

## ENGAGEMENT OF RED MEAT PROCESSORS IN THE DIGITAL ECONOMY

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### Project Description

This project originally sought to investigate Artificial Intelligence solutions to Animal Health issues within the red meat processing industry. Further analysis revealed the need to define artificial intelligence. This assisted with identifying the core purpose of the original scope of work. The project's scope changed from a case-study focus, to providing a framework for an industry-wide digital strategy, of which such case-study projects may be guided by a cohesive and spearheaded strategy to help industry move towards participating in the digital economy. This project's vision has been reframed as "Engagement of Red Meat Processors in the Digital Economy", and includes a desktop review of work conducted, rationale for the imperative and function of a digital strategy, a high-level overview on Design Led Innovation as a framework for guiding industry engagement, potential uses cases for IoT and a high-level commentary on emerging, disruptive business models, of which its effects should be considered within a cohesive digital strategy.

### Project Content

Desktop research and consultation with leading IoT infrastructure and architecture providers reinforced the significance and growth of the Internet of Things. Many of these points have implications for a wider digital strategy; the very question of whether businesses are in the right industry with the advent of this kind of connectivity must be asked. For processors, it may not be a question of totally changing industries, however, it cannot be denied that the implications for gathering and connecting data are significant. The Internet of Things has an impact on four core areas: people, process, things and data. The competitive advantage lies in understanding how connecting these central tenets can add value within the processing industry.

IoT, however, must not be viewed as a panacea. In fact, its rapid emergence must be considered within a wider context of a digital strategy for industry in order to effectively manage the impending industry-wide change. Any program for engagement must take into account its current and future state of process efficiency, people engagement and management, and data analysis and management, and governance. Without consideration to these elements, any change initiative on an industry scale risks poor execution and misalignment to related industry values, vision and mission.

An ecosystem of stakeholders to effect and guide this change must be identified. This may include hardware device makers, IoT platform suppliers, system integrators, manufacturers, consultants, incubators, universities/service providers, and other organisations. A focus on the benefit for industry must be maintained, and projects undertaken with the end in mind according to each company's digital strategy.

A framework of Design Led Innovation is recommended to maintain the relevance of the customer in mind, and to continually ask "what is the problem we are trying to solve?" in addition to being connected to the consumer's needs; this further reinforces the importance of the end user in mind, whether this be the customer or the processor as a client within a different lens.

Any effort to transform an organisation significantly requires a commitment from all levels of an organisation. Identifying the value proposition will underpin successful and sustainable change that is relevant to industry. A significant outcome of this project includes the framework of a digital strategy.

### **Project Outcome**

Four key phases exist when considering a digital strategy for incumbent organisations:

1. Identify where value is currently, and where it is moving to
2. Design a transformation program with the processors in mind
3. Identify the ecosystem of partners through which to support the change
4. Identify the main risks for the transformation in order to maximize traction

With these phases in mind, a suggested high-level action plan is proposed:

1. Discover, Decide, Disrupt
2. Design for Engagement
3. Deliver Transformation
4. Drive Digital Cohesion

### **Benefit for Industry**

The emergence of IoT technologies and connected devices is providing new ways and strategic opportunities for companies to engage with customers. Now and in the future, physical objects, such as an engine, a manufacturing plant, or transport equipment can be equipped with sensors that measure physical characteristics. This shift will cause disruption threatening existing business models and create opportunity for companies who have leaders with vision. Using a Design Led Innovation framework may help industry partners to:

- Align their company strategy and business models
- Enhance and redefine their approach to innovation
- Remain competitive in a rapidly changing environment

Use cases and business models reflecting these are important, however must be done in partnership with processors under the guidance of a Digital Strategy. It is recommended that:

1. Prior to any engagement with industry is undertaken, that a Digital Strategy be formed following the guidelines outlined in this report
2. A framework that uses Design Led Innovation to guide the discovery process is recommended to successfully engage with processors in finding easy, low-cost solutions to their issues

3. An action plan that packages the digital change initiative as an actual product be formed, aligning to the overarching vision and mission of the wider digital strategy
4. Key groups be identified in an engagement strategy
5. A communication plan, as part of a wider change management plan, be formed
6. An ecosystem of service providers be mapped in order to optimize capability of the change initiative
7. Scoping of all current funding and business models, including those undertaken by SMEs, be conducted; applicability and hybrids be mapped as potential propositions to incumbents
8. What funding models AMPC is able to adopt in order to support industry initiatives (e.g. AMPC accelerator, AMPC hackathon, AMPC incubator etc.)
9. Data governance be mapped out within the digital strategy, including the effect on industry and the supply chain once data begins to become a commodity

## USEFUL RESOURCES

<http://www.thinxtra.com/solutions/agriculture/>

<https://goo.gl/f8U83k>

<https://goo.gl/CK2f1v>

<https://crowdfavorite.com/the-value-of-balancing-desirability-feasibility-and-viability/>

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