markets for the South Australian wine industry).

Given the strategic importance of the UK market as a benchmark of best-practice in wine retailing, and the position held by Tesco as the largest UK supermarket customer for South Australian wine, this case study will primarily focus on the value chain of a bottle of Oxford Landing wine made by Yalumba, sold to the Tesco shopper.

The two methods of Value Chain Analysis (VCA) and Life Cycle Analysis (LCA) will be used to map the wine value chain, from South Australia to the UK, combining analysis of information flow, material flow and supply chain relationships with a detailed life cycle assessment.

The process

This project brings together a unique combination of Government, industry and academic resources with expertise in complementary aspects of value chain analysis and life cycle assessment. The project team consists of representatives from

University of South Australia, Department of Trade and Economic Development, Primary Industries and Resources South Australia, Zero Waste South Australia, The Yalumba Wine Company, University of Adelaide, Tarac Technologies and Amcor Fibre Packaging.

The project will be under the general supervision of Professor Andrew Fearne who, as the current Adelaide Thinker in Residence, will also be responsible for overseeing the research that will be undertaken by the dunnhumby Academy of Consumer Research at the Kent Business School.

It is anticipated that the project will be completed by November 2008.

For further information contact Dr. Cecil Camilleri, The Yalumba Wine Company

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Attachment 6

PREMIER'S FOOD COUNCIL EXECUTIVE

Structure

Figure 1 identifies the current structure of the Premier's Food Council and related groups; that is, the PFC Executive, the PFC Food Forum, the PFC Program Groups, the Food and Wine Issues Group the Agri-food Forum and the Food and Wine Councils Secretariat. It also highlights the avenues for information to flow between these groups.

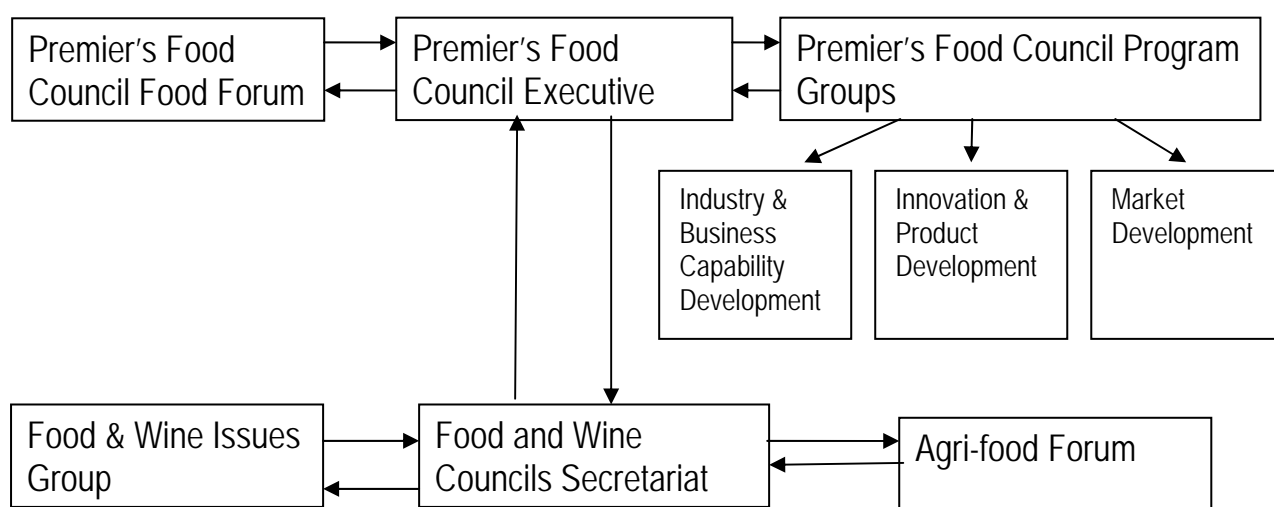


Figure 1: Flowchart highlighting PFC structure and avenues of information flow between the groups of the PFC; the Food and Wine Issues Group, the Agri-food Forum and the Food and Wine Councils Secretariat.

Membership

Appointments to the PFC Executive are by the Minister for Agriculture, Food and Fisheries for two years.

Membership comprises:

- Chair (Minister)
- Co-Chair (Industry)
- Chair, Horticulture Industry Development Board (IDB)
- President, SA Dairyfarmers Association (SADA)
- Chair, one of the Livestock IDBs
- A representative from the grains industry (at senior executive level)
- A representative appointed by the Seafood Federation (in lieu of an IDB Chair)

- Convenor and Chair Food and Wine Issues Group
- Chair, Premier's Food Council Program Group – Innovation
- Chair, Premier's Food Council Program Group – Capability Development
- Chair, Premier's Food Council Program Group – Market Development
- Chief Executive, Primary Industries and Resources SA
- Chief Executive, Department of Trade and Economic Development
- Industry representative(s) – maximum of 3

Roles and Responsibilities

The role of members on the PFC Executive is to contribute to the Council's effective operation by providing expertise, knowledge and skills. Collectively members should represent the best possible mix of experience, knowledge and skill available. Committee size should be kept as small as possible to assist in its effective operation.

Administration

The Executive is supported by The Food and Wine Councils Secretariat.

Contact person:

Vicki Mavrakis¹²
Executive Officer, Premier's Food Council
Food and Wine Councils Secretariat
PRIMARY INDUSTRIES AND RESOURCES SOUTH AUSTRALIA

¹² Edited from notes prepared in the Food and Wine Councils Secretariat, April, 2008, provided by Vicki Mavrakis as current structure at January 2009. Personal communication with Ms Mavrakis indicates that there are additional linkages (not shown) between the PFC structure, industry development boards and the SA Strategic Plan