

JBS Strategic Innovation Management Program

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Project overview

Innovation has perhaps never been more important to both public and private sector organisations than it is today. The complexity of modern-day challenges - such as those associated with climate change and pandemics - requires new ways of thinking; consumers demand products that meet their ever-changing whims delivered how and when they want; and the pace and scale of change requires organisations to adopt new technology and apply new processes on an almost continuous basis.

Perhaps not surprisingly, **this environment requires new ways of thinking about innovation itself**. Old practices founded on research and development (R&D) activities undertaken by segregated project teams are no longer sufficient to meet the breadth of challenges organisations are now facing. More recent methods such as crowdsourcing, hackathons and design thinking marathons also do not meet requirements as stand-alone activities.

Organisations must adopt strategic, holistic and integrated approaches to innovation that align to clear organisational priorities and reach into every corner of their business, maximising ideation opportunities and potential innovation benefits.

Strategic innovation management is such an approach, shifting the focus from singular events and projects to creation of longer-term innovation mechanisms and capabilities.

This project set out to explore the concept of strategic innovation management and how it might apply to the red meat industry, taking a deep-dive into current and emerging trends and evaluating existing innovation mechanisms.

Project objectives

Stated objectives for this project included:

- Identification of best practice approaches to innovation;
- Understanding of the requirements of an effective innovation management system;
- Development of an effective and sustainable innovation management model for JBS Australia; and
- Establishment of a sustainable idea management process.

Project findings

The **overarching finding** of this project has been the imperative need for organisations to actively invest in new approaches to innovation – beyond R&D projects and hackathons – and the need for a strategic, systems-based approach to activities, supported by governance and capable team members.

Specific conclusions/ recommendations arising from the project focus on:

- The need for a new approach to innovation to meet the ever changing and complex demands of the modern business environment.
- The importance of strategy to ensure consideration of the context in which organisations operate and to highlight the problems/ opportunities that innovation efforts should focus on.
- The need for an effective governance system to guide innovation activities, ensuring alignment with business goals and the innovation strategy.

- The potential usefulness of innovation software, but the need to find a solution that effectively manages both capture of ideas and monitoring of projects.
- The need to consider developing capability of team members beyond those officers immediately involved in innovation initiatives.
- Opportunities for AMPC to support processors to shift to a more strategic and sustainable model of innovation.

Finally, the project report suggests the potential for a new approach to broader industry development – from one based on the principle that successful innovation projects will lead to an innovative industry to one based on a principle that innovative organisations will lead to an innovative industry.

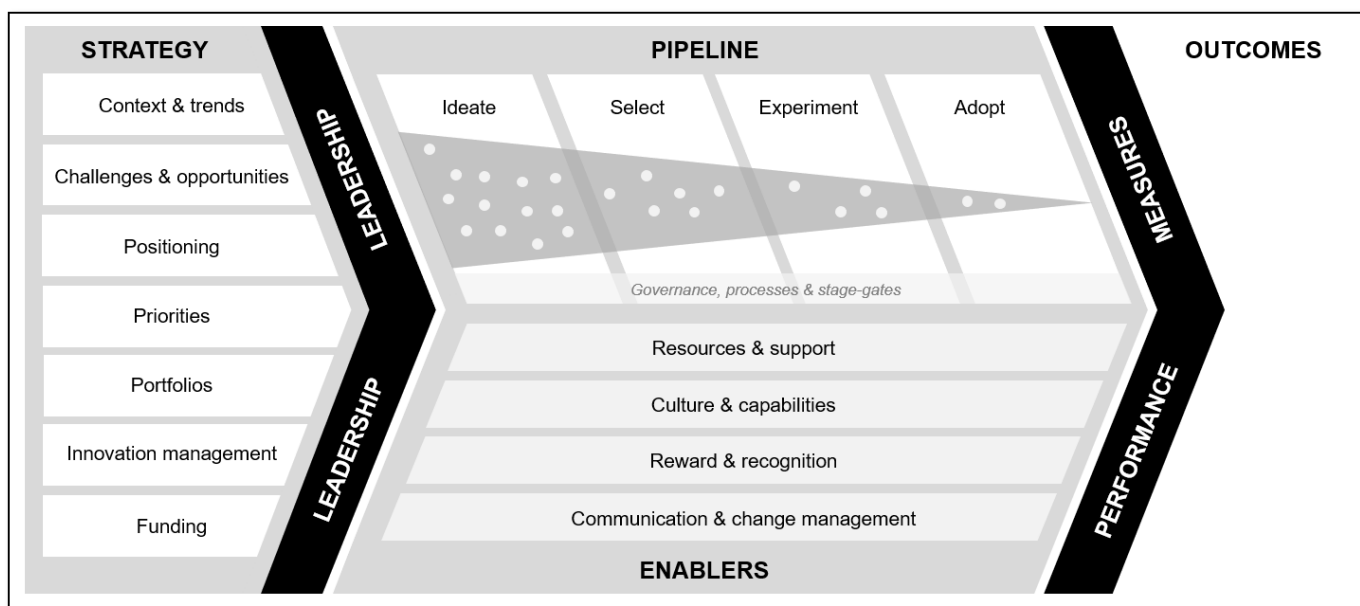


Figure 1 – A systems approach to innovation management

Benefit for industry

This report provides potential significant benefit to the red meat industry through outlining a recommended approach to innovation that shifts from an overemphasis on projects to consider organisational requirements needed to create a strategic, systemic and sustainable approach to innovation.