

Final Report

National Apple and Pear Industry Communications Program

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Delivery partner:

Apple and Pear Australia Ltd (APAL)

Project code:

AP18000

Project:

National Apple and Pear Industry Communications Program (AP18000)

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Funding statement:

This project has been funded by Hort Innovation, using the apple and pear levy research and development levy and contributions from the Australian Government. Hort Innovation is the grower-owned, not-for-profit research and development corporation for Australian horticulture.

Publishing details:

ISBN 978-0-7341-4829-2

Published and distributed by: Hort Innovation

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North Sydney NSW 2060

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www.horticulture.com.au

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Public summary

The apple and pear industry is facing one of the toughest years on record, with inflationary pressures driving up production costs, while a reliance on an over-supplied domestic market dominated by a handful of large retail buyers ensures growers are price takers.

More than ever, growers need access to timely information on reducing costs of production, improving productivity and quality through best practice, identifying and accessing alternative markets and protecting against biosecurity risks.

The *National Apple and Pear Industry Communications Program* project (AP18000) delivered a communications program to the apple and pear industry between 16 December 2018 and 31 March 2022 to address this need.

This project was delivered by the Australian apple and pear industry's peak body Apple and Pear Australia Ltd (APAL), leveraging APAL's deep industry knowledge, established networks and communication channels.

APAL provides industry services, advocacy and support to around 530 commercial apple and pear growers nationally and delivers a range of complementary projects including the flagship industry extension program Future Orchards®.

The objective of the *National apple and pear grower communication program* was and remains to be to support extension and the transfer of knowledge to help drive industry innovation, productivity, profitability and long-term sustainability.

The intended outcome is that Australian apple and pear growers are aware of, engaged with and adopting or responding to the latest developments in research and development (R&D), marketing, technology, orchard best practice, new varieties and opportunities, risk management and consumer trends.

Using the apal.org.au website as an information hub and repository, APAL's communications team sourced, wrote and curated relevant content from its extensive network of researchers, industry partners and grower businesses, as well as from external national and international news sources.

Emphasis was placed on communicating regular, timely and *practical* research updates and orchard management developments, to build awareness, engagement and ultimately drive adoption.

Harnessing the extensive reach of APAL's own database of growers and contacts, information was communicated regularly to over 1200 subscribers to the weekly *Industry Juice* newsletter, 1000 subscribers to the *AFG* magazine, and a wide audience of social media-followers and media.

Complementary media such as video and webinar was used to provide accessible visual communication of specific snapshots of information via researcher, consultant or grower interviews, focusing on practical 'how to' demonstrations and explainers.

Covid-19: The second and third year of the project were dominated by the world-wide Covid-19 pandemic and the associated travel restrictions.

While travel restrictions limited the ability to visit orchards and research sites to share video updates or hold face to face events, the widespread uptake and acceptance of online visual conferencing tools such as Zoom across the program's audience opened opportunities for delivering a richer and more interactive webinar content.

Outputs

- *AFG* magazine – 4 issues annually, published seasonally
- *Industry Juice* newsletter – 50 issues annually
- Videos/Webinars – 4 or more short videos annually communicating research updates or best practice techniques.
- Industry collateral – Extensive research library housed on website for ongoing sharing; researched background pieces on hot topic consumer issues; and image library

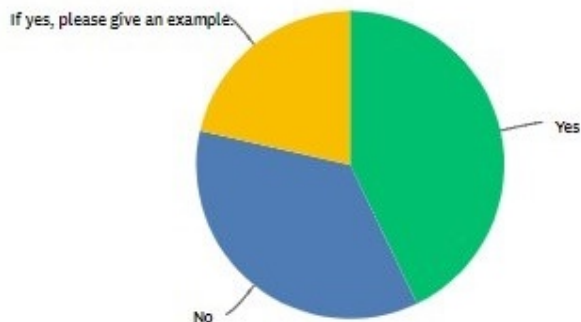
Outcomes

While there was no independently conducted review/evaluation funded for this project, stakeholder surveys were conducted annually, and continuous monitoring was undertaken against a project monitoring and evaluation framework to assess outcomes.

The *Apple and Pear Industry Communications program* successfully delivered a program of communications the outcome of which was engaging, high quality and relevant content that demonstrably contributed to practice change and the adoption of new research and innovation.

2021 Communications Evaluation Poll

Q5 In the last year has information you have read or seen in APAL's communications (AFG, Industry Juice, website, video or social media) contributed to or prompted a decision to change your orchard management or adopt a new practice (or consider doing so)?



ANSWER CHOICES	RESPONSES
Yes	42.86%
No	35.71%
If yes, please give an example.	21.43%
TOTAL	

Figure 1: 2021 Stakeholder Survey, Question 5.

Keywords

Industry communications, *AFG* magazine, *Industry Juice* newsletter, knowledge transfer.

Introduction

The ability to take advantage of the ‘world’s best scientific knowledge in agronomy, packaging and pest and disease management’ was identified in the *Apple and Pear Strategic Investment Plan 2017-2021* (Hort Innovation, 2017) as a major opportunity to help Australian apple and pear growers address key challenges which include:

- An oversupply depressing prices to uneconomic levels
- Threat of biosecurity incursion
- Higher input costs relative to competitors
- Lower and more variable yield than competitors
- Inconsistency in delivering good eating experiences
- Lack of export competitiveness and capability
- Lack of market access into potential markets
- Lack of reliable data on tree plantings and crop forecasts.

In addition, growers face the challenge of being less flexible in their ability to respond quickly to market and consumer preference changes by scaling up or down or abandoning a poorly performing variety due to the long life-cycle and high establishment costs of their crop.

Furthermore, while transfer of knowledge through the successful Future Orchards® extension program, also managed by APAL, has seen productivity (as measured by the Orchard Business Analysis (OBA) project data) rise 35 per cent between 2008 and 2017 from 36.3 to 49 tonnes/hectare, domestic consumption has stagnated over the same period contributing to a market imbalance.

As the peak industry body for the Australian apple and pear industry, APAL has the expertise, experience and network to meet this challenge and opportunity. APAL offers support services to around 530 commercial growers nationally, serving as the central point connecting them to a far-broader network of industry research bodies, commercial businesses and service providers.

APAL’s vision is a growing, profitable and sustainable apple and pear industry. It recognises an informed industry, making decisions on the basis of the latest and most comprehensive information, is best placed to achieve this vision.

APAL has established credentials as a communications delivery partner having delivered industry communications through various projects (AP, 15007, AP12013, AP11026 and AP08054) since 2007 and worked with Hort Innovation’s predecessor Horticulture Australia Ltd (HAL) in partnership on apple and pear communications prior to that.

APAL has met and exceeded its communication project milestones over this period and has a documented record of success engaging, informing and influencing industry. The most recent independent mid-term evaluation conducted by Coutts J&R (Coutts, January 2018) found:

- (ii) “Evidence of strong industry engagement with the *Australian Fruitgrower* magazine, *Industry Juice* e-newsletter, digital news bulletins and APAL videos”;
- (iii) That respondents saw the magazine and e-newsletter in particular as having “above-average level of relevance to their decision-making, with the *Australian Fruitgrower* magazine rated as the most relevant”; and
- (iv) “There is some evidence that the program is contributing to adoption – which is a good result and indicative of a level of success for an industry communication program.”

The AP 15007 mid-term evaluation also identified opportunities for both APAL and Hort Innovation to further improve this program by:

- Systemising the provision of R&D information between Hort Innovation and APAL, with APAL to be sent briefing information on new R&D projects as part of the contracting process.
- APAL to further develop relationships with project delivery partners and provide regular project updates in *Australian Fruitgrower* magazine, including increased coverage in the *Industry Juice* e-newsletter.
- An outcome-focussed assessment based on the development of a project Monitoring and Evaluation plan.

Methodology

The communications program was developed around three core pillars:

Communication – increasing industry knowledge and improved decision-making through the delivery of timely and relevant information on developments in R&D, marketing, technology, orchard best practice, new varieties and opportunities, risk management and consumer trends. This formed the core of the project work and outputs.

Engagement – to ensure information was timely and relevant, met grower needs and was communicated accurately and widely, strong networks and relationships with all stakeholders, researchers and media were built and nurtured. Ongoing consultation with a wide range of industry stakeholders is pivotal to the relevance of content and includes attendance at industry events, research forums and orchards walks, annual stakeholder surveys and continuous informal consultation with industry networks.

Central information hub – the apal.org.au website served as the central repository for a research material, industry resources and data, which was cross-shared against multiple channels and could be repeatedly referenced to provide deeper context around shared content.

To ensure the project operated to clearly defined and measurable objectives, an M&E plan was developed to guide project delivery. Reflecting the shift in assessment from outputs to outcomes performance indicators were set for physical delivery and grower awareness, engagement and reported adoption.

Content developed was guided by an annual *Communications Strategy* which sets out the logic for the planned content, channels and communication activity for the life of the project and was prepared with reference to:

- Project M&E framework.
- Industry identified objectives as outlined in the Apple and Pear Industry Strategic Investment Plan (SIP) 2017-2021; and the Apple & Pear Industry Export Development Strategy and other industry levy funded project and relevant industry strategies.
- Key production cycle timings to maximise seasonal relevance of communications.
- Supporting extension activities of the industry Future Orchards program.
- Current and expected levy-funded R&D and marketing activities, including any communications deliverables.
- Resourcing growers with information needed to respond to emerging orchard management issues.

Content was communicated to industry across the following channels:

- AFG magazine – four issues a year
- Industry Juice digital newsletter – 50 issues a year
- Social media – 2-3 items per week across Facebook, Twitter and LinkedIn
- Videos/Webinars – 4 per year.

Results and discussion

The *National Apple and Pear Industry Communication program* successfully delivered all project outputs despite the very considerable disruption caused by the Covid-19 pandemic.

During the three-year, three-month project, the program delivered the following outputs (discussed in more detail in the outputs section below):

- 13 issues of *AFG* magazine, which also underwent a redesign during the project and a move to flipbook format online.
- 160 issues of *Industry Juice*
- 11 videos
- Regular social media across an expanding Facebook, Twitter and LinkedIn audience.

Emphasis was placed on content that aligned with industry goals for greater sustainability through improved productivity, efficiency, quality and innovation and also on practical content that made the link between research and the benefits on orchard.

Content was developed through informal consultation and annual Stakeholder surveys that highlighted priority areas of information including pest and disease management including IPDM, research updates and applications, post-harvest storage development and apple varieties and performance. Greater use was made of industry networks to better align content with grower need and was relevant.

Feedback both informally, through monitoring of communications output analytics and via the annual Stakeholder survey found outcomes of the project to be content that was engaging, of high quality and relevance and contributing to the adoption of new innovation on orchard.

While Covid-related travel and other restrictions made the process of consultation, collaboration and face to face content gathering more difficult and very much more time consuming, it also created new opportunities. The inability to hold face to face events and the new familiarity with online conferencing provided a new appetite for interactive information sharing which provides future opportunities for sharing content.

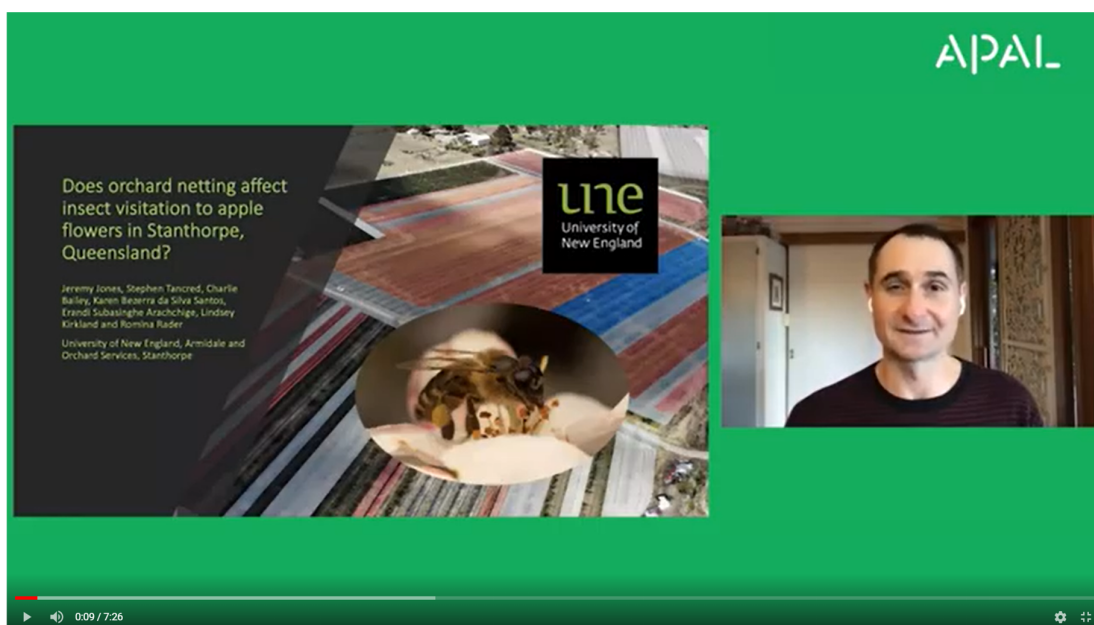


Figure 2: With the cancellation of the APAL Forum in 2020, sharing of project updates was switched to pre-recorded online webinars, reaching a national audience, many of whom may not have had access if the event had been face-to-face.

Outputs

A summary of the project’s outputs should be completed using the table below, using monitoring data collected to provide evidence of outputs as per the project’s M&E Plan (where applicable). Examples of the outputs must be supplied as an appendix and uploaded into the Delivery Partner Portal (where appropriate), and if the output is digital, a link to the output is also required.

Provide a detailed list of extension activities conducted over the project life and any associated links to other projects and documentation.

Table 1. Output summary

Output	Description	Detail																														
AFG magazine	<p>13 issues of the industry magazine were published over the three-year, three-month extended period of the project.</p> <p>The magazine was sent to over 900 industry stakeholders including growers, researchers, advisors, Government and also to media.</p> <p>Issues ranged in size from 40 pages at the start of the project to 72 in winter and spring 2021.</p> <p>An online ‘flipbook’ version was implemented as part of the project. Current and back issues of AFG can be viewed on the APAL website here.</p>	<p>AFG magazine is the flagship industry quarterly publication, which is published seasonally, and contains a dedicated technical section <i>Raising the Bar</i> containing 5-6 levy-funded project updates an issue, as well as updates on levy-funded marketing activity, seasonal orchard management, emerging orchard management techniques, best practice, biosecurity, export market access and news. It contains longer form articles with detailed information to inform decision-making. Of respondents to the 2021 Stakeholder Survey asked ‘How often do you access each of the following APAL communication channels?’ 65pc said they always or often read the magazine, with the balance saying they read it occasionally.</p> <table border="1"> <caption>Frequency of Access to APAL Communication Channels</caption> <thead> <tr> <th>Channel</th> <th>Never (0%)</th> <th>Almost never</th> <th>Occasionally</th> <th>Often</th> <th>Always (100%)</th> </tr> </thead> <tbody> <tr> <td>Australian Fruitgrower...</td> <td>0%</td> <td>0%</td> <td>35%</td> <td>45%</td> <td>20%</td> </tr> <tr> <td>Industry Juice (weekly...)</td> <td>5%</td> <td>0%</td> <td>35%</td> <td>45%</td> <td>15%</td> </tr> <tr> <td>APAL social media...</td> <td>15%</td> <td>25%</td> <td>30%</td> <td>25%</td> <td>5%</td> </tr> <tr> <td>APAL website</td> <td>5%</td> <td>5%</td> <td>50%</td> <td>30%</td> <td>5%</td> </tr> </tbody> </table>	Channel	Never (0%)	Almost never	Occasionally	Often	Always (100%)	Australian Fruitgrower...	0%	0%	35%	45%	20%	Industry Juice (weekly...)	5%	0%	35%	45%	15%	APAL social media...	15%	25%	30%	25%	5%	APAL website	5%	5%	50%	30%	5%
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APAL website	5%	5%	50%	30%	5%																											
Industry Juice digital newsletter	<p>Industry Juice as published weekly (except for the two weeks over Christmas/New Year) throughout the period and distributed to 1300 industry stakeholders.</p> <p>Current and back issues of Industry Juice can be viewed on the APAL website here.</p>	<p>Industry Juice provides for timely sharing of shorter updates on research projects, as well as seasonal tips and advice, industry event coverage as well as video content such as ‘How to’ explainers and research project updates.</p> <p>Reach continues to expand, with subscriber numbers over the period growing from 1200 (Feb 2019) to 1334 (Mar 2022) or 10pc.</p> <p>Engagement is high, with open rates regularly hitting 50pc (average 43.4pc, compared to peer performance of 34pc) and click through rates averaging 18.9pc (peers 5.4pc).</p>																														

<p>Social Media</p>	<p>Three to four social media items a week were shared across APAL’s Facebook (2750 followers), Twitter (2800 followers) and LinkedIn (1862). Social media was expanded to Instagram (550).</p>	<p>Social media is an important part of the transfer of knowledge process building awareness and enquiry with short engaging posts that facilitate sharing and commentary to build interest and curiosity in new innovation or research work.</p> <p>It is also a very widely-used forum which reaches growers who might not attend industry events.</p> <p>Analysis of engagement show orchard management advice on seasonal issues, grower insights and agtech all to be highly engaging.</p> <p>Well known research projects also attract high engagement, such as the PIPS3 projects.</p> <div data-bbox="755 604 1421 1501" data-label="Image"> </div>
<p>Video/Webinars</p>	<p>13 videos and webinars were created and shared via digital newsletters and social media. Content included research updates, trial updates and information videos on managing seasonal issues. Videos were uploaded to APAL’s YouTube channel and shared.</p>	<p>The Covid-19 pandemic presented both a challenge and an opportunity for delivering visual content. While it was difficult to visit trials, orchards and events, the normalization of online video conferencing created an opportunity to ‘pivot’ to webinars during Melbourne’s long lockdown. Project managers were engaged for webinars on project updates during lockdown. Post lockdown the emphasis has returned to practical, short (4 mins) ‘how to’ or update videos.</p>

Stakeholder surveys	3 annual surveys completed	Stakeholder surveys both informed content development and were a means of assessing the program performance against M&E criteria of engagement, relevance and adoption. Stakeholder surveys were conducted in the spring of each year with the aim of testing engagement, relevance and priority content areas. Participation rates were in line with industry standards (2-3pc) but this represents a small sample. Responses did however support achievement of criteria. The 2020 Stakeholder survey showed 80 per cent of respondents found program content to be generally or always of high quality and relevance, ahead of the M&E KPI of 70pc. In 2021, 64pc of respondents said content communicated by the program had contributed to or prompted a decision to change orchard management or adopt a new practice, up from 40pc in the 2020 survey and ahead of the KPI of 50pc.
Media Releases	APAL met the deliverable target of producing 6 news items for sharing with media, through both the digital newsletter and social media.	Five to 10 articles a month were developed highlighting best practice and developments in research to increase awareness and understanding of current research and the benefits. These were shared via both digital newsletters and social media from where they were picked up and shared to a broader audience by publications including TreeCrop Magazine, Fruitnet and Fruit Media as well as regional publications such as The Weekly Times.

Photos/images/other audio-visual material,



AFG magazine, Autumn 2021.

Outcomes

< Detail the intermediate and end-of-project outcomes and how these support relevant Fund outcomes (as per industry Strategic Investment Plan(ies) or Hort Frontiers Strategy). Outcomes are the desired result of the project and represent the project's unique contribution to the relevant Fund outcome(s), strategy(ies) and Key Performance Indicator(s). For grant projects (or projects with external funding sources) the linkage to grant outcomes should also be included where appropriate.

A summary of the project's outcomes should be completed using the table below, supported with monitoring data collected to provide evidence of outcomes as per the project's M&E Plan. Where possible provide a statement of costs and benefits achieved in delivery of the project. For more information, refer to *Attachment A3: Final report guide* >

Table 2. Outcome summary

Outcome	Alignment to fund outcome, strategy and KPI	Description	Evidence
Growers have access to high quality and relevant content . (M&E Outcome 1)	Access to high quality and relevant content is a deliverable of this project and aligns to Outcome 3 of the industry SIP 2022-2026. Delivering industry-specific communications to increase awareness, skills and practice helps to deliver improved capability and innovative culture in the apple and pear industry. It also aligns with Outcome 2 (Strategy 3) - Enhance sustainable orchard system design and management to optimise orchard profitability through improvements in input efficiencies and quality improvements.	<p>Content was developed with reference to key industry goals and in continuous consultation with technical advisers and industry networks to provide content that resonated, met needs and prompted innovation.</p> <p>The annual survey includes a question on areas for which information is sought.</p> <p>Particular attention was paid to developing content that was practical and to share examples of best practice from other growers to drive take up of improved orchard systems and techniques for improving efficiency and quality.</p>	<p>The project M&E outlines that a measure of achieving this outcome will be if 7/10 of the respondents to the annual survey rate the content delivered as of high quality and relevance.</p> <p>In the most recent stakeholder survey (Oct 2021), 65pc of respondents found content to be of high quality and relevance. In the 2020 stakeholder, 80pc held this view.</p> <p>Anecdotal feedback supports that the magazine is highly regarded and widely read. In particular grower stories demonstrating innovation and best practice are of high relevance.</p>
High engagement in program communications by the apple and pear industry (M&E Outcome 2)	High engagement is a deliverable of this project as engagement is essential to facilitate cross industry knowledge and understanding of best practice.	Engagement is key to transferring knowledge as it builds awareness and interest to drive adoption. In particular this program leveraged the trust in and respect for researchers, key growers and industry	The project M&E outlines a series of metrics for achieving this outcome which are set out in the M&E dashboard which is included in the appendix.

	<p>Engagement also aligns with the industry SIP Outcome 3 (Strategy 2) - Provide opportunity for engagement within industry.. to innovate by utilising trusted relationships.</p>	<p>figures to share grower stories of best practice and encourage discussion and trial.</p>	<p>High open and click through rates in the digital newsletter of 44pc and 19pc are well above their respective KPIs of 35pc and 10pc.</p> <p>Industry Juice subscribers have grown by 4.5pc a year over the life of the project, just under the 5pc KPI as have Twitter followers.</p> <p>Facebook engagement/followers are up 30pc over the 3 years of the project (KPI 10pc pa) and LinkedIn followers have grown a staggering 210pc over the life of the project.</p>
<p>Transfer of knowledge (M&E Outcome 3)</p>	<p>Transfer of knowledge is the key objective of the program. Outcomes 1 and 2 contribute to Outcome 3 by providing content of high quality that is relevant and engaging.</p> <p>It aligns with the industry SIP outcomes 2 and 3 of improved profitability, efficiency, sustainability, capability and innovative culture.</p> <p>Transferring knowledge results in growers using information communicated from current levy funded and other research projects and the latest variety developments, export opportunities and advances in technology</p>	<p>Transfer of knowledge is a multi-step process that starts with awareness, progressing through interest, evaluation, testing and finally adoption.</p> <p>The communications program contributes to this process by building awareness, stimulating interest and enquiry, providing information, resources and grower case studies for evaluation and testing to build the confidence for adoption.</p>	<p>To what extent the program has contributed to adoption is assessed through the annual stakeholder survey which asks growers whether information they have seen in APAL’s communications has a decision to change orchard management, adopt a new practice or consider doing so.</p> <p>In the most recent stakeholder survey (Oct 2021), 64pc of respondents said ‘yes’ (KPI 50pc), with examples including new pruning techniques, ‘PIPS program’ and managing labour issues – see Figure 1 page 5.</p> <p>In 2020, the 42pc of respondents who said ‘yes’ cited examples of pruning and thinning strategies, crop load management, pre plant preparation and considering software for orchard management reporting.</p>

	to inform decision-making and adoption of best practice, driving long term growth, sustainability and profitability.		
<i>Awareness of levy-funded research (M&E Outcome 4)</i>	Ensuring growers are aware of new research and innovation is the first step towards faster knowledge transfer and adoption of best practice.	This outcome specifically refers to levy-funded research. In response to feedback through informal consultation and surveys, efforts were made to provide more regular updates on levy-funded projects through their lifespan, rather than at the end when outcomes were clear. Videos proved effective at driving interest and engagement.	In the most recent two stakeholder surveys, the respondents asked to rate their level of awareness of levy funded research and how it applied to their business gave responses that ranged widely from a stated 0, to 100pc. The average level was 44pc in 2020 and 48pc in 2021, just below the KPI of 50pc. In retrospect this was too broad a question,

Monitoring and evaluation

Discuss overall project performance, answering the Key Evaluation Questions (KEQs*) that were identified within the project’s M&E Plan (if relevant). Areas for continuous improvement should be identified and discussed where relevant.

* No KEQs were out specifically in the M&E. Instead KPIs were outlined (see M&E dashboard in Appendix)

Table 3. Key Evaluation Questions

Key Evaluation Question	Project performance	Continuous improvement opportunities
<p>Has the project delivered the outcomes it set out to?</p>	<p>The National Apple and Pear Industry Communications program has successfully delivered a suite of communications that - as measured by the KPIs in the M&E framework - were:</p> <p>(1) of high quality and relevance, (2) highly engaging, and (3) and contributed to adoption and practice change.</p> <p>Anecdotal feedback of content themes has also been very positive.</p> <p>Support for grower stories continues to be particularly strong as supported by this comment from the 2021 stakeholder survey: “Growers learn from growers. Keep the focus on grower success stories. What’s happening in other sectors - valuable insights can be learnt here. Go beyond [apple and pears]’.</p> <p>Increased emphasis on practical information and tips has been well received, as has information on industry participants in different parts of the supply chain, particularly the article with marketer Louise Wood.</p>	<p>Ensuring content continues to be relevant and of high-quality hinges on continuous consultation with industry.</p> <p>The survey gives growers the opportunity to prioritise information they wanted access to for their decision making.</p> <p>In 2021, the highest ranked four were information on pest and disease management including IPDM, research updates and applications, post-harvest storage development and apple varieties and performance.</p> <p>Use of industry networks and focus groups will continue to be used to test relevance of content plans and identify areas where more information is required.</p> <p>Many of the challenges facing apple and pear growers are being faced by other tree crop industries. We have shared the experience of developing quality programs in mangoes and sharing work on areas such as traceability and export development from other industries would facilitate cross industry learning.</p> <p>Expanding the use of engaging short videos focusing on practical skills is an opportunity to encourage faster adoption of techniques needed to respond to a seasonal issue or to drive long term best practice.</p> <p>Taking advantage of the greater acceptance of online conferencing to make use of the channel to share content.</p>

	<p>(4) Awareness of levy-funded research- as measured by the stakeholder survey - is still below, if close to, the KPI of 50pc.</p> <p>In hindsight the framing of the question used to assess this is perhaps too broad and open ended – are growers flagging a low awareness of research projects themselves or of how they are funded?</p> <p>Had growers been asked if they were aware of the PIPS program projects or the Cartographer and how it would help drive block consistency, the reported awareness would likely have been higher.</p> <p>A further challenge is the complexity and range of projects and the different sources of funding. Some research organisations carry out research for a range of different funding bodies and some projects are delivered by up to half a dozen research organisations.</p>	<p>Improving awareness of research projects generally could be achieved by</p> <ul style="list-style-type: none"> - putting a face on the project, with the use of short update videos or snapshot updates in print with a headshot. - focusing on the outcomes for the grower/’what it means to you’. - Greater use of visual elements such as infographics of areas of research e.g. pollination, showing in one place which projects are tackling which aspect. <p>Improving understanding of how the apple and pear levy is invested could be assisted by</p> <ul style="list-style-type: none"> - a simple ‘Your levy at work’ visual element/ regular page in the magazine with brief refresher on levy process covering new projects, short updates, a researcher profile etc and perhaps including an infographic on the levy process and how growers can be involved.
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Recommendations

- With the apple and pear industry facing the toughest year in memory, it is critical that it is supported by a trusted communications program which provides timely, relevant and high quality content to assist industry to overcome the challenges before and grasp the opportunities
- Broad and regular consultation with industry will be essential to ensure content retains its relevance.
- Building on the proven value of ‘grower stories’ to demonstrate the impact of innovation and research in a relatable way to encourage broader adoption.
- Introduce regular ‘Your levy in action’ page to help join the dots between project coverage and how that is connected to the apple and pear levy investment.

Refereed scientific publications

Nil

References

Mid-term Evaluation National Apple and Pear Grower Communications Program (AP15070) (Coutts, January 2018)

Apple and pear Strategic Investment Plan 2017-2021 (Horticulture Innovation Australia, 2017).

Intellectual property

The IP for the APAL website URL, Future Orchards® program, *AFG* magazine, APAL website and *Industry Juice* newsletter is owned by Apple and Pear Australia Limited (APAL).

Appendices

1. AP 18000 M&E Dashboard – MS190

