

Final Report

Citrus Industry Communications

Project leader:

Sophie Clayton

Delivery partner:

Currie Communications Pty Ltd

Project code:

CT15009

Project:

Citrus Industry Communications – CT15009

Disclaimer:

Horticulture Innovation Australia Limited (Hort Innovation) makes no representations and expressly disclaims all warranties (to the extent permitted by law) about the accuracy, completeness, or currency of information in this Final Report.

Users of this Final Report should take independent action to confirm any information in this Final Report before relying on that information in any way.

Reliance on any information provided by Hort Innovation is entirely at your own risk. Hort Innovation is not responsible for, and will not be liable for, any loss, damage, claim, expense, cost (including legal costs) or other liability arising in any way (including from Hort Innovation or any other person's negligence or otherwise) from your use or non-use of the Final Report or from reliance on information contained in the Final Report or that Hort Innovation provides to you by any other means.

Funding statement:

This project has been funded by Hort Innovation, using the citrus 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 4444 7

Published and distributed by: Hort Innovation

Level 8
1 Chifley Square
Sydney NSW 2000

Telephone: (02) 8295 2300

www.horticulture.com.au

© Copyright 2018 Horticulture Innovation Australia

Content

Summary	4
Keywords.....	5
Introduction	6
Methodology.....	7
Outputs.....	8
<i>Australian Citrus News</i> magazine.....	8
<i>Citrus eNews</i>	9
Season Update.....	10
Website	11
Media.....	12
Photo library	13
Case studies	14
Outcomes.....	15
Monitoring and evaluation	16
<i>Australian Citrus News</i> magazine	17
<i>Citrus eNews</i>	17
Season Update.....	18
Website	19
Media.....	20
Photo library	21
Case studies	22
Recommendations	23
Refereed scientific publications	24
Intellectual property, commercialisation and confidentiality.....	25
Acknowledgements	26

Summary

This project aimed to keep Australian levy-paying citrus growers informed of the latest research, development and marketing knowledge to improve their business productivity, profitability and sustainability. It also aimed to raise awareness of Hort Innovation's investment of the citrus industry levy.

Over the course of the three-year project, Currie redesigned *Australian Citrus News* magazine and published it quarterly, produced a fortnightly *Citrus eNews*, coordinated the monthly *Season Update*, wrote numerous case studies and established the industry's photo collection on Flickr. These channels were used to communicate with industry stakeholders including growers, industry service providers and government.

Every year Currie updated the industry's communication strategy and produced a plan to engage with the media. Regular media releases were written and distributed with the industry sustaining its presence in the media over the course of the project.

In the final stages of the project Currie also produced a pilot grower video and commenced tweeting industry updates through the Citrus Australia Twitter account.

The project also spanned a period of change for Citrus Australia when its long-standing CEO resigned and a new one took her place. With that also came other staff changes. Currie maintained consistent communication services for the project throughout this time and supported the new CEO with media training to help ensure the industry was well represented.

Keywords

citrus; citrus industry communications; Australian citrus; *Australian Citrus News* magazine;

Introduction

Hort Innovation, and its predecessor Horticulture Australia Ltd, has been investing in citrus industry communications for many years. This project followed a line of projects with similar communications aims around improving communications practices and increasing access to knowledge by citrus industry participants.

This project aimed to keep Australian levy-paying citrus growers informed about the latest research, development and marketing knowledge to improve their business productivity, profitability and sustainability. It also aimed to raise awareness of Hort Innovation's investment of the citrus industry levy.

Having a core, consistent suite of communications products and services supporting the industry is critical to ensure information generated from levy-funded projects and other sources flows to growers in a way that is engaging, accessible and relevant. High quality, consistent and targeted communications helps support growers to use technology and adopt R&D outputs.

This project built on pre-existing and well-established communications channels for the industry such as the magazine, traditional media and the Citrus Australia website and it explored new channels as well across Twitter and video. Content development focused on topics of importance to the industry and stories were developed that were relevant and engaging.

While the start date of the project pre-dated the development of the *Citrus Strategic Investment Plan 2017 – 2021*, it nonetheless supported delivery of the plan's outcomes including, notably, *Outcome 4: industry participants have increased skills capacity and knowledge*.

Methodology

To deliver this project, Currie prepared an annual communication plan that built on the previous year's work. These plans refined project objectives for the year, reinforced the audiences and detailed communication outputs. Each plan included a monitoring and evaluation component that mapped each output to key performance indicators so performance could be measured.

Topics for communication across the year were identified in discussion with Citrus Australia and Hort Innovation and articulated in the plan.

The audiences identified in the *2018 Citrus Industry communication plan and monitoring and evaluation plan* were:

Primary

Citrus levy payers nationwide

- Across regions: Sunraysia, Riverina, Riverland, Queensland, and West Australia
- Across production systems: grapefruit, mandarin, tangelo, limes, lemon, Navel and Valencia

Secondary

- Supply chain participants (including exporters)
- Government stakeholders (Federal and State, Ministers and Departments)
- Horticulture Innovation Australia
- Consumers – domestic and export

For 2018 the communication outputs included the delivery of four issues of *Australian Citrus News* magazine, *Citrus eNews*, Season Update, website, media, social media, photo library and case studies.

Under the direction of a project manager, different components of the project were managed by individual Currie staff. And sub-contractors were appointed to provide specialist services including graphic design, photography and printing.

Currie kept in regular contact with Citrus Australia including its CEO and other staff to capture ideas and input and had an established weekly phone hookup with the CEO. Citrus Australia also bore responsibility for final approval of content. Currie also liaised regularly with Hort Innovation communications staff and its internal project manager to ensure branding was appropriate and to gather other input and feedback to get the best results for the project.

During the project, Currie also developed a style guide to ensure consistent branding across Citrus Australia's suite of products.

Currie researched and wrote, or otherwise sourced content, for the various publications and channels. Currie also set up templates for production of the magazine and e-News, established a Flickr site for the storing and sharing of photos, setup e-News within an online platform (Mailchimp), prepared and distributed media releases, uploaded content to Citrus Australia's website and tweeted via Citrus Australia's Twitter account.

Distribution and management of subscriber lists for the magazine and e-News was managed by Citrus Australia.

Outputs

The communication outputs of the Citrus Industry Communications project are those outlined in the original project agreement with some amendments as agreed by Citrus Australia and Hort Innovation around media in 2018. The outputs were designed to cover a range of channels to best reach and engage with the primary audience.

Australian Citrus News magazine

Twelve issues of *Australian Citrus News* magazine were published within this contract (four editions a year). Each issue was distributed to approximately 1500 levy payers.

Currie planned each edition in advance, wrote or sourced articles, edited content and worked with a graphic designer to design the magazine. Citrus Australia approved all content before publication and Hort Innovation were consulted to advise on content and acknowledgements.

Articles focused on demonstrating to readers (levy payers) how levy-funded research could be utilised to improve their business and on other topics to improve the practices of citrus producers including grower case studies, marketing and exporting insights, industry data and statistic, industry events and event report topics, innovation features, food safety, and biosecurity.

Articles were also published on [Citrus Australia's website](#) where a pdf edition of the magazine was also made accessible to Citrus Australia members.



A selection of Australian Citrus News cover.

Citrus eNews

Currie established *Citrus eNews* as a regular and easy way to communicate with growers and the broader industry. Currie prepared production guide for the publication.

Each issue was planned in consultation with Citrus Australia, with articles written for and appearing in the newsletter also being published on the Citrus Australia website.

Citrus eNews was set up in Mailchimp where a template in line with Citrus Australia's style guide was built following a design revamp. Each issue was then designed within and distributed from Mailchimp.

Regular content featured in 2018 included:

- CEO report
- industry news
- event feature (e.g. Market Outlook Forum)
- links to magazine articles
- Season Update



A sample of the updated format of Citrus eNews introduced in 2018.

Season Update

Every month throughout the course of the project Currie worked with state representatives from Queensland, Western Australia and the tri-state region, comprising the Riverina (NSW), Sunraysia (Vic) and Riverlands (SA) growing areas, to compile and publish a Season Update. In its revised format established in 2018, the Season Update included:

- Seasonal outlook – weather/climate
- Crop status and management (including pests/diseases)
- Top tips from leading growers
- Event calendar – listing of regional events

Contributors included Mal Wallis (consultant), Stephen Falivene (NSW Department of Primary Industries) and Bronwyn Walsh (WA Citrus). Contributors were contracted directly via Hort Innovation to complete their work.

From the start of the project until December 2017, the Season Update was prepared as pdf and emailed to recipients in that format. To streamline production and synchronize content being shared in Citrus eNews and subscriber lists, in early 2018 the Season Update was incorporated into Citrus eNews. The link to each of the three Season Updates directed users back to the Citrus Australia website where the season updates were published.



Cover of the December 2017 Season Update – the last issue done in the old format.

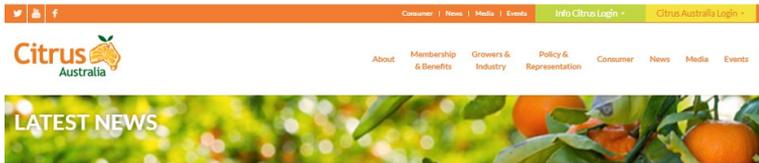


Icons to each regional Season Update as they appear in Citrus eNews.

Website

The primary way Currie Communications supported Citrus Australia's website was to publish articles from *Australian Citrus News* and *Citrus eNews* (including the Season Update) and media releases there.

Using the Wordpress, the platform supporting the Citrus Australia website, Currie prepared and uploaded content directly to the website in the pre-existing style.



Opportunities are ripe for Australian citrus juice

By Laura Browning

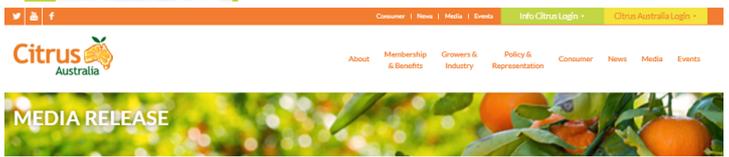
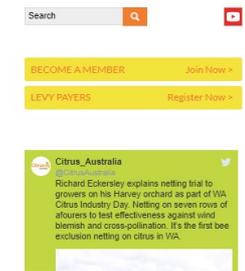
23-Aug-2018

- Premium prices for not-from-profit concentrate juice
- Juice from local citrus is growing in popularity
- Export and domestic market opportunities



NOW is the time for Australia's citrus juice industry to take advantage of a changing consumer environment in China, said Grant Day from food processing machinery company JBT.

An example of a magazine article as it appeared on the website above the fold.



Citrus canker detected, industry targets eradication

19 April 2018

Citrus canker – a serious disease of citrus – has been detected in a retail nursery in the Northern Territory.

"Citrus canker has previously been found in Australia and was successfully eradicated," said Citrus Australia CEO Nathan Hancock from Darwin.

"We hope that this early detection and related activity to contain the disease through controlled movement of citrus plant material will give us the best chance of eradicating the disease."

The disease was detected on a potted lime variety, which is a patio plant not found in commercial production. All citrus products have been removed from sale at the affected retail nurseries and held in quarantine and will be disposed of safely.

The Consultative Committee on Emergency Plant Pests (CCEPPP), which provides technical and scientific advice in response to exotic plant pest and disease outbreaks, has met to discuss this incident and is considering the next steps.

"Citrus Australia is working on this issue with successful eradication as the desired outcome in this instance and we will be working with the authorities, local community and growers to do what we can to achieve this," said Hancock.

Hancock added that Citrus Australia wants to encourage all citrus growers – both commercial and backyard – to report any signs of infection immediately to the Exotic Plant Pest Hotline on 1800 084 881. Anyone who has recently purchased a citrus plant from a Darwin or Palmerston retail nursery recently should immediately contact the hotline.

"As this issue is at this time thought to be linked to nursery material I would encourage growers and nurserymen across Australia to inspect any new material and be sure you know its origin," Hancock added.

Additional resources

- Exotic Plant Pest Hotline: 1800 084 881
- Citrus canker fact sheet (Plant Health Australia)

More information

Nathan Hancock
CEO
Citrus Australia Ltd
03 5023 6333



An example of a media release as it appeared on the website above the fold.

Media

For the first two years of the project media engagement focused around writing media releases and responding to journalists to try and secure positive media coverage for the industry. Currie identified topics for media releases by looking for positive news stories across the industry and through discussions with stakeholders. Citrus Australia played a key role in media release production typically providing the spokesperson. Some media releases were also written in response to industry issues such as the citrus detection. Over the course of the project 20 media releases were written and distributed.

In 2018, media deliverables changed to better meet the needs of the industry to include:

- Media training for CEO as the core industry representative
- Two media releases on the Market Outlook Forum
- One seasonal media article and video
- Two media fact sheets
- Tweet magazine content

Samples of media clips generated from media releases.

GOOD FRUIT & VEGETABLES

Growers urged to get HARPS-ready now

 Ashley Walmsley
@AshWalmsley

13 Feb 2018, 1 p.m.

News



SunraysiaDaily

Safety stepping up

By Marina Haoquin - mhaquin@sunrasyiadaily.com.au
20 Feb 2018, 3:30 a.m.

 Share  Tweet  Email



Citrus growers must upgrade their systems for food safety to meet supermarket requirements.

Photo library

Over the course of the project Currie identified and responded to photo opportunities and needs for the industry. Currie staff and sub-contracted photographers were assigned to take these photos which was completed over twelve photo shoots resulting in hundreds of photos. Numerous incidental photos were also taken.

Photos covered events, grower profiles for case studies, packing sheds, orchards, people working in the industry and generic citrus industry imagery (e.g. fruit and juice etc.)

Currie also established Citrus Australia's Flickr account as a location to easily store, share and organise industry photos. The updated and relevant collection of imagery supported communications across all channels.

In addition, a selection of photos was shared in a dedicated Flickr album under a Creative Commons license to ensure journalists, media and other industry partners could search, view, download and use positive industry imagery.



A selection of photos taken as part of the project to showcase the industry.

Case studies

To help with peer-to-peer communications, Currie aimed to include at least one case study featuring a grower in each issue of the magazine that was published. This helped to showcase how growers were adopting good management practices and principles and to highlight industry leaders.

Growers to feature were identified in consultation with Citrus Australia with Currie travelling to meet the grower in a number of cases to get further industry insights. Over the course of the project Currie produced 13 grower case studies featuring growers from all major citrus growing regions.



Sample of the grower profile 'WA grower looks to lemons and limes for a brighter future' as it appeared in Citrus News magazine.

Outcomes

The target outcome of this project was:

To keep all Citrus Australia stakeholders informed through effective and timely communication and extension.

Through a diverse approach to story-telling and introducing grower voices as well as industry experts, Currie has communicated a range of information to help citrus growers improve their businesses over the last six months. Topics covering R&D including those funded and not funded by the citrus levy; new varieties and rootstocks; market access and export opportunities; biosecurity and pest and disease management; agrichemical management; and many other topics have been explored across diverse communication channels.

Within the prescribed communications channels, processes and efficiencies have been the focus to ensure relevance and impact with growers.

Four magazines were produced annually with each issue distributed to 1500 levy payers. A future survey in 2019 is recommended to consistently measure performance of this investment.

High engagement was maintained and strengthened with *Citrus eNews* with an open rate of 53% and click rate of 26% achieved in the last quarter.

Every month throughout the course of the project Currie worked with state representatives to compile and publish a Season Update. Recognising declining numbers, Currie changed the format and method of publication at the beginning of 2018. This increased total page views on Season Update pages on the Citrus Australia website 173% when comparing the 6 months comprising the change Mar 2018 – Dec 2018 to the six months prior Sep 2017 – Feb 2018.

Driving improved use of the Citrus Australia website was achieved with the final three-month period (Jun-Aug 2018) reporting a 60% increase in page views of posts published in '/news', with an average of 2,185 views of news posts compared to 1369 for the same period in 2017. Moreover, in the final month of the project page views of '/news' posts reached an all-time high of 2,823 for the month.

The project's media activity focused on improving capability through training with key spokespeople and sound media coverage in targeted media, with supporting media factsheets provided around key issues.

The social media focus on Twitter resulted in 50 tweets posted between April and September 2018 – the period over which Currie was posting tweets for Citrus Australia – and an increase in followers from 1659 to 1836 over the same period.

A photo library and system was established for Citrus Australia and Hort Innovation use, including access to a limited edition for the public and journalists.

More than a dozen grower case studies have been captured, a demonstrating good management practice through peer-to-peer learning.

Monitoring and evaluation

The monitoring and evaluation plan for 2018 for this project is as follows:

Output	Key Performance Indicators	KPI status
Australian Citrus News	<ul style="list-style-type: none"> Four magazines produced and distributed every year. 	<ul style="list-style-type: none"> MET
	<ul style="list-style-type: none"> More than 90% of levy-payers surveyed find information in the magazine is relevant to their business.* 	<ul style="list-style-type: none"> N/A
Citrus eNews	<ul style="list-style-type: none"> E-newsletters produced every two weeks. 	<ul style="list-style-type: none"> MET
	<ul style="list-style-type: none"> Maintain an average open and click rate of at least 45% and 15% respectively. 	<ul style="list-style-type: none"> EXCEEDED
Season Update	<ul style="list-style-type: none"> Produce Season Updates for each region every month. 	<ul style="list-style-type: none"> MET
	<ul style="list-style-type: none"> Establish benchmark web page visits for each Season Update. 	<ul style="list-style-type: none"> MET
Website	<ul style="list-style-type: none"> Publish magazine articles on Citrus Australia's website as approved by them. 	<ul style="list-style-type: none"> MET
	<ul style="list-style-type: none"> Increase average page views of posts categorised as '/news' on Citrus Australia website by 10%. 	<ul style="list-style-type: none"> EXCEEDED
Media	<ul style="list-style-type: none"> CEO media training conducted. 	<ul style="list-style-type: none"> MET
	<ul style="list-style-type: none"> Market Outlook Forum gets coverage in target media outlets. 	<ul style="list-style-type: none"> MET
	<ul style="list-style-type: none"> Two media fact sheets produced and published on website. 	<ul style="list-style-type: none"> EXCEEDED
	<ul style="list-style-type: none"> Magazine content and media releases tweeted. 	<ul style="list-style-type: none"> MET
	<ul style="list-style-type: none"> Twitter followers increase by 10%. 	<ul style="list-style-type: none"> EXCEEDED
Photo library	<ul style="list-style-type: none"> Conduct four photo shoots a year and publish them on Citrus Australia's Flickr site for ongoing usage. 	<ul style="list-style-type: none"> MET
	<ul style="list-style-type: none"> Photos are used in Citrus Australia publications 	<ul style="list-style-type: none"> MET
	<ul style="list-style-type: none"> A selection of photos is made available for journalists and others to access and use. 	<ul style="list-style-type: none"> MET
Case studies	<ul style="list-style-type: none"> Four case study/grower profile articles published in the Citrus Australia magazine every year. 	<ul style="list-style-type: none"> MET
	<ul style="list-style-type: none"> Profiles refer to best practices and, where possible, relate to the year's topic themes. 	<ul style="list-style-type: none"> MET

* This survey was not included (or budgeted for) in this project, recommended to reconduct in May 2019.

Australian Citrus News magazine

KPI: Four magazines produced and distributed every year. KPI met.

Currie published a total of 12 issues of *Australian Citrus News* magazine as part of this contract including four editions a year:

- Summer 2016
- Autumn 2016
- Winter 2016
- Spring 2016
- Summer 2017
- Autumn 2017
- Winter 2017
- Spring 2017
- Summer 2018
- Autumn 2018
- Winter 2018
- Spring 2018

Each issue of the magazine was distributed to approximately 1500 levy payers.

KPI: More than 90% of levy-payers surveyed find information in the magazine is relevant to their business. KPI N/A.

In a survey of growers conducted as part of the 2017 Citrus Technical Forum, 23% of respondents indicated they wanted content shared via *Australian Citrus News* – the second most popular channel.

A future survey in 2019 is recommended to consistently measure performance against this KPI.

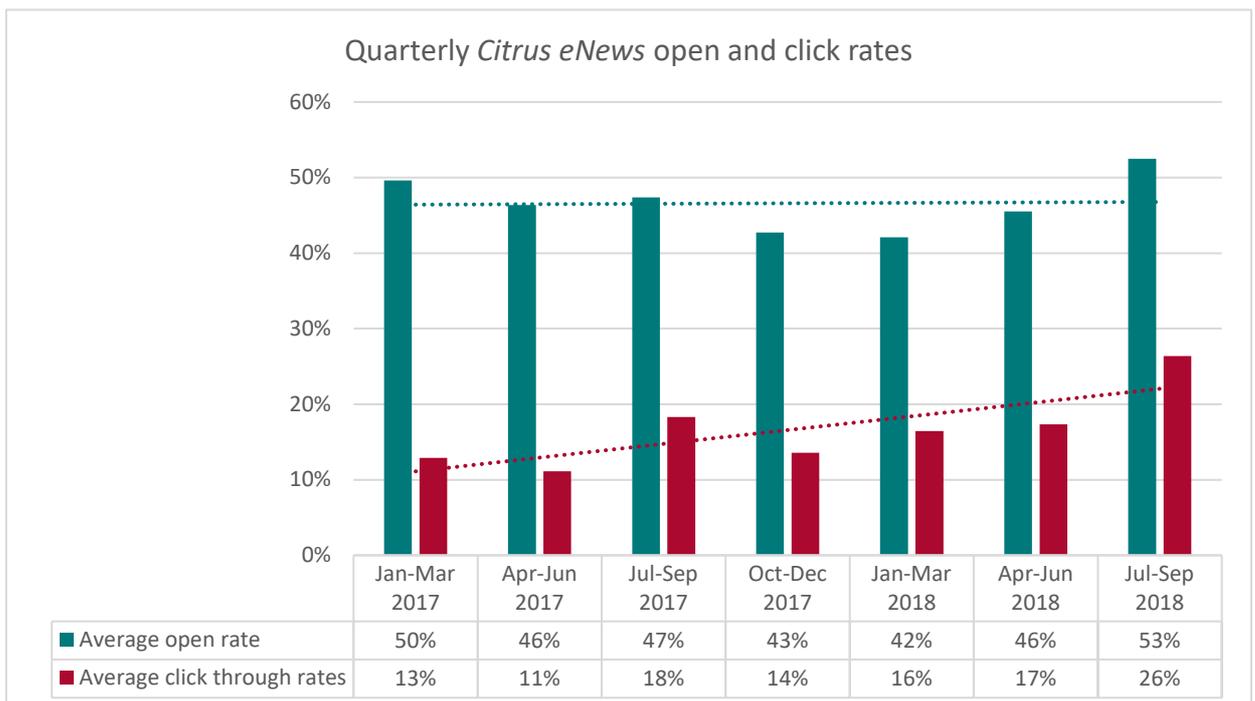
Citrus eNews

KPI: E-newsletters produced every two weeks. KPI met.

Citrus eNews was distributed about every two weeks with a total of 53 editions published over the project period. Citrus Australia managed the subscriber list, which was maintained at a fairly constant level with the last edition sent on 6 Sep 2018 sent to 725 people. Publication of the newsletter also depended on the approval of Citrus Australia which meant that, in some cases, while content was ready to send on time, their input and approval was pending.

KPI: Maintain an average open and click rate of at least 45% and 15% respectively. KPI: exceeded.

Between January 2017 (when the newsletter was transferred to Mailchimp) and the last edition of the newsletter (distributed 6 September 2018), the average open rate was 47% and the average click rate was 17%. In the last quarter open and click rates were 53% and 26% respectively – both higher than the KPIs set for the newsletter at the beginning of the 2018 of 45% and 15%.



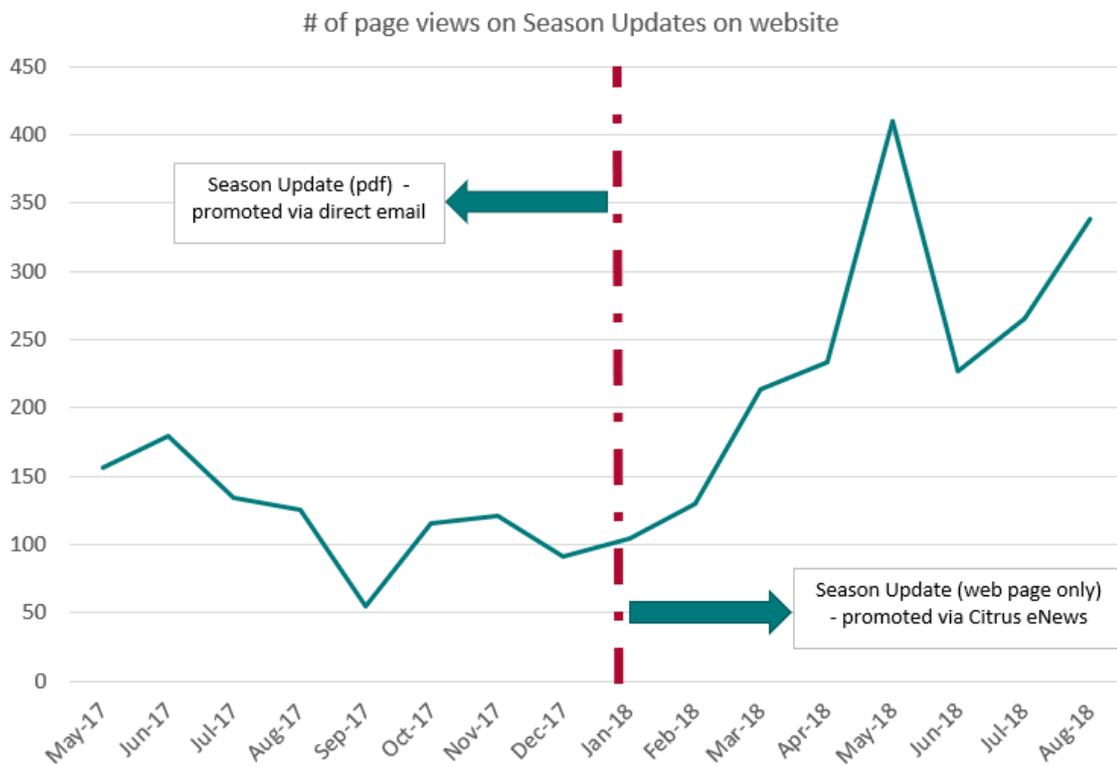
Season Update

KPI: Produce Season Updates for each region every month. KPI met.

Every month throughout the course of the project Currie worked with state representatives from Queensland, Western Australia and the tri-state region, comprising the Riverina (NSW), Sunraysia (Vic) and Riverlands (SA) growing areas, to compile and publish a Season Update.

KPI: Establish benchmark web page visits for each Season Update. KPI met.

A benchmark web page visits was established both before and after the incorporation of Season Updates into eNews. Recognising declining numbers, Currie changed the format and method of publication at the beginning of 2018. This increased total page views on Season Update pages on the Citrus Australia website 173% when comparing the 6 months comprising the change Mar 2018 – Dec 2018 to the six months prior Sep 2017 – Feb 2018. Noting that the earlier period did comprise the December-January period that typically sees lower website visits in general but data to compare the same six-month period across the two different years was not available.



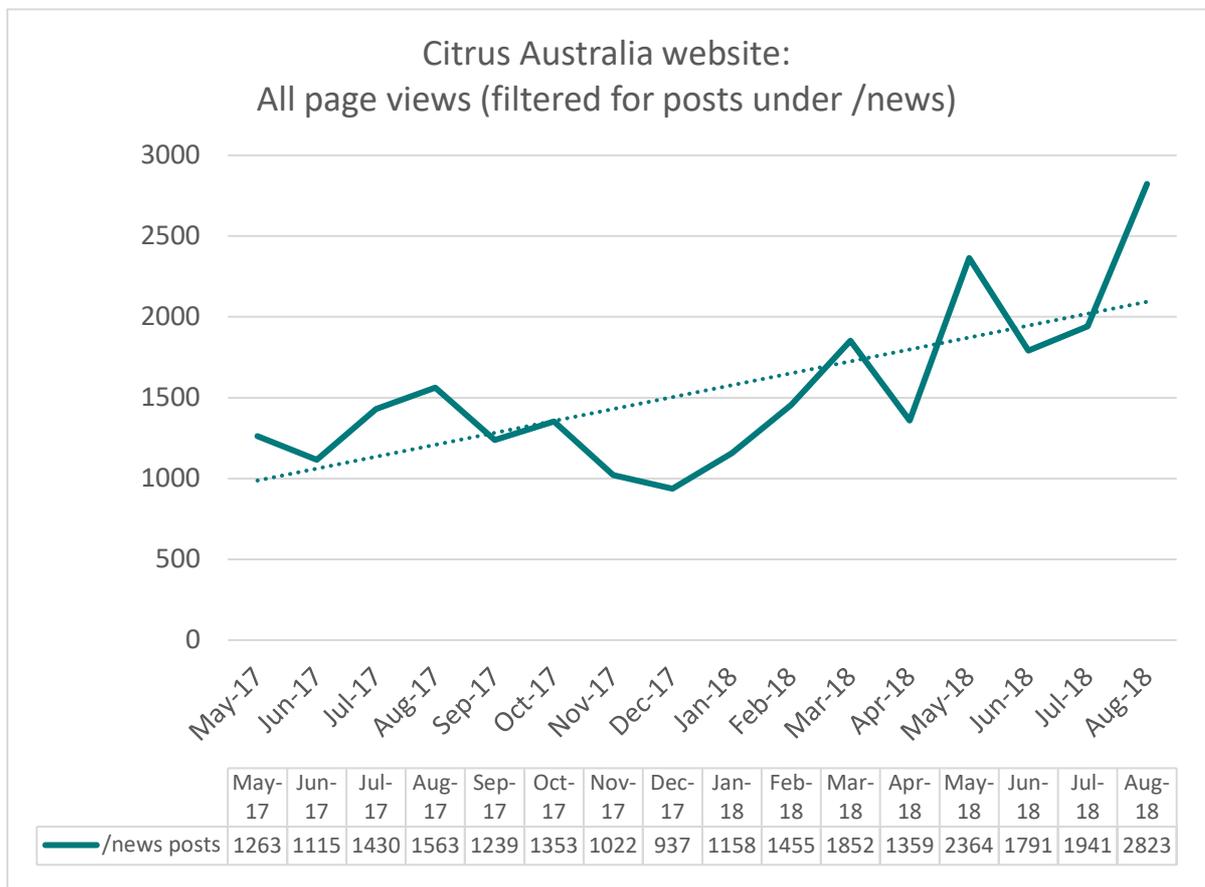
Website

KPI: Publish magazine articles on Citrus Australia’s website as approved by them. KPI met.

Citrus eNews articles – 2-3 articles per fortnight – were published on Citrus Australia’s website. And, from the spring edition of *Australian Citrus News* 2017 onwards, all articles published in the magazine – around 15 articles every quarter – were also published on Citrus Australia’s website. All of these articles appeared on the website after the url suffix ‘/news’.

KPI: Increase average page views of posts categorised as /news on Citrus Australia website by 10%. KPI exceeded.

The final three-month period (Jun-Aug 2018) of the project had average monthly views of ‘/news’ posts of 2,185 compared to the same period for the year before, 2017, where the average monthly post views were 1,369. The KPI set at the beginning of 2018 was to increase page views of posts categorized as ‘/news’ by 10%. This increase achieved in the last three-month period is a 60% increase in page views – far exceeding the KPI set for the year. Moreover, in the final month of the project page views of ‘/news’ posts reached an all-time high of 2,823 for the month.



Media

In the first two years of the project, media engagement focused on production and distribution of media releases and reporting on coverage. Currie produced quarterly evaluation reports summarising media coverage and, where possible, sentiment. These were submitted to Citrus Australia and Hort Innovation so they could stay up to date with media performance. In summary, 1,335 media articles were recorded between 1 January 2016 and 30 June 2018. In the last full quarter recorded (Q2 2018) the vast majority (93%) of these reports were 'neutral' in tone, 6% were 'positive' and 1% was negative.

In 2018, the media deliverables changed to better meet the needs of the industry and Citrus Australia. A new set of KPIs were established and approved by Hort Innovation.

KPI: CEO media training conducted. KPI met.

A full day of intensive media training was conducted with the CEO of Citrus Australia Nathan Hancock as the key spokesperson for the industry. Nathan provided this feedback: "Currie's media training day was very useful and now, before interviews, I think back to that day and reflect on what I learnt and what I want to say to help me communicate the information I want."

KPI: Market Outlook Forum gets coverage in target media outlets. KPI met.

Currie produced and distributed two Market Outlook Forum media releases:

- [Market trends, opportunities in focus at Citrus Australia forum](#), 21 Feb 2018
- [Opportunities abound at the Citrus Australia Market Outlook Forum](#), 20 Mar 2018

The key target media outlet was *Good, Fruit and Vegetables* which published four articles on the Forum and a gallery of photos:

- [Citrus Market Outlook Forum mega gallery](#), 16 Mar 2018
- [Asian trade expert questions](#), 17 Mar 2018
- [India still a tough orange to peel, but worth well it](#), 20 Mar 2018
- [Cant elected new Citrus Aust chair](#), 23 Mar 2018
- [Growers should tell their story... with adjectives](#), 29 Mar 2018

KPI: Two media fact sheets produced and published on website. KPI exceeded.

Aside from the Market Outlook Forum media releases, Currie also wrote and distributed four media releases:

- [Citrus pest surveillance gets funding boost](#), 8 Mar 2018
- [Registration open for Citrus Juice Forum](#), 27 Mar 2018
- [Citrus canker detected, industry targets eradication](#), 19 Apr 2018
- [Biosecurity staff intercept illegal citrus imports](#), 29 Jun 2018

KPI: Magazine content and media releases tweeted. KPI met.

A schedule of tweets was approved by Citrus Australia covering magazine content for each month with a total of 50 tweets posted between April and September 2018 – the period over which Currie was posting tweets for Citrus Australia.

KPI: Twitter followers increase by 10%. KPI exceeded.

Twitter followers of the Citrus Australia account started at an estimated 1659 at the beginning of April 2018. The KPI set was to increase followers by 10% (1785) which was achieved by the beginning of Aug 2018 when followers reached 1836. They have continued to grow since then.

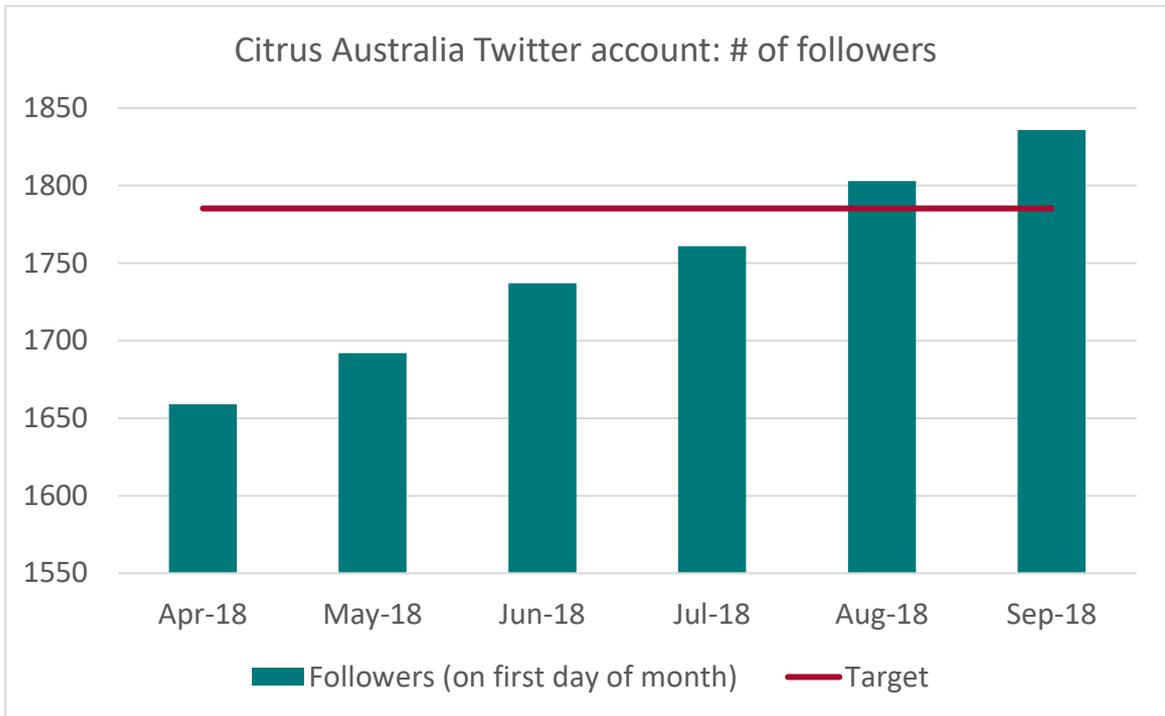


Photo library

KPI: Conduct four photo shoots a year and publish them on Citrus Australia’s Flickr site for ongoing usage. KPI met.

Twelve photo shoots including the following were conducted across the course of the project:

- Citrus databars (2018)
- Con and Carla Iacutone (2018)
- MFC packing shed (2018)
- Brett Hullah (2018)
- Cliff Winfield (2018)
- Citrus Market Outlook Forum (2018)
- Citrus juice (2018)
- WA markets (2017)
- WA regional forum (2017)
- Cox Citrus (2017)
- NSW DPI Dareton research station (2017)
- Mildura fruit nursery (2016)

KPI: Photos are used in Citrus Australia publications. KPI met.

Photos were used in a range of Citrus Australia publications including the ones managed under this project including the magazine (four covers) and throughout eNews on a regular basis. The front cover of the Annual Report 2017 was also a photo taken as part of this project.

KPI: A selection of photos is made available for journalists and others to access and use. KPI met.

Currie has established folder where a selection of citrus photos taken as part of this project are public and available for journalists to download under a [Creative Commons license](#). The folder is available on Flickr and is called [Citrus Australia photos \(public\)](#).

Case studies

KPI: Four case study/grower profile articles published in the Citrus Australia magazine every year. KPI met.

KPI: Profiles refer to best practices and, where possible, relate to the year’s topic themes. KPI: met

Over the course of the project Currie produced 13 grower case studies, meeting the KPI of four per year over three years. Each case study featured a good management practice for peer-to-peer learning.

Case study title (featured grower)	Good management practice featured
<ul style="list-style-type: none"> Limes the right fit for FNQ farmer (Con and Carla Iacutone) 	Matching variety to local environment.
<ul style="list-style-type: none"> Data supports accountability at Grandview (Brett Hullah) 	Collecting and using data.
<ul style="list-style-type: none"> WA grower looks to lemons and limes for a brighter future (Cliff and Vicki Winfield) 	Identifying market opportunities.
<ul style="list-style-type: none"> Pruning after harvest delivers quality fruit for SA grower (Rick Pierce) 	Good pruning practices.
<ul style="list-style-type: none"> Mechanical picker hits the mark (Craig Estens) 	Automation.
<ul style="list-style-type: none"> MJR Nova leads mandarin maturity race (Ken and Megan Roth) 	New variety adoption.
<ul style="list-style-type: none"> Higher packouts under nets (Dean Morris) 	Use of nets.
<ul style="list-style-type: none"> Whole-farm automation in the palm of your hand (Berto and Anna Srhoj) 	Automation.
<ul style="list-style-type: none"> Fungicides resistance reversed through monitoring (P Costi & Sons) 	Improved disease management.
<ul style="list-style-type: none"> Tongan relationship a win-win at Boyne View (Mary and Paul Berthelsen) 	Improved labour practices.
<ul style="list-style-type: none"> Nets earn early stamps of approval in SA (Ryan Arnold) 	Use of nets.
<ul style="list-style-type: none"> Local fruit gives Eastcoast Beverages an edge (Samuel Lentini) 	Business management.
<ul style="list-style-type: none"> Grove juice exports to South Korea (Greg Willis) 	Exporting.

Recommendations

For future communication projects for the citrus industry, Currie recommends the following:

- A communication strategy is developed before the Request for Proposal is issued for citrus industry communications so that the strategy drives the project's deliverables. This strategy should be developed in consultation and partnership with Citrus Australia, Hort Innovation and other industry representatives – potentially via the industry's Strategic Investments Advisory Panel (SIAP).
- Key performance indicators to significantly grow the database of subscribers to *Citrus eNews* are established and a program for promoting the eNews is developed. The newsletter should be reaching all growers, their family members working in the industry and their staff, plus industry service providers and others along the supply chain.
- A grower survey is included in the following project and it is conducted every two years to get feedback on the performance of communication services. This could be done independent to the service provider.
- Citrus Australia establishes a Facebook page and social media engagement plan because many growers and industry staff are on Facebook and because it remains the most popular social media platform in Australia and a great opportunity to communicate with people from the industry.
- Citrus Australia continues ongoing engagement on Twitter to build on success achieved there and connect with influencers including media.
- Articles from the magazine continue to be published on the Citrus Australia and shared across social media.
- Video interviews with growers and industry experts are produced and used as a key communication output following on the success of the pilot. Other 'visual' communications should also be further explored.
- The Season Update is discontinued because, despite changes and significant improvements, in its current format, it is not meeting any strategic need and is generally not popular.

Refereed scientific publications

NA

Intellectual property, commercialisation and confidentiality

No project IP, project outputs, commercialisation or confidentiality issues to report.

Acknowledgements

Currie would like to thank all the regular and occasional contributors to the publications produced as part of this project including, but not limited to: Mal Wallis, Bronwyn Walsh, and Steven Falivene for contributing to Season Updates; NSW DPI researchers including John Golding, Jianhua Mo, SP Singh, Andrew Creek, Tahir Khurshid, Graeme Sanderson and Steven Falivene for contributing their expertise; staff at the Fruit Juice Australia for their juice updates; and all the staff at Hort Innovation – notably Judith Damiani, Nathan Hancock, Susie Mills, David Daniels, Mara Milner, Nicole Zerveas and Shay Linder-Auricht – and Citrus Australia for their ongoing support, insights and contributions.

Currie would also like to say a special thank you Jo Eynaud of Redtail Graphic Design for making the project's products look professional and for always going above and beyond to ensure a high-quality output.