

# **Horticulture Innovation Australia**

## **Final Report**

### **Developing sustainability through extension of best practice in the South Australian apple and pear industry**

Susan Green  
Apple & Pear Growers Association of South Australia  
Inc

Project Number: AP12038

## **AP12038**

This project has been funded by Horticulture Innovation Australia Limited with co-investment from the Apple & Pear Growers Association of South Australia Inc and funds from the Australian Government.

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 *Developing sustainability through extension of best practice in the South Australian apple and pear industry*.

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 *Developing sustainability through extension of best practice in the South Australian apple and pear industry*, or from reliance on information contained in the material or that Hort Innovation provides to you by any other means.

ISBN 0 7341 3881 4

Published and distributed by:  
Horticulture Innovation Australia Limited  
Level 8, 1 Chifley Square  
Sydney NSW 2000  
Tel: (02) 8295 2300  
Fax: (02) 8295 2399

© Copyright 2016

## Contents

Summary.....	3
Keywords .....	5
Introduction.....	6
Methodology.....	8
Outputs.....	11
Outcomes.....	13
Evaluation and Discussion .....	15
Recommendations.....	19
Scientific Refereed Publications.....	20
IP/Commercialisation.....	21
References .....	22
Acknowledgements.....	23
Appendices.....	24

## Summary

The aim of this project was to provide a “whole of industry”, coordinated approach to local industry development within South Australia, with a key focus on understanding and addressing local challenges and growing conditions, building strong communications to allow growers to make informed decisions and enhancing grower skills and capabilities.

The project commenced on 1 July 2013 and was completed on 30 August 2016, running for just over 3 years. The project was broken into the following 6 components designed to suit the local needs for industry development. It was managed by a part-time Project Officer at 0.6 FTE.

Project components:

1. Developed and implemented a strategic research, development and extension plan, which prioritised local R,D & E needs and mapped out projects and approaches for extension of the latest industry developments, industry “best practice”, products and research outcomes.
2. Facilitated communication and extension activities through a range of programs to ensure growers and broader industry were well informed and had access to current information on new developments, products and research outcomes.
3. Gained regular grower input and feedback to determine the most relevant local issues that required industry assistance.
4. Gained information on grower and industry needs for capacity building and supported access to relevant capacity building and training programs.
5. Collaborated with local Natural Resource Management groups and Environmental Departments with a common goal of working towards sustainable agricultural production.
6. Liaison with grower services providers (e.g. pest & disease monitoring services) to ensure all growers had access to services that improve orchard management practices.

The project delivered a suite of outputs that were targeted towards effective communications and extension, including newsletters, email bursts, text message reminders, hosting of crop walks and workshops, case study, YouTube clip and face to face communication. The suite of different communication strategies adopted provided multiple different touch-points from which growers were able to access information.

An important outcome was gaining an understanding of the Research & Development needs for the South Australian apple and pear industry and more importantly that the biggest gaps exist in extension of information from research that is happening elsewhere. The development of a Research, Development and Extension plan, which was updated through the course of the project allowed for targeted extension activities in the areas of identified need.

The project met all of the intended outcomes including improved adoption of best management practices by growers, and greater grower awareness of new technologies, industry and market trends, through improved communication, enabling them to make better informed management decisions and improved industry sustainability. A further outcome of the project is that as a result of information received through the project, all growers that that were surveyed as part of the project evaluation

reported that they have taken an action as a result to improve their management practices. Growers also reported that they received information from the Project Officer that they would not have received otherwise and were therefore able to make management decisions impacting positively on their businesses that they would not otherwise have been able to do.

The project was evaluated as being highly valuable to the South Australian apple and pear industry, with effective communications a strength of the project and industry being well engaged.

There is strong value in supporting the South Australian apple and pear industry through the presence of a local resource who can engage effectively with industry. A recommendation is for the Apple & Pear industry to continue to support locally based industry communication, extension and engagement activities in South Australia.

## **Keywords**

Apples, Pears, South Australia, Industry Development, Extension, Communication

## **Introduction**

South Australia produces approximately 10% of the national apple crop and 4% of the national pear crop and is an important production region for the national apple and pear industry. The main growing region within South Australia is in the Adelaide Hills, with minor areas of production in the Riverland and South East.

There is currently almost no research or extension into apple and pear production in South Australia through the Universities or government agencies. The Lenswood Research Centre in previous times provided a strong, local service to the apple and pear industry. However, this service was phased out over time and was finally closed down shortly before the commencement of this project.

Research programs conducted interstate or internationally provide invaluable information to the South Australian apple and pear industry, however they do not necessarily align completely with local growing conditions, and often it falls onto the individual grower to validate these research findings locally.

Furthermore, prior to the commencement of this project, the extension of research happening elsewhere often did not have a good reach into South Australia. Growers had to largely rely on accessing information about new processes and industry best practice through their own on-line research, advice from consultants, self-funded travel and the national programs such as Future Orchards® and national industry communications. There were some localized initiatives that targeted specific grower groups such as through the Lenswood Cooperative, but these did not reach all growers across the broader industry.

The aim of this project was to address this gap and provide a “whole of industry”, coordinated approach to local industry development within South Australia, with a key focus on understanding and addressing local challenges and growing conditions, building strong communications to allow growers to make informed decisions and enhancing grower skills and capabilities.

The A&PGA of SA was ideally suited to take on this project as it is a self-supporting local industry organisation that supports the entire apple and pear industry within the state, with over 90% of production being members of the organisation.

The Project Officer brought more than 20 years of experience in the horticultural industry to the role, with experience in research into post-harvest technologies, then commercial extension of soil and water management techniques to the horticultural industry.

The strategy for this project was for the Project Officer to act as a coordinator and facilitator, being the first point of contact for sourcing of information, distribution of information and knowledge and receipt of information on behalf of the major target audience, being South Australian apple and pear growers. The Project Officer also built strong relationships with broader industry stakeholders over the duration of the project to increase the flow of information back to industry.

The project was aligned with Horticulture Australia Limited's Draft Strategic Plan 2010-2015, which identified as a Strategic Priority to "Enhance industry skills and capability" through an investment program of "On-farm R&D extension, investing in people, targeted communications and enhancing industry capability". It was also aligned with the Apple and Pear Industry RD&E Investment Plan for 2010-2015 which had a clear focus on Industry Development (section 6.6).



## Methodology

The project was broken into the following components designed to suit the local needs for industry development. It was managed by the part-time Project Officer with activities overseen by a steering committee consisting of South Australian grower representatives from the A&PGA of SA management committee along with input Paul James from the Lenswood Cooperative (former PIRSA employee), the Project Officer and a representative from Horticulture Innovation Australia. An annual operating plan was developed for each year of the project to ensure tangible and measurable actions with KPI's were implemented. A mid-term review was also undertaken in January 2015.

Project components:

1. Developed and implemented a strategic research, development and extension plan, which prioritised local R,D & E needs and mapped out projects and approaches for extension of the latest industry developments, industry "best practice", products and research outcomes.

A "grower R,D&E needs" survey was conducted, with surveys sent out to representatives from 40 key SA apple and pear businesses, representing over 90% of the industry's production. There were responses from 16 businesses. The aim of the survey was to gain an understanding of local research, development and extension requirements. Growers were asked to list their top 3 research and development priorities. These were ranked and a heavier weighting given to the first priority.

The survey identified a broad spectrum of local research and development needs. Many of those needs identified as a major priority were currently being addressed by existing national research and development programs. Therefore, rather than replicate existing research, a significant extension component was built into the plan to help translate research findings into tangible and practical solutions to suit local conditions.

This information was pulled together to develop a practical R,D & E plan for South Australia. This plan was updated through the course of the project to reflect changing needs.

The Project Officer also developed strong working relationships with the Technical Manager of Apple & Pear Australia Limited as well as connections with key researchers working on apple and pear industry research projects through attendance at industry events such as Research Speed Updating Programs AP12033 and AP14003 and other key industry technical events.

Opportunities for scoping and funding of research projects to support priority needs were explored by the Project Officer as part of the plan.

2. Facilitated communication and extension activities through a range of programs to ensure growers and broader industry were well informed and had access to current information on new developments, products and research outcomes.

This was the major component of the project, with a significant portion of the Project Officer's time dedicated to communications and extension activities. The following communications and extension strategies were adopted, with grower surveys conducted at the beginning, middle and end of the project to measure their effectiveness.

- Production and distribution of a regular newsletter "Around the Orchard" (10-11 editions per year) containing articles of seasonal and local relevance in electronic and printed copy. On average 100 print copies and 94 electronic copies were widely distributed to the South Australian apple and pear industry, estimated to reach >90% of commercial production.
  - One on one grower meetings, both face to face and over the phone. This was an extremely important component of the project, building relationships with growers to understand their needs and acting as the central point for them to seek information on the industry
  - Email bursts, sending out information to growers to ensure that they could access information in a timely manner, particularly for time-critical alerts.
  - Text message reminders for key dates and key information
  - Hosting seminars and workshops
  - Hosting orchard walks
  - Development of a grower-specific section of the A&PGA of SA website for local industry information, case studies, technical reports and links
  - Production of a case study on orchard efficiency
  - Production of a YouTube Clip on Water Management
  - Promotion of other industry extension activities such as Future Orchards®, local Ag Bureau events, NRM field days etc.
3. Gained regular grower input and feedback to determine the most relevant local issues that required industry assistance.

This was achieved through keeping a log of grower visits and phone calls as well as grower surveys. This information helped to inform annual operating plans. Key issues of relevance were also fed back to the national industry level through the Apple & Pear Australia Limited Technical and Communications Officers.

4. Gained information on grower and industry needs for capacity building and supported access to relevant capacity building and training programs.

Information on capacity building needs was sought through a combination of grower survey and one on one communications with growers. The feedback from industry on capacity building requirements was that they are highly variable and it was difficult to identify needs that were highly consistent across industry. From the initial feedback the Project Officer supported and promoted delivery of Certificate based horticulture training courses into industry, with poor uptake by industry. Following on from this the Adelaide Hills Apple Industry Value Chain Analysis, 2015 was conducted by Dr Fiona Kerr for the Regional Development Australia Adelaide Hills, Fleurieu and Kangaroo Island, which contained some key recommendations around the requirement for capacity building in business skills. These recommendations were then adopted as an area of focus, with support for and delivery of programs in that area.

In addition, growers were encouraged to participate in industry leadership programs.

5. Collaborated with local Natural Resource Management groups and Environmental Departments with a common goal of working towards sustainable agricultural production.

Key activities included liaison with key Department of Environment, Water and Natural Resources staff and local Natural Resource Management boards, particularly around management of water resources, orchard netting, management and impacts of abundant pest bird species and growing populations of grey headed flying foxes.

Workshops were co-hosted with NRM boards and the Project Officer participated in joint industry/NRM committees and had input into NRM engagement processes.

6. Liaison with grower services providers (e.g. pest & disease monitoring services) to ensure all growers had access to services that improve orchard management practices.

The Project Officer established relationships with a number of key local industry service providers and actively promoted their services and events through the grower network. Service providers were also regularly contributing articles to the grower newsletter "Around the Orchard".

## Outputs

The Project had the following outputs.

- Annual Operating Plans
- 2014 South Australian Research, Development and Extension Plan
- 2015/16 South Australian Research, Development and Extension Plan
- 38 editions of the regular newsletter Around the Orchard with a measured reach of up to 60 online readers by the end of the project and estimated 200 hard copy readers per edition (based on a distribution of 100 copies, often read by multiple family members)
- Regular email bursts to growers with topical, relevant and timely information
- An orchard walk in March 2014 to demonstrate environmental benefits of netting to growers, with 28 growers and Natural Resources Management staff in attendance
- A workshop was held in July 2014 in conjunction with staff from Department of Environment, Water and Natural Resources to 27 participants on pest bird species to help inform about bird behaviours, gain a better industry-government understanding of species feeding patterns and population trends, review damage levels across industry and discuss management techniques. Findings of a trial on environmental impacts of permanent netting were also presented and discussed.
- A mid-term communications survey report highlighting grower satisfaction with communications and areas for improvement
- A mid-term review
- YouTube clip highlighting Tips for managing water in orchards during summer – see [https://www.youtube.com/watch?v=4FNv\\_rFedpI](https://www.youtube.com/watch?v=4FNv_rFedpI)
- Grower workshop held in September 2015 focusing on irrigation management, crop nutrition, pollination and netting with 13 attendees
- Case study in Orchard Efficiency, comparing labour costs between growing Buckeye Gala and Rosy Glow apples in Lenswood, South Australia
- Workshop for 12 women in the industry focusing on “Resilience at Work”, providing an opportunity for women in industry to build and strengthen networks and identifying additional capacity building requirements for this group
- Hosted a group of 35 staff from Adelaide and Mt Lofty Ranges NRM board at a progressive orchard to highlight sustainable orchard practices as well as inform the group of local challenges
- Understanding finances workshop held in January 2016, helping orchard businesses to better understand how to interface with banks and financiers, with 20 industry attendees.
- Co-hosted a field day with Natural Resources SAMDB in May 2016 to demonstrate the benefits of netting of orchards in the Riverland district; with around 24 participants
- Hosted a workshop on succession planning for 16 growers in August 2016, delivered by

Succession Planning specialist John Couch from Brentnalls.

- Hosted a "Growing your Business" workshop for 20 women in agribusiness in August 2016 focusing on succession, marketing and story telling
- Co-hosted a workshop for 12 growers on the "Power of Humates" with Omnia Nutriology, teaching growers the basic principles of plant physiology and the impact of humates and nutrients.
- A final communications survey report

## Outcomes

The project met all of the intended outcomes, which were:

1. Improved adoption of best management practices
2. Increased effectiveness of the national industry development plan through better local uptake and awareness
3. Greater grower awareness of new technologies, industry and market trends, through improved communication, enabling them to make better informed management decisions
4. Maintenance and improvement of grower and workforce skills, assisting in improved workplace and business practices
5. Enhanced environmental sustainability of the industry in a sensitive water catchment region
6. Improved industry sustainability through adoption of more efficient management and business practices
7. Feedback to ensure development of suitable future R&D programs relevant to South Australia.

In the first component of the project, an important outcome was gaining an understanding of the Research & Development needs for the South Australian apple and pear industry and more importantly that the biggest gaps exist in extension of information from research that is happening elsewhere. The development of a Research, Development and Extension plan, which was updated through the course of the project allowed for targeted extension activities in the areas of identified need.

Another key outcome in the initial stages was having a clear understanding of the communications needs of the industry and how growers preferred to receive information, obtained through a formal grower survey as well as informal face to face communications with growers.

This allowed for an informed and targeted communications and extension program to be developed and implemented that delivered information in a range of different ways to meet the needs of industry.

As a result of this initial groundwork, through the course of the project, a further outcome was that growers were better informed on a broad range of topics relating to apple and pear production. In addition, if growers were seeking information the project officer was able to act as a central point of information.

The suite of different communication strategies adopted, including face to face, workshops and orchard walks, print and electronic newsletters, emails, text messages, social media bursts, video clips and website provided multiple different touch-points from which growers were able to access information. Growers reported that they received information from the Project Officer that they would not have received otherwise and were therefore able to make management decisions impacting positively on their businesses that they would not otherwise have been able to do. They also reported that they also found receiving information from different sources, including the Project Officer repeating information provided elsewhere, provided helpful reminders as well as reinforcement of current knowledge.

Attendance at orchard walks, field days and workshops was generally very good across the duration of the project and interactive, informed discussion allowed for greater learning and adoption of new ideas. These events also allowed for interaction and networking between growers and industry representatives, facilitating information exchange, building of community strength and providing opportunities for collaboration. Growers reported that better reaction to the topics was achieved through the networking opportunities provided at the events.

Ongoing interaction between the Project Officer and the local industry also meant that the project was able to be adapted to suit evolving industry needs. For example, an influx of pest bird species into the Adelaide Hills region during the 2014 season placed considerable pressure on growers. The Project Officer was able to facilitate information sharing with growers from bird species ecologists to assist in appropriate management strategies and source project funding to investigate the value of permanent netting structures as a bird management option.

A further outcome of the project is that as a result of information received through the project, all growers that have been surveyed have taken an action as a result to improve their management practices. This includes finding out additional information on the topic, attendance at workshops and crop walks, participation in industry leadership and training programs, making a change to an orchard or business practice, undertaking study tours and adopting new technology.

A strong relationship was developed between the Project Officer and national industry networks, such as the technical and communications officers at Apple & Pear Australia Limited and key researchers involved in industry research and extension across Australia. As a result, there was a strong flow of communications from the national industry to local industry via the Project Officer and a vital feedback loop of local issues and challenges back to the national industry. There was also a good relationship between the Project Officer, the AgFirst New Zealand consultants delivering the Future Orchards® program and local front line adviser Paul James, which ensured very strong local support for Future Orchards and ongoing sharing of information from that program with growers between orchard walks.

More broadly, there was increased effectiveness of other national industry development programs such as leadership programs, Postharvest Workshops and industry conferences through better local uptake and awareness.

There was an improvement of grower and workforce skills with particular relation to business practices such as financial management, workplace resilience and succession planning through the delivery of training workshops in these areas. However not all intended outcomes in the workforce development area were achieved, due to the complexity of identifying common needs across the industry.

Information provided on management and business practices such as the above, as well as relevant information on employment and workforce requirements also allowed growers to improve the sustainability of their business management practices. However, a risk is that the information provided through the duration of the project on its own is insufficient to allow growers to make major changes to business practice and it is likely that further work is required in this area to support growers to remain sustainable, particularly as we move into times where margin pressures are very tight.

The overall environmental sustainability of the industry in a sensitive water catchment region was enhanced through delivery of information and workshops on water management practices, targeted nutrition management and integrated pest and disease management options.

An additional benefit from the project was that it helped to provide a linkage between growers, enabling additional opportunities for not only sharing of ideas but also for working collaboratively, which strengthened the industry as a whole.

A longer term outcome is the strong establishment of the Project Officer as a key industry person within the South Australian apple and pear industry, who will continue to support industry through the Apple & Pear Growers Association of SA beyond the life of the project.

## Evaluation and Discussion

The project was evaluated through a range of mechanisms including; formal grower surveys at the beginning, mid-way through and end of the project, informal one on one discussions with growers and industry to gain ongoing feedback on which communications strategies were most effective, a formal mid-term review, measurement and tracking where possible of effectiveness of electronic communications.

The initial grower survey conducted in September 2013 aimed to identify grower needs across all pillars of the project including:

- Research, Development and Extension
- Preferred communications methods and strategies
- Local priorities for technical assistance
- Industry training needs
- Identifying existing grower services.

The survey findings are listed in the document Grower Survey Results August 2013. Key findings from the initial survey shaped the development of the South Australian Research, Development and Extension plan, and in particular drove the focus of communication and extension of technical information to industry.

It also shaped the way in which information was delivered to growers. Initial survey results showed a strong interest in receiving information via emails. Follow up surveys and ongoing verbal communication showed that the printed Newsletter was the second most popular way of receiving information. This was supported by growers through face to face communications with the reason identified that the printed newsletter can be picked up and put down and read a time that is convenient for the grower. Whereas email is instant and if growers did not have time to read articles when they received them, they did not tend to go back and find the links. However, email was also identified throughout the project as the most important means of delivering information.

There was also feedback that delivering information in a range of options, sometimes the same information delivered in different ways, was the most effective and reaching the greatest number of people.

Priorities for technical assistance were also measured and adjusted through the course of the project. A phone survey was conducted in June 2014 of 10 target growers considered to represent a cross-section of industry to gain feedback on current pest and disease challenges facing the industry, with priorities for information delivery in the Research, Development and Extension Plan adjusted accordingly.

Industry training was initially tailored based on industry feedback. For example, in the first instance 69% of growers surveyed indicated that they would like to undertake a Certificate III in Production Horticulture. However, when this course was offered repeatedly in a format that was readily accessible, there was generally poor uptake. The method was therefore adjusted to inform growers of available training courses and align with partners to deliver shorter information sessions and workshops targeted to meet specific identified needs (eg succession planning, business development). Findings from an industry Value Chain analysis also informed this process, as did feedback obtained during a grower

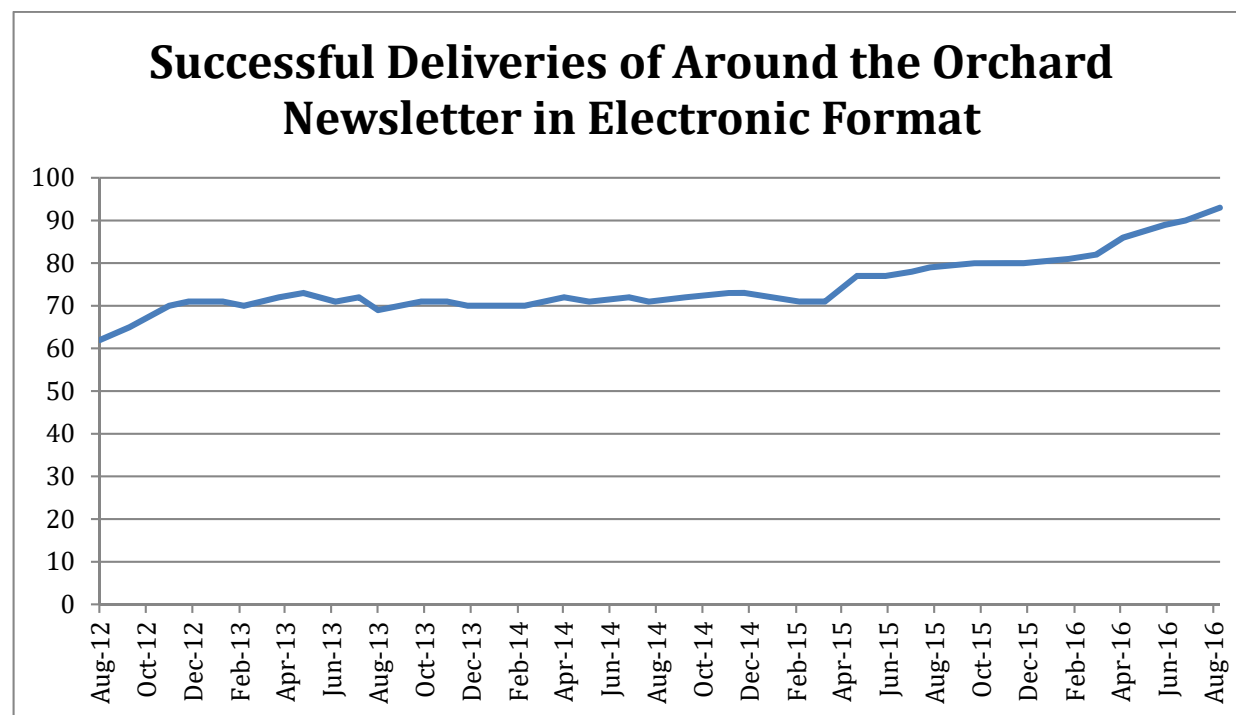


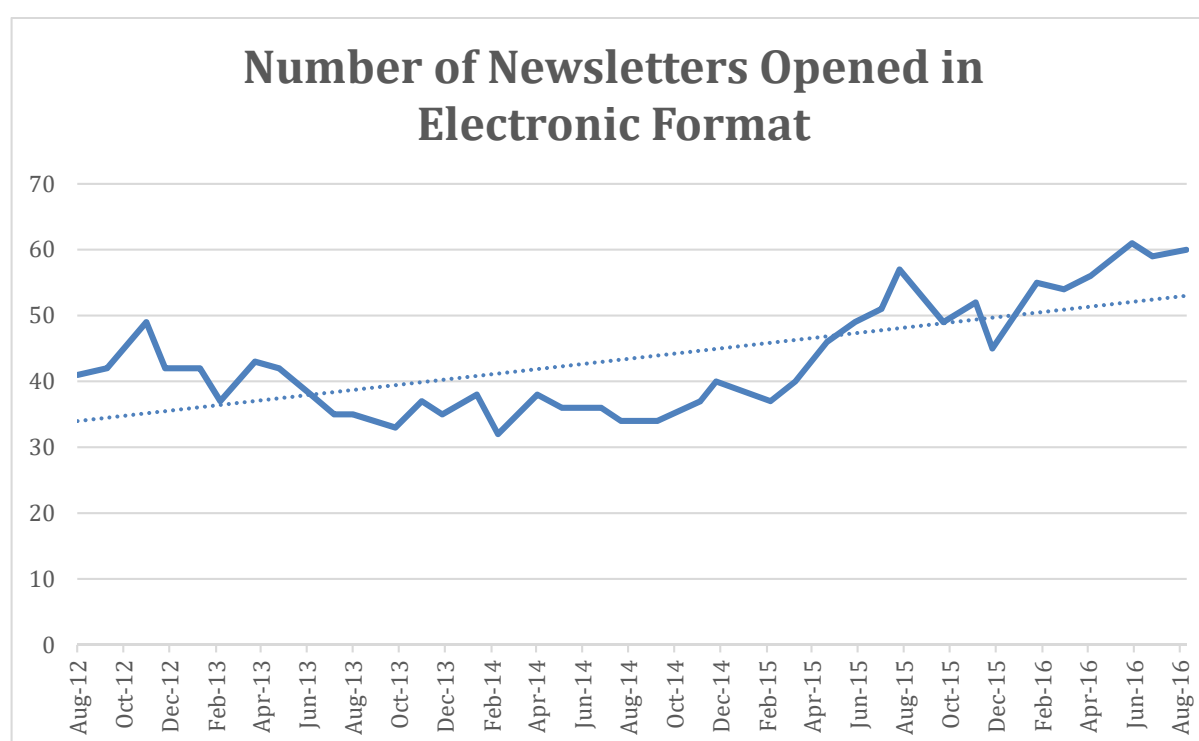
workshop.

Mid-term and final grower surveys were conducted with findings summarized in the reports Communications Survey APGASA June 2015 and Grower Communications Survey Final – Sept 2016. As reported in the Outcomes section, there was generally a high level of satisfaction reported by growers with the information received through the duration of the project. When queried how useful the information received was to their business, the average grower response was a rating of 4.1 out of 5 (with 0 being not at all useful and 5 being very useful). All survey respondents reported the information being of some use to their business and all had taken actions as a result of the information.

Survey respondents also indicated a high level of satisfaction with the extent that the information received has helped with their management decisions, with an average rating of 8.0 at the mid-term survey and 7.6 at the final survey out of 10 (0 being none and 10 being a lot).

The Newsletter was indicated to be an important mechanism for delivering information to growers. The printed version was the most popular and it was difficult to measure the reach of readership. The electronic version of the same newsletter was distributed in pdf version via Mail Chimp to allow for measurement to occur. Ongoing measurement throughout the duration of the project showed that the number of successful deliveries increased from 62 to at the start of the project up to 93 at the end of the project, indicating a greater subscription rate. In addition, the open rate increased over the duration of the project. In combination this shows that the information was reaching more people in this format by the end of the project and more people were engaging with the information.





Through the course of the project, various social media options were also explored as a means of connecting with growers. This was seen as an important methodology to explore with the high uptake of social media in the wider community.

The YouTube clip – Managing water in orchards during summer – was developed as a short information video as a visual means of delivering information. This was viewed as a trial of extension through technology. Despite it being quite widely promoted among growers, it has only received 85 views since it was published in January 2015 and it only received 47 views within the first month. Given the relatively small number of growers within South Australia, this was still a reasonable number of views. However, in the mid-term survey completed in June 2015, no growers that completed the survey had viewed the YouTube Clip and in the final survey completed in September 2016 only 2 growers, or 9.5% of survey respondents, had viewed the YouTube Clip. Therefore, further YouTube videos for the purpose of extension were not produced during the remainder of the project.

Facebook & twitter were also trialed as a way of transferring key technical information, however in grower surveys it did not rank highly as a preferred means of growers receiving information, therefore social media was not used a focused platform for information transfer, but rather an additional touch point for growers to access summaries on key events.

A mid-term review was undertaken by HIA Ltd (Alison Anderson, Portfolio Manager – Industry Development) by teleconference with the project leader and SA apple and pear grower representatives.

- Susie Green (Project Leader)
- Michael Stafford
- Ashley Green

A SWOT analysis of the project was completed and feedback in the mid-term report was considered and adopted by the project team. Recommendations from the mid-term review were adopted by the project leader into the second half of the project.

In the mid-term review the project was rated as highly valuable to the SA apple and pear industry (rating 9 out of 10) with good reach to growers. Input was provided by the project leader on the quality of outputs and level of industry engagement for each of the key project areas.

The review panel were highly satisfied (rating 9 out of 10) with project activities in terms of addressing expected program outcomes. The project leader proved input into the suitability of project methodology and a summary of key activities against each of the project areas.

## Recommendations

The evaluation of the project highlighted that there is strong value in supporting the South Australian apple and pear industry through the presence of a local resource who can engage with industry. Effective communications are seen as a real strength of the project. A recommendation is for the Apple & Pear industry to continue to support locally based industry communication, extension and engagement activities in South Australia.

The lack of major R&D activities occurring within South Australia will continue to be a challenge for apple and pear growers in the region as it is difficult to gain access to information on research happening in other regions. It is recommended that apple and pear research programs funded by Hort Innovation should contain a component of extension that is targeted towards all major growing regions in Australia. Furthermore, where relevant, researchers should be encouraged to engage with growing regions outside of where the research is conducted, including those in South Australia, to set up demonstration trials to ensure that research recommendations are validated for local growing conditions.

Any continuing local industry technical support should continue to dovetail into national extension programs such as Future Orchards®. However, it has become clear through the course of the project that many of the industry development requirements do not rest solely with technical growing and postharvest support services and that many of the needs lie with supporting industry to develop professional business skills. Therefore, a recommendation is that local support should be targeted towards holistic business and marketing support programs that will help apple and pear businesses to remain viable. Future programs for the South Australian apple and pear industry should also be aligned with the SA Apple & Pear Industry Strategic Plan 2015 to 2020 as well as the national Apple & Pear Industry Strategic Investment plan.

The strong linkages, relationships and resultant flow of information that have been developed between South Australian industry, national apple and pear industry and industry researchers should endeavor to be maintained beyond the life of this project to ensure strong continued support for the South Australian Apple and Pear industry.

## Scientific Refereed Publications

None to report.

## **Intellectual Property/Commercialisation**

No commercial IP generated

## References

Horticulture Australia Limited's Draft Strategic Plan 2010-2015

Apple and Pear Industry RD&E Investment Plan for 2010-2015

Adelaide Hills Apple Industry Value Chain Analysis, 2015

SA Apple & Pear Industry Strategic Plan 2015 to 2020

## **Acknowledgements**

It is important to acknowledge the South Australian apple and pear industry for being readily accessible to the Project Officer and their willingness to engage with the broader industry.



## Appendices

Image 1 – Business Resilience Workshop Participants

Image 2 – Netting Crop walk participants

Image 3 – Understanding finances workshop

Annual Operating Plan 2013-14

Annual Operating Plan 2014-15

Annual Operating Plan 2015-16

SA RDE Plan 2014

2015 SA Research & Development Plan

Efficiency Case Study

Grower Survey Results August 2013

Communications Survey APGASA June 2015

Grower Communications Survey September 2016

Newsletter Dec 2014

Newsletter May 2015

Newsletter July 2016



*Image 1 – Business Resilience Workshop Participants*



*Image 2. Netting crop walk participants*



*Image 3. Understanding finances workshop*

-  [Annual Operating Plan 2013-14.pdf](#)
-  [Annual Operating Plan 2014-15.pdf](#)
-  [Annual Operating Plan 2015-16.pdf](#)
-  [SA RDE Plan 2014.pdf](#)
-  [2015 SA Research & Development Plan.p](#)
-  [Efficiency Case Study.pdf](#)

    
Grower Survey Communications Grower  
Results August 2013 Survey APGASA June Communications Su

    
Newsletter Dec Newsletter May Newsletter July  
2014 Screen.pdf 2015 Screen.pdf 2016 Screen.pdf