

Meat. Your Future.

Final Report

PROJECT CODE: 2017-2019

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TABLE OF CONTENTS

TABLE OF CONTENTS 2

1.0 EXECUTIVE SUMMARY 3

2.0 INTRODUCTION..... 6

2.1 Overview of target audiences 7

2.2 Overview of key messages 8

3.0 PROJECT OBJECTIVES..... 8

4.0 METHODOLOGY 9

4.1 Component 1..... 9

4.2 Component 2..... 10

4.3 Component 3..... 10

4.4 Component 4..... 11

4.5 Component 5..... 12

5.0 PROJECT OUTCOMES..... 13

6.0 DISCUSSION 13

7.0 CONCLUSIONS/RECOMMENDATIONS 15

7.1 ‘Meat. Your Partners.’ (Component 3)..... 15

7.2 ‘Meat. Your Future.’ – Component 4 16

7.3 Component 5 review..... 17

7.4 Other recommendations..... 17

8.0 BIBLIOGRAPHY 17

9.0 APPENDICES..... 17



1.0 EXECUTIVE SUMMARY

This report provides an overview of the 'Meat. Your Future.' campaign and summarises the project's objectives, outcomes, evaluation findings, insights and recommendations. Overall, the project was highly successful and resulted in more than **177** media clips, worth in excess of **\$635,014.92** in editorial value for the AMPC. Through media relations activities alone, at least **2,254,896** people were exposed to 'Meat. Your Future.' themed stories and messaging.

'Meat. Your Future.' was directly built 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'. This project carried out attitudinal research into community perceptions of the red meat processing industry, and recommended strategies to improve those perceptions.

The 'Meat. Your Future.' campaign involved a comprehensive strategic plan to improve community perceptions of the red meat processing industry as a whole, and more specifically, as a rewarding career option. The campaign was structured for implementation in five modular components delivered over a ten-month period, with completion scheduled for June 2017.

The Project's objectives were to:

1. Increase awareness and positive perceptions of the industry in the broader Australian community.
2. Develop and strengthen the industry's brand by:
 - Developing exciting creative and messaging solutions that will underpin communication activities and resonate with target audiences.
 - Developing a cost effective and powerful strategic communication plan that sets out exactly how the industry's communication challenges will be met and overcome in an 18-month time frame.
 - Providing the AMPC with a 'menu' of campaign components, allowing it to select the highest priorities according to budget and desired outcomes.
3. Engage the AMPC's stakeholders to unite the industry and add value to all communication efforts via:
 - Running a 'call to arms' campaign to help unite the industry and build pride and cohesion amongst stakeholders.
 - Working with industry partners to raise the profile and positive perceptions of the industry, and leverage efforts for maximum cost effectiveness.
4. Increase the industry's attractiveness to competent workers - both existing and potential by:
 - Positioning it as an exciting career option, promoting it widely, and educating target audiences.
5. Improve community perceptions of the industry by:
 - Educating relevant rural and regional communities on the industry's positive impacts in their region.

- Running overarching media activities that reach the broader community.

In order to achieve the objectives, the campaign was split into three mini-campaigns, titled 'Meat. Your Partners.', 'Meat. Your Career.' and 'Meat. Your Local Industry.'. These three campaigns addressed varying aspects of the industry; stakeholder engagement, potential worker engagement and local community engagement.

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. A copy of this can be found in **Appendix 1**.
2. Development of common campaign elements to underpin all messaging and promote to the broader community. A copy of this can be found in **Appendix 2**.
3. 'Meat. Your Partners.' stakeholder campaign to bring the industry on board. A copy of this can be found in **Appendix 3**.
4. 'Meat. Your Future.' campaign to improve perceptions of industry careers amongst potential workers. A copy of this can be found in **Appendix 4**.
5. 'Meat. Your Local Industry.' campaign to improve perceptions in rural and regional communities. A copy of this can be found in **Appendix 5**.
6. An evaluation framework for the campaigns, with six-monthly reporting. This included the end of milestone reports above; this 'end of project' report; and a full summary of media coverage across the campaign. The media coverage summary can be found in **Appendix 6**.

To achieve the above outcomes, a number of approaches and tactics were implemented. Content produced included a common marketing collateral such as posters, a career kit, written and video case studies, a community engagement kit, website copy and the development of a logo and branding to support the 'Meat. Your Future.' marketing materials.

Additionally the project delivered a number of strategies, including a comprehensive communication plan, a media strategy and an overarching social media strategy which was linked to further mini-social media strategies tied to individual components of the project.

Throughout the key project components, an extensive media relations campaign was implemented resulting in a lot of interest around the campaign messaging and its objectives. Partnerships were also created with selected universities, TAFEs, colleges and recruiters to help promote industry careers and engage the next generation of potential meat processing professionals.

Outside of the core project activities, further concepts were presented to provide the AMPC with options to promote industry careers and opportunities. Such concepts included an outline of an industry awards program, specific 'Meat. Your Future.' e-newsletter design and content ideas, concepts for participating at events, recommendations on speaking opportunities and concepts for stands at agricultural shows.

Some of the key recommendations for the AMPC's consideration include:

- Further distribution of the campaign's messages to stakeholders, we recommend the continued inclusion of information of 'Meat. Your Future.' in the upcoming AMPC newsletters.

- Regular posts on the AMPC's social media channels, as per the social media strategy, to encourage two-way conversations with industry stakeholders. This could be possible where social media posts are planned in discussion with the AMPC's social media manager.
- Allocation of a small budget to allow for the printing and distribution of the career marketing materials. Clarity around this process is necessary in managing the expectations of universities, TAFEs and other RTOs in receiving the marketing materials.
- Use of a more diverse pool of case study talent in terms of geography to increase media coverage. In the future, we recommend aiming for talent across all Australian states and territories by approaching processing plants directly in the states/territories where expressions of interest have not been received.
- Consideration given to accessing or researching hard data that could be used as part of media pitches. For example, data on the number of projected jobs that will need to be filled in future, with a possible breakdown per state. Or data on the top five red meat processing roles that have the highest skill shortage across the board/per state. If such data existed, Seftons is confident further media coverage could have been achieved as this information was requested by a journalist.

The Project has delivered a number of results that can benefit Members and the wider industry. Details are as follows:

- Through the marketing materials created; community engagement; the recruitment of industry case studies; and the 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.
- Through the engaging case studies, the 'Meat. Your Future.' campaign has been able to connect the AMPC with potential ambassadors and spokespeople for future campaigns.
- The campaign has produced cost-effective industry education resources for MINTRAC, stakeholders and the AMPC's 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 campaign provided positive media opportunities for the AMPC and its members to demonstrate their contribution to the industry and local communities.
- Through the marketing materials created, the recruitment of industry case studies and media relation activities, the campaign contributed to 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 educated a new generation of potential meat processing workers about the career opportunities.
- 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.

2.0 INTRODUCTION

The purpose of 'Meat. Your Future.' was to improve community perceptions of the red meat processing industry as a whole, and as a career option.

It was directly built on two 2014/15 research projects, delivered by Seftons and instinct & reason, exploring community perceptions of the red meat processing industry, identifying the communication needs of the AMPC's stakeholders and making recommendations.

In a competitive marketplace where acquiring high quality staff is challenging, it is essential for the red meat processing industry to educate the target market on the benefits of careers in the industry and to position the industry as innovative, cutting-edge and at the forefront of science, technology, management and logistics. Most sectors in Australian agriculture are confronting similar challenges in facing the future – how to attract sufficient skilled and unskilled labour in the face of structural barriers to the industry and how to build community support and a 'social licence to operate' in the long-term. Successfully addressing both of these challenges is essential in ensuring the sector not only survives, but thrives.

Around 2014, the AMPC identified the need to assess and address the community's perceptions of the red meat processing industry. It already knew that one of the most significant impediments to attracting people to study and work in the industry was its poor image in the eyes of the broader community, and in the minds of potential workers, and it knew that more detailed data was needed.

In 2015, Seftons (with instinct & reason) undertook two significant research projects for the AMPC to identify issues and challenges facing the sector. The reports delivered important insights into community attitudes towards the industry, and into the attitudes and needs of AMPC members, making recommendations for creating a positive industry image through a communication plan.

The projects were:

Community perceptions of the red meat processing industry

This project examined community perceptions, recommending ways to maximise community support for the industry, and attract skilled and unskilled workers to ensure its sustainability. The research component included consultations, rapid appraisal, qualitative exploration of the issues, measurement of community attitudes and an analysis and learning workshop to plan the way forward. The resulting action plan included identifying the strongest messages for communication activities, analysing and prioritising audience segments, and strategies and tools for improving perceptions in those audiences.

Identifying communication needs of AMPC stakeholders

This project identified the communication needs of the AMPC's stakeholders – members and their personnel – to support the development of the AMPC's 2015-18 Strategic Marketing Communications Strategy. The research component included rapid appraisal and qualitative exploration of the issues through 21 in-depth interviews, an online survey with members and stakeholders, analysis of the findings and an analysis and learning workshop to plan the way forward. The study identified important areas for improvement, preferred communication frequency and channels, significant risks to the AMPC's success, and priorities for the future.

The challenges identified from this research included low brand/industry awareness, negative perceptions and poor engagement from community, the need to attract and retain competent workers in the long-term and the need to maintain a 'social licence to operate'.

The solution identified was to produce a communication strategy derived from the previous research project action plan and fleshed out with creative positioning, key messages, detailed tactics and audience segments. Schedule and evaluation methods were identified, and made ready for implementation.

The tactics were presented to the AMPC in a modular form, allowing it to select its highest priority activities according to budget and timing, and providing a foundation for the Meat. Your Future. communication strategy which underpinned the project and was submitted as the first of five project components.

The objectives of the communication strategy, which linked into the overarching project objectives, were 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.
- Educate targeted audiences about the benefits of a career in the industry, and ultimately attract workers to the industry.

The Project set to achieve this through the following components, including three key mini-campaigns (Components 3-5) under the broader 'Meat. Your Future.' branding:

1. Component 1: Prepare a structured approach to improving community perceptions (the communication strategy)
2. Component 2: Producing the common collateral (building the back end/underpinning common collateral for all campaigns)
3. Component 3: Meat. Your Partners. (the industry campaign)
4. Component 4: Meat. Your Future. (the careers campaign)
5. Component 5: Meat. Your Local Industry. (the regional communities campaign)

Further information about the details and approach of the above mini campaigns can be found under the **4.0 METHODOLOGY** section of this report.

Limitations encountered by Seftons related to certain original campaign elements that were later removed from the project budget and responsibility for implementation handed back to the AMPC. Such activities included the development and management of a dedicated 'Meat. Your Future.' website and the implementation of the social media strategy early on in the project. Whilst launching the campaign to industry without a website/web pages or scheduled social media posts did not hinder the media activities, it was unusual to not have these two resources available for industry stakeholders to access further information or to assist in amplifying the messaging through engaging and 'sharing' online activities.

2.1 Overview of target audiences

There were a number of stakeholders that the project set out to reach for each of the mini campaigns, as detailed below.

The industry campaign targeted:

- AMPC members.
- Industry employees.
- Red meat industry stakeholders.
- Other agriculture and related stakeholders.

The careers campaign had two overarching target audiences:

- The end target – potential employees in the industry (a variety of workers including existing employees, school leavers, TAFE, university and college students, rural/regional communities and migrants).
- The stakeholder audience – those who could help reach the end target (careers industry, education institutions, community groups, government etc.) and who may have had additional relevant content to contribute and share.

The local communities' campaign targeted:

- The regional communities where consenting meat processing plants ran flagship events.

2.2 Overview of key messages

As there were a number of stakeholder groups targeted throughout the project, specific key messages targeting these segmented audiences were developed.

The industry campaign's key messages were:

- The red meat processing industry is a cornerstone of Australia's economy. It is something that all involved can value and be proud of.
- The industry supports and respects its employees and offers job satisfaction and career development.
- The AMPC is taking a leadership role in uniting the red meat processing industry behind the Meat. Your Future. campaign.
- Everyone in the industry will benefit by supporting and extending the campaign.

The career campaign's key messages were:

- Red meat is an exciting, innovative, diverse, well paid, secure, flexible industry in which to work
- Red meat offers a wide variety of career paths from processing to IT, stock, dispatch, technical roles, management and more.

The local community campaign's key messages were:

- The industry has positive impacts on its surrounding communities, providing jobs and economic health.
- The industry is Australia's largest manufacturer and food exporter.

3.0 PROJECT OBJECTIVES

The objectives of the project as outlined in the research agreement were as follows:

1. Increase awareness and positive perceptions of the industry in the broader Australian community.
2. Develop and strengthen the industry's brand by:
 - Developing exciting creative and messaging solutions that will underpin communication activities and resonate with target audiences.
 - Developing a cost effective and powerful strategic communication plan that sets out exactly how the industry's communication challenges will be met and overcome in an 18-month time frame.
 - Providing AMPC with a 'menu' of campaign components, allowing it to select the highest priorities according to budget and desired outcomes.

3. Engage AMPC's stakeholders to unite the industry and add value to all communication efforts via:
 - Running a 'call to arms' campaign to help unite the industry and build pride and cohesion among stakeholders.
 - Working with industry partners to raise the profile and positive perceptions of the industry, and leverage efforts for maximum cost effectiveness.
4. Increase the industry's attractiveness to competent workers - both existing and potential by positioning it as an exciting career option, promoting it widely, and educating target audiences.
5. Improve community perceptions of the industry by:
 - Educating relevant rural and regional communities on the industry's positive impacts in their region.
 - Running overarching media activities that reach the broader community.

4.0 METHODOLOGY

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

4.1 Component 1

Prepare a structured approach to improving community perceptions

Linked to objective #2: *Develop and strengthen the industry's brand*. The methodology used to achieve the objectives outlined in **3.0 Project Objectives**, which resulted in the development of the strategic communications plan, was as follows:

- A half-day knowledge sharing and planning session was held with the AMPC to finalise the plan's detail and review specific objectives
- A short desktop review was conducted to update the previous research and incorporate new campaigns and activities in related industries
- Segmenting and prioritising of audiences was finalised
- A powerful, attractive and aspirational sub-brand of the AMPC was developed 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.)
- 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 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 campaign 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**.

4.2 Component 2

Build the back end/underpinning common collateral for all campaigns

This component is also tied in with Objective #2 (as outlined in **3.0 Project Objectives**), and aimed to strengthen the industry brand through the development of exciting creative and messaging solutions that underpinned communication activities and resonated with target audiences. This was made possible by identifying, and where relevant producing, the common campaign elements, and involved:

- 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 developing a strategy for implementation which complemented the broader campaign elements

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

4.3 Component 3

Meat. Your Partners. stakeholder campaign to bring the industry on board

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. Engaging the AMPC stakeholders through Component 3 is linked to Objective #3 (as outlined in **3.0 Project Objectives**).

Through the messaging and industry positioning, and through the campaign's media relations activities and marketing materials (such as web copy), these activities also aimed to address Objective #1 (as outlined in **3.0 Project Objectives**) - increasing awareness and positive perceptions of the red meat processing industry.

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
- Developing 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

Copies of the above related materials, and the resulting media coverage from the industry announcement, can be found in the Component 3 report at **Appendix 3**.

4.4 Component 4

Meat. Your Future. campaign to promote industry careers

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. These activities were linked to Objective #4 (as outlined in **3.0 Project Objectives**).

As per the previous component, the messaging and industry positioning also aimed to address Objective #1 (as outlined in **3.0 Project Objectives**) - increasing awareness and positive perceptions of the red meat processing industry - through continued media relations activities and additional marketing materials (such as posters and career kits).

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 (i.e. #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 and publications linked to the universities where the case study talent studied (University of New England and Queensland University of Technology)
 - 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
- Strategic alliances with up to 12 selected Australian universities, prioritising those that have environmental/agricultural degrees, along with agricultural colleges. Each consenting university and college were provided with marketing materials including posters and careers information
- 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 would be appropriate for AMPC participation
- Targeting and outreach to key bloggers relevant to career development

To view copies of the above marketing materials, further information on alliances formed with educational and career related stakeholders, media releases and the resulting media coverage from the careers announcement, please refer to **Appendix 4**.

4.5 Component 5

Run the Meat. Your Local Industry. campaign to improve perceptions in relevant Australian regional and rural communities

The Meat. Your Local Industry. mini campaign aimed to improve industry perceptions in relevant Australian regional and rural communities.

Through the activities outlined below, this campaign also tied back to Objective #5 (as outlined in **3.0 Project Objectives**) by educating relevant communities on the industry's positive impacts in their region and supporting selected processors' community events via media relations activities that reached the broader community.

As per the previous two components, these activities also aimed to address Objective #1 (as outlined in **3.0 Project Objectives**) – increasing awareness and positive perceptions of the red meat processing industry – through the messaging, supporting selected processors' community events, renewed media relations activities and additional marketing materials (such as the community engagement kit).

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
- 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, and more

- 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, Queensland University of Technology's (QUT) Business School conducted a study to understand the social impacts of the Australian red meat processing industry during the same period as the Meat. Your Future. campaign. So as to not duplicate the research, the AMPC requested a mini social media strategy be drafted to address the QUT study findings, rather than Seftons providing feedback on the two Survey Monkey questionnaires which were originally drafted for our own research.

- 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 plant with its event.

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

For work samples, resulting media coverage and further details related to the above deliverables, please refer to **Appendix 5**.

5.0 PROJECT OUTCOMES

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. A copy of this can be found in **Appendix 1**
2. Development of common campaign elements to underpin all messaging and promote to broader community. A copy of this can be found in **Appendix 2**
3. Meat. Your Partners. stakeholder campaign to bring the industry on board. A copy of this can be found in **Appendix 3**
4. Meat. Your Future. campaign to improve perceptions of industry careers among potential workers. A copy of this can be found in **Appendix 4**
5. Meat. Your Local Industry. campaign to improve perceptions in rural and regional communities. A copy of this can be found in **Appendix 5**
6. An evaluation framework for the campaigns with six-monthly reporting. This includes the above end of milestone reports, this 'end of project' report, and a full summary of media coverage across the campaign. The media coverage summary can be found in **Appendix 6**

6.0 DISCUSSION

Overall, Seftons concludes that this project has been effective, and has positively benefitted the red meat processing industry.

In summary:

- 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.

Whilst the campaign was success, it was not without its limitations. These included:

- Limited resourcing. This included limited resourcing of stakeholder staff members at individual processing plants and, to an extent, the AMPC, to help manage or coordinate activities – such as plant staff to help with the open days. Whilst such aspects are out of our control, having more resourcing would have seen more open days being hosted and the possibility of further AMPC activities taking place or occurring sooner (e.g. the website development)

- Budget constraints. There were small aspects of the campaign that were influenced by the AMPC's budget constraints. Seftons managed the allocated approved budget tightly and was able to deliver on outcomes as agreed. However the budget constraints meant that the AMPC needed to manage some additional elements, of which some were not able to be delivered on time or at all. This included not having the careers kits and posters professionally printed to issue to educational audiences and having some tasks, such as the development of a stand-alone website and regularly managing social media, removed from the initial budget.
- Continuing to tell the story so that the message is not lost. Whilst this is not an actual limitation, it is recommend the AMPC look at running more projects that help to promote the industry, inform or educate industry and non-industry stakeholders, so as to maintain the momentum of creating positive industry perceptions. This project clearly demonstrated there are many AMPC members who are happy to share their stories and who have good stories to tell. Targeting smaller plants in future may encourage more AMPC members to participate in such projects so larger players are not in the spotlight as often.

7.0 CONCLUSIONS/RECOMMENDATIONS

For continued value from this campaign, Seftons recommends this project be maintained in one format or another by continuing to share and promote industry case studies in the media, on social media and within other AMPC marketing channels, in order to further amplify the investment the AMPC has made in this project.

Seftons and the AMPC working together on this campaign created positive synergies from the start. Their energetic commitment and rapport contributed to deadlines being met and the achievement of the identified objectives.

7.1 'Meat. Your Partners.' (Component 3)

Overall, Meat. Your Partners. was delivered successfully. It should be noted that prior to the project's commencement, several activities including website management, eDM development and social media management were removed from the budget and scope of work, with the intention that these would be managed and implemented by the AMPC.

What worked well

- The creation of consistent branding complemented the established AMPC branding.
- Messaging for Meat. Your Partners. had impact and received good pick-up in media coverage. This a good indication on the potential success of future media relations.
- The diversity of genders, cultures and roles exemplified within the marketing materials demonstrated that meat processing workers were form diverse backgrounds and working in diverse careers.

Recommendations

- Having a dedicated Meat. Your Future. website or simply having a page "live" at the time of the campaign media announcement would have been a good reference point for stakeholders wishing to find out more. Unfortunately, this was not possible due to a lack of available resources at the AMPC. We recommend drafting all relevant web copy at one time, as opposed to drafting in increments throughout the duration of the campaign. The copy could then be

updated as the campaign progressed, but it would enable the core elements to be available to interested stakeholders from the time of the initial launch.

- To further spread the campaign’s messages to stakeholders, we recommend the continued inclusion of information on Meat. Your Future. in the upcoming AMPC newsletters.
- Regular posts on the AMPC’s social media channels are recommended, as per the social media strategy, to encourage two-way conversations with industry stakeholders. This could be possible where social media posts are planned in discussion with the AMPC’s social media manager.
- Peter Noble is an informative and natural spokesperson for the AMPC, as he is well-known to media. However, during this campaign, the AMPC had a number of other media opportunities around the time of the announcement which impacted the campaign’s timing. We therefore recommend consideration be given to the appointment of an optional third party spokesperson for interviews to avoid spokesperson media saturation.
- During this campaign component, some media requested to speak with a red meat processing meat worker, but were unable to as the case study talent was not available during this phase. As a result, some of these media coverage opportunities were lost. We recommend researching and using alternative talent should this scenario arise in the future.

7.2 ‘Meat. Your Future.’ – Component 4

Overall, the careers aspect of Meat. Your Future. was delivered successfully.

What worked well?

- Using real people as case study talent and having local people as the face of meat processing in this campaign was well-received by media and helped secure a lot of media coverage.
- Visual items such as posters, case studies and careers kits have been well-received by stakeholders.
- Having social media support as part of this component helped to reach audiences who may not have had access to other media where Meat. Your Future. stories were being published/broadcast.
- Whilst it was not included as part of the scope of work, presentations on the project were delivered at two MINTRAC events – the National Training Conference on the Gold Coast, and at a Network Training event in Tamworth. This helped to engage and keep industry stakeholders informed about what the AMPC is doing. This also opened up another avenue to hear more about other potential case study talent. A copy of the presentation from the MINTRAC National Conference can be found in **Appendix 7**.

Recommendations

- Due to budget constraints on the AMPC’s part, stakeholders ultimately ended up receiving only digital copies of the marketing collateral instead of professionally printed copies. We recommend budget is allowed in the future for the printing and distribution of these materials. Clarity around this process is also necessary to manage the expectations of universities, TAFEs etc. in receiving the marketing materials.
- A more diverse pool of case study talent in terms of geography may have allowed increased media coverage. In the future, we recommend aiming for talent across all Australian states and territories, by approaching processing plants in the states/territories where expressions of interest have not been received.

- Consideration should be given to accessing or researching data that could be used as part of the media pitches. For example, data on the number of projected jobs that will need to be filled in future, with a possible breakdown per state. Or data on the top five red meat processing roles that have the highest skill shortage across the board per state. If such data existed, the research organisation is confident further media coverage could have been achieved as this information was requested by a journalist.

7.3 Component 5 review

Overall, the local industry aspect, Meat. Your Local Industry. was delivered successfully.

What worked well?

- Having the EOI to selected interested parties.
- The community engagement kit.
- Having the community Open Day (and the subsequent opportunity to hear community feedback firsthand).

Recommendations

- Better planning for open day lead times – recommendation to start this process two months ahead of time.
- Suggestion that future open days be by invite only and not open to the whole community, for security and logistics purposes.

7.4 Other recommendations

- More social media activity centered on real people within the industry.
- The creation of a new set of case studies every six months.
- Recruiting case study talent to attend local careers fairs and expos on behalf of the AMPC.
- Continued promotion of Meat. Your Future. messaging through the AMPC's newsletters and publication.
- Updating the website with new stories related to the industry and the Meat. Your Future.campaign – focusing on careers, community engagement and the industry putting the spotlight on inspirational employees.
- Submitting articles about careers and the AMPC to selected stakeholder newsletters.
- Targeting smaller processing plants to give them greater exposure and industry acknowledgement.

8.0 BIBLIOGRAPHY

There are no references in this report.

9.0 APPENDICES

Due to the large file size of the Appendices, please refer to the separate attachment. This has seven Appendices, including five individual milestone reports, media summary and coverage, and a copy of the Meat. Your Future. Presentation, which was shown at the 2017 National MINTRAC Conference.