

RMP Sector Story

Industry Strategic Narrative

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1.0 Executive Summary

This project was focused on building a new narrative for the Australian Red Meat Processing sector. The aims were; To create a compelling industry narrative; To set the foundations for raising the perceived value of the sector among stakeholders; To create champions or advocates - within the sector and across members - capable of telling the story in a compelling way, to different audiences.

In developing the narrative a highly collaborative approach ensured that many diverse members and stakeholders were involved. In total, there were 4 major workshops, 4 presentations, 3 narrative review and story feedback sessions, 6 executive interviews, 2 story focus groups, 2 training sessions and multiple core team meetings. Participants ranged from CEOs to local managers from processing plants – to ensure buy in from the whole sector.

The final narrative has been captured in a Sector Story Guide that will allow members to tell a common story but adapt it for their audiences and purposes. The narrative is a blueprint for all communications and focuses on a key theme, along with 3 value buckets that demonstrate how processors add value. The story itself makes the case for the sector's value-adding activities that "Advance the Industry" as a whole. This will be foundational to the subsequent communications campaign.

The Sector Story Guide is supplemented with tangible examples that will start to form a story bank of concrete cases that demonstrate value. In addition, the Guide contains a section on how to tailor the narrative for major stakeholder audiences. Certain threads of the sector story will be more relevant for producers say, as opposed to international customers. This tailoring guidance also flags likely objections that will be raised and how they can be overcome.

Training sessions were run to ensure that tellers of the story understand how to use the narrative. These sessions were recorded and edited in a video that can be viewed by members and their employees on an ongoing basis. The wide range of participants in this process means there are number of story advocates who will be able to spread the importance of using the Guide across the sector.

Finally, effecting a positive impact on stakeholder perceptions is the long term goal of the project. The story will provide an essential brief for the subsequent communications campaign (beyond the scope of this project but closely linked). The campaign to be launched in early 2022 will package elements of the story across channels and audiences to shift perceptions.

The campaign planning will be aided by the metrics collected during this project through an extensive perceptions questionnaire that was conducted by an independent market research agency – KG2. They conducted interviews with over 180 stakeholders to identify the current perception of the sector across a range of value adding activities. The results contained in the appendix will help instruct where the communications campaign should focus and also set a baseline for tracking future progress in shifting perceptions.

2.0 Introduction

- ◆ The primary aim was to "reposition the sector by building a unified narrative and messages that are supported and used by the AMPC, the wider processing sector and key sector advocates. "
- ◆ There were multiple stakeholders to engage, beginning with AMPC members and key sector advocates. They needed to be involved in the creation of the new positioning and own the narrative. At the same time, the interests of the industry and external stakeholders were identified to positively shift perceptions.
- ◆ The narrative or story is not intended to simply be a piece of marketing copy, with limited influence. Instead, the narrative will both stand alone and be a practical guide for all sector communications. It will be the key input to a related communications campaign that will follow shortly. The approach was highly inclusive and the narrative was road-tested with diverse audiences. Through story skills training, each advocate will be able to tailor the narrative to influence their audiences using story threads
- ◆ The core narrative is supported by a range of tangible examples surfaced from within the sector. These will embed the narrative and build an AMPC 'story library' that can be used to demonstrate value and counter sceptics. Finally, the impact of the narrative and related communications campaign will be measured through qualitative and quantitative means on an ongoing basis. This includes an independent questionnaire that was conducted of 180+ external stakeholders (predominantly producers and regional councils).

3.0 Project Objectives

3.1 Create a compelling industry narrative:

Create a compelling industry narrative: Articulate the new positioning, role and future direction of the processing sector in a way as resonates with a range of key stakeholders. This should include quality supporting stories and examples to make it relatable. The narrative must also be capable of evolving.

3.2 Raise the perceived value of the processing sector:

Show how processing supports the strategy and growth of the industry as a whole. The narrative must provide the 'glue' between competing businesses in the industry. This involves clarifying the ways the sector supports other organisations and the industry. It also includes countering anti- stories or objections that different stakeholders hold. Surfacing specific examples will be instrumental in this effort.

3.3 Create champions of the narrative:

Unite sector members and advocates around common goals and build momentum towards delivering on a shared purpose. Ensure AMPC leaders and sector advocates are engaged, so that they own and champion the narrative. This involves making the narrative development process itself interactive and inclusive in a virtual environment. It will also raise the profile of the AMPC itself.

4.0 Methodology

There were four phases in the project: PREPARE, CRAFT, CONNECT, EMBED

4.1 PREPARE

- ◆ Connect with the AMPC Working Group (2-5 leaders responsible for liaising on this project)
- ◆ Conduct 1:1 interviews with AMPC Leaders (~5-7 leaders or sector members with key insights into how the sector adds value and knowledge of stakeholders - 45 min each)
- ◆ Review relevant documentation including industry reports. identify how the sector can act as the industry 'glue' and highlight Win-win' opportunities
- ◆ Engagement presentations. To get buy-in from key stakeholders Anecdote will design and deliver presentations on the project to;
 - ◆ AMPC employees: Design and deliver an engaging 90 minute presentation - on the industry narrative process and storytelling targeted to the AMPC team and any key stakeholders who will use the narrative. it will provide an overview of the process and share examples to generate enthusiasm for the narrative approach and storytelling as a communications tool.
 - ◆ RMP sector members: Design and deliver a 60 min presentation on the industry narrative's purpose and benefits to broader AMPC members. The intention will be to showcase the proactive nature of AMPC in supporting members and the sector. it will also develop a sense of ownership of the process. During this virtual presentation, a brief 'live' questionnaire will be polled to test member perceptions. Anecdote will analyse the results then present them back to AMPC
- ◆ Define, understand and prioritise stakeholder audiences (external):
 - To positively influence the perceptions of RMP stakeholders, the first step is to be clear on who those stakeholders are. Alignment is needed around the target audience for the narrative, along with their relative importance from a communications perspective. This will help tailor messaging, value-add examples and guide the measurement approach.
 - In advance of the Story Elements workshop, Anecdote will facilitate a 2-hour virtual session with the Internal Stakeholder Group (including any Interviewees/senior AMPC leaders) to segment, understand and prioritise stakeholders. A sample of the session outline will include:
 - During introductory sessions collect polled responses on stakeholders
 - Research and prepare a list of stakeholders in advance
 - Run activities in workshop breakout groups and plenary to surface key stakeholders
 - Identify key concerns, current perceptions, desired future state by group .
 - Segment stakeholders in preparation for prioritisation
 - Conduct a prioritisation and alignment process
 - Document the summarised list of key stakeholders
 - Use the output to develop narrative threads in the EMBED phase

4.2 CRAFT

- ◆ Virtual Story Elements Workshop: Design and run a workshop to surface the foundational components of the narrative. 120 min virtual session with the internal Stakeholder Group (~10-20 AMPC leaders IRMP members)

- ◆ Develop the narrative
 - Through 3-iterative drafts, Anecdote and the AMPC Working Group will craft the narrative using our Clarity Story structure. The narrative will also be road-tested with the Internal Stakeholder Group and an External Stakeholder Group (~20 meat producers, external associations, community representatives etc.)
 - The narrative is captured in two formats:
 - I. A well designed physical or digital artefact with the high-level story for quick reference
 - II. A comprehensive narrative guide (not a script) to make it easy to tailor the story for audiences it includes:
 - List of major examples* and counters to objections
 - Narrative threads for different audiences (to be finalised in EMBED phase)

- ◆ Anecdote Circles

It's important to not just assert the sector adds value but to back this up with tangible examples:

- ◆ In parallel with the narrative development, Anecdote will facilitate 2-3 story focus groups collect dozens of quality examples and proof points that show the narrative in practice. We call these "Anecdote Circles" that elicit stories/examples not just opinions. These will be run with subsets of the Internal Stakeholder Group and uncover a range of different anecdotes:
 - Clarity stories that make the sectors role and impact clear
 - Success stories that demonstrate the value AMPC provides
 - Community impact stories that reveal character and values
 - Change stories that show how AMPC is dealing with changes
 - "Imagine if" stories that generate excitement about the future
 - Connection stories that build credibility of the sector
 - Counters to Anti-stories that deal with objections to the narrative

- ◆ The outputs are then written-up and catalogued for ease of use in an AMPC Story Library. This will be an essential communications asset to help change perception

4.3 CONNECT

- ◆ There's no point having a narrative if it's not used widely. Anecdote will provide story-skills trainings on using the narrative to the key stakeholders and advocates which will help gain buy-in from the 100+ processing companies
- ◆ Virtual training sessions include:
 - For the Working Group and Key stakeholders. How to use and evolve the narrative. 1 x 90 min
 - For the Internal Stakeholder Group and any other relevant sector advocates. 1 x 90 min
 - Open sessions. 3 x 60 min. These are **optional** follow up meetings for participants

4.4 EMBED

- ◆ Identify narrative threads for specific stakeholders
 - Develop a Stakeholder Messaging Map based on ~8 influencers to target.
 - Identify the narrative content relevant to them (add to the Narrative Guide)
- ◆ Set up and guide the development of the AMPC Story library (Draws on Anecdote Circles in CRAFT step).
 - Anecdote will write up and populate the stories sourced from Anecdote circles.
 - Anecdote will train AMPC representative(s) to maintain library.
- ◆ Set up communication metrics
 - Qualitative assessments (internal Stakeholder Group)
 - Quantitative assessments Internal 'live' poll during the RMP sector
- ◆ Partner with an independent, third-party market research provider to co-design, execute and report back on the questionnaire responses;
 - Identify a target participant group of 180 external participants
 - Source and interview participants in a ~8 min phone interview. Collate, analyse and present-back responses in a clear, meaningful way. Questionnaire to be run prior to the narrative launch
 - A Full (~50 page) report will be developed.
 - For subsequent questionnaires a shorter report and straw polls will track movements

5.0 Project Outcomes

- ◆ AMPC has taken a leadership role in defining a common story for the sector, so that it speaks with a common voice and can positively impact perceptions. The project delivered a number of important outcomes
- ◆ Clarity on how the sector adds value – high level (theme, value buckets) and detailed (across 12 subcategories)
- ◆ A common story that places the sector's value-adds in the context of past, present and future scenarios
- ◆ Guidance on where to find tangible examples that bring the story to life in a tangible way. Supported by the beginnings of story bank that members and AMPC can add to over time to demonstrate value
- ◆ Deeper understanding of key audiences and how to tailor value messaging and the sector story to them
- ◆ Awareness of the key objections likely to be encountered in sharing the story and how to counter these
- ◆ A blueprint for guiding the sector's communication campaign starting in early 2022
- ◆ Baseline metrics on perceptions of the sector that can be measured in the future
- ◆ Greater sense of collaboration and interdependency across those members who participated

Deliverables

- ◆ Core Narrative, Theme, Value Buckets
- ◆ Designed Narrative Guide - for distribution to members (Story, Examples, Tailoring)
- ◆ Training video of how to tell the story and use the guide
- ◆ Full report on stakeholder perceptions based on 180+ respondents
- ◆ Raw notes from workshops

6.0 Discussion

The story has been shaped, the training and resources are available to support members to share it, however the ultimate measure of success will be whether it is used. From experience, this will require AMPC and member champions to take ownership of the story and promoting it's telling. At this stage, those who participated in the project are highly engaged but the majority of members and processors are yet to be exposed to or adopt the story.

Naturally, the conduit for promoting the story's usage will be the upcoming communications campaign which will be built around the story. Therefore it is paramount for members to be mobilised (bottom-up) to share the story.

7.0 Conclusions / Recommendations

The key recommendations include

- ◆ Once the communications campaign plan is developed, engage the communications teams / leadership at each processor to explain the importance of sharing the narrative. Make it easy for them to use and share the video training with all their employees who will share the story. Encourage them to collect and develop their own examples.
- ◆ Use the KG2 questionnaire to determine messaging for key audiences and prioritise which perceptions needs to change. Build on this questionnaire on a regular basis so that there is a scientific basis to perception shifts.
- ◆ Develop the story bank, collect tangible examples, build counter-examples to the anti-stories. Use Drop Box or another medium to share the stories across the sector. Highlight success stories of individual processors to encourage others to participate.
- ◆ Collect key data points from reports and industry statistics that will supplement the story and value propositions. These should be tied to each of the value buckets.
- ◆ Evolve the story as needed when seeing what works, what gets traction in practice. The market is not static; therefore events, challenges and opportunities will unfold that will require periodic refinement of the story's details. The overall structure should remain in place for a number of years.

8.0 Bibliography

N/A

9.0 Appendices

9.1 Sector Story

- ◆ This is the core story in word format

9.2 Sector Story Guide and video training

- ◆ This is the guide that will help members to learn and share the core story. It is PPT format and includes:
 - How to use the guide directions
 - The need for a common sector story
 - The Sector Story, Theme, Value Buckets
 - Examples by key value bucket
 - Tailoring guidance by audience (stakeholder threads, anti-stories, counters)
 - 90 minute training on how to use the narrative guide

9.3 Perceptions questionnaire – report

- ◆ 189 participants answered questions on their perceptions of the sector. These are the findings.

9.4 Activities performed

- ◆ Reflects all the major activities performed in the project

9.5 Story elements workshop notes

- ◆ Notes - Story elements workshop output