

SNAPSHOT

MEAT. YOUR FUTURE.

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Project Description

This project outlines a comprehensive strategic communications plan to improve community perceptions of the red meat processing industry as a whole, and as a career option.

It was structured for implementation in five modular components delivered over a 18 month period with final wrap-up scheduled for June 2017.

It directly builds on the 2014/15 research project, delivered by Sefton & Associates (Seftons) and instinct & reason (I&R) titled '2014-1043 Community perceptions of the red meat processing industry' and developing an action plan for creating a positive industry image, which carried out attitudinal research into community perceptions of the industry, and recommended strategies to improve those perceptions.

Project Content

The methodology for this component involved expanding the initial project proposal into a working blueprint, using the approaches outlined below.

Component 1

Preparing a structured approach to improving community perceptions, which resulted in the development of the strategic communications plan as follows:

- Ran a half-day knowledge sharing and planning session with the AMPC to finalise the plan's detail and review specific objectives.
- Conducted a short desktop review to update the previous research and incorporated new campaigns and activities in related industries.
- Finalised segmenting and prioritising of audiences.
- Developed a powerful, attractive and aspirational sub-brand of the AMPC to front the campaign, focusing on innovation and diversity of options (e.g. the 'Meat' brand: 'Meat. Your Future.', 'Meat. Your Partners.', 'Meat. Your Local Industry', 'Meat. Your Career.' etc.).

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- Developed overarching key messages and a creative approach to flow through communications.
- Identified spokespersons, heroes and case study subjects.
- Finalised tactics and channels to best reach target audiences with the key messages, drawing on:
 - Owned media - website, social media platforms and marketing collateral.
 - Earned media - stories/articles in newspapers, radio and television programs.
 - Stakeholder media - stories/articles/information in stakeholder publications such as newsletters and websites.
 - Bought media - advertising and advertorials.
- Developed special ideas - out-of-the-box campaign components that brought additional 'sizzle' to the project.
- Commenced setting up and identifying the selected 'back end' elements of the communications campaigns including web presence and materials, spokespersons, marketing collateral, case studies, stakeholder alerts and engagement and search engine optimisation.

A copy of the communication strategy, which includes all of the above, can be found in Appendix 1 of the final report Appendices.

Component 2

This involved building the back end/underpinning common collateral for all campaigns. This was made possible by identifying, and where relevant producing, the common campaign elements, and included:

- Developing the creative brief and liaising with creative experts for them to provide concepts for artwork for all marketing material including: website design, document templates, e-newsletters, posters, print advertisements and more.
- Developed content for a 'Meat. Your Future.' website.
- Identifying and creating content for selected industry and career case studies.
- Creating a campaign media strategy which incorporated a general media release calendar of opportunities for the overarching PR campaign with the Project message and reaching the broad community.
- Identifying target media for campaign elements.
- Identifying the necessary social media and marketing/advertising collateral requirements and then developed a strategy for implementation which complemented the broader campaign elements.

A copy of the Component 2 report can be found in Appendix 2 of the final report Appendices.

Component 3

The 'Meat. Your Partners.' stakeholder campaign aimed to bring the industry on board through 'call to arms' tactics and to add further value to all communication efforts. The tasks executed during Component 3 included:

- Drafting industry web copy promoting the 'Meat. Your Partners.' campaign messages, social media activities, and resources for current meat industry workers and organisations (including career paths, jobs, case studies, industry links and industry offerings).
- Initiating a media relations program targeting industry and including trade media, business media, and broader current affairs and lifestyle programs.
- Creating an e-newsletter industry template concept providing news, events, updates, innovations, profiles.
- Creating an e-newsletter template concept for workers providing news, events, updates, jobs, career info and profiles.
- Creating an e-newsletter template concept for specific migrant groups providing news, events, updates, jobs, career information and providing recommendations as to whether translation was required.
- Developed a mini-social media umbrella linking back to the overarching social media strategy, allowing for industry conversations on Facebook, Twitter and LinkedIn, using hashtags.
- The additional campaign component also included initiating concepts for an industry-driven awards program to celebrate members and workers.

To view recent copies of the above related materials, and the resulting media coverage from the industry announcement, see the Component 3 report in Appendix 3 of the final report Appendices.

Component 4

The 'Meat. Your Future.' careers campaign promoted industry careers whilst aiming to increase the industry's attractiveness to competent existing and potential workers. It aimed to do this by positioning it as an exciting career option, promoting it widely, and educating target audiences. This was achieved through the following methodology:

- Establishing a youth task force to advocate for the industry, help drive debate and promotion, and bring life to social media activities.

- Drafting website copy that promoted meat processing careers and key messages.
- The establishment of a social media presence and hashtag to build conversation (e.g. #meatyourfuture).
- Developing online discussion forums on social media, such as LinkedIn and Facebook.
- Recruiting a celebrated ambassador with a strong positive appeal as a spokesperson.
- Enlisting existing industry workers as active advocates and encouraging them to participate in social media.
- Creating a high quality 'Meat. Your Future.' careers kit promoting the industry and its career opportunities and pathways.
- Developing careers information for selected migrant groups, migrant agents and recruiters via targeted media and organisations (recommendations were also made on translations if relevant).
- Delivering six written red meat industry career case studies highlighting inspiring success stories and encouraging young people to consider the industry.
 - From these six, three short video case studies were also successfully produced.
 - These case studies were adapted for the website, media releases and social media use.
- Developing striking motivational posters for distribution to educational institutions, job service providers, government offices, community groups and others.
- Managing a media campaign targeting workplace and career journalists and relevant media such as:
 - Careers sections of major regional and metropolitan dailies.
 - Street media such as Time Out Magazine.
 - Relevant University publications such as GrapeShot (Macquarie University) and publications linked to the universities where the case study talents studied - University of New England and Queensland University of Technology (QUT).
 - Rural and regional publications and broadcast media.

Additional campaign components delivered included:

- Recommendations and an outline for a possible advertising partnership with Fairfax Agricultural Media to run an integrated advertising/digital/editorial campaign that leveraged the advertising spend with editorial in rural publications.
- Made strategic alliances with up to 12 selected Australian universities, prioritising those that have environmental/agricultural degrees, along

with Australian and agricultural colleges. Each consenting university and college were provided with marketing materials including posters and careers information.

- As per the above, identified and built relationships with selected TAFE careers services to promote career options through the delivery of posters and a careers kit.
- Provided a list of relevant careers and employment expos and recommendations on which the AMPC could consider participating in.
- Targeting and outreach to key bloggers relevant to career development.

Please refer to Appendix 4 of the Appendices in the final report.

Component 5

The 'Meat. Your Local Industry.' campaign aimed to improve perceptions in relevant Australian regional and rural communities. This component was successfully delivered through methodology that included:

- An ongoing media relations campaign to tell the story of the industry through a program of news stories in rural media highlighting key messages e.g. localised media releases on the economic and social benefits and impact of the local industry.
- Supporting local processors to become more engaged with their communities through a community engagement kit that showed them how to gain media coverage, participate in relevant events, sponsor local events and organisations, etc.
- Involvement in selected regional processing plant community events that involved inviting media and selected community members to come behind the scenes and see innovative technologies and progress.
- Providing concepts for resources and support for the AMPC and its members to take part in rural/regional agricultural shows and field days.

Additional campaign components included:

- Industry reporting and benchmarking (quarterly)
 - Please note, due to the delay in the implementation of the website, social media activities, media campaigns and community events, this will now be taking place in July 2017.
 - Interim research and reporting did take place and was linked to the selected processing plant's community events.
- CEO and board profile building
 - Please note, at the request of the AMPC, this did not proceed and the budgeted time was reinvested in supporting the regional processing plants with their events.

- Providing information and recommendations on industry speaking opportunities - regional, state and national – for the AMPC.

For the outcomes associated with the above activities, please refer to Appendix 5 in the Appendices of the final report.

Project Outcome

As per the signed agreement, the project outcomes and deliverables were as follows:

1. A detailed action/implementation plan setting out a strategic and structured approach to improving community perceptions of the red meat processing industry.
2. Development of common campaign elements to underpin all messaging and promote to broader community.
3. 'Meat. Your Partners.' stakeholder campaign to bring the industry on board.
4. 'Meat. Your Future.' campaign to improve perceptions of industry careers among potential workers.
5. 'Meat. Your Local Industry.' campaign to improve perceptions in rural and regional communities.
6. An evaluation framework for the campaigns, with six-monthly reporting.

Benefit for Industry

The Project has delivered a number of results that can benefit Members and the wider industry. It has:

- Through the marketing materials created, community engagement, the recruitment of industry case studies and media relation activities, the Meat. Your Future. campaign has helped to redefine perceptions of the Australian red meat sector by positioning the industry as well-respected, innovative, offering career options, and making a valuable contribution to the Australian economy. Feedback from the Oakey Beef Exports Open Day and from AMPC members who contacted Seftons as a result of the activities, further support this
- Through the process of engaging case studies, the Meat. Your Future. campaign has been able to connect the AMPC with potential ambassadors and spokespeople for future campaigns
- This campaign has produced cost-effective industry education resources for MINTRAC, stakeholders and the AMPC members to use when promoting opportunities within their organisations, and in the wider the

industry. This includes striking promotional posters, case study videos, a careers kit and a community engagement kit, which are publicly available for free download from the AMPC's website. Bold infographics were also created, which clearly state a full scope of industry careers and career paths that current and prospective employees may not have been aware of, and are available for industry use

- The Meat. Your Future. campaign provided positive media opportunities for the AMPC and its members to demonstrate their contribution to the industry and communities
- Through the marketing materials created, the recruitment of industry case studies and media relation activities, contributed in educating targeted audiences about the benefits of a career in the industry
- Through the integrated elements of the media campaigns, the AMPC was positioned as an industry leader, proactively uniting the red meat processing industry through projects like Meat. Your Future.
- The AMPC's leadership role was further reinforced through the establishment of strategic alliances with selected educational institutions. By having these stakeholders distribute and promote the campaign posters and careers kits to their students, the AMPC is further educating a new generation of potential meat processing workers about the career opportunities in the industry. The AMPC's stakeholders were engaged to unite the industry and add value to communication activities through the sharing of stories, case studies and successes.
- The Open Day provided an ideal opportunity to witness community engagement at its best. Hearing the positive feedback from guests regarding the processing plant facilities demonstrates how such activities contribute to changing community perceptions of the industry
- In terms of managing the next steps, following the successful media relations campaigns and the Open Day, the question Seftons has been asked by stakeholders is "what happens next?" It is positive to see industry members keen to continue sharing positive stories about red meat processing. It is recommended that the AMPC continues with the legacy of Meat. Your Future. through related marketing channels – such as the newsletter, at conferences and through social media content.

USEFUL RESOURCES

A large portion of marketing materials produced can be found via the following AMPC web site link: <http://www.ampc.com.au/resources/careers>

Case study videos can be viewed via the following YouTube link:

<https://www.youtube.com/playlist?list=PLv1CLmLE170hiSXYBT5YIDBDzeXoApNz>

