

Final Report

National Avocado Industry Communications Program

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Avocados Australia Ltd

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AV15002

Project:

National Avocado Industry Communications Program – AV15002

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Summary

The Australian avocado industry aspires to be a growing, progressive, profitable and sustainable industry, in addition to being a leader in product, supply chain and industry development innovation. To ensure Australian avocados are an everyday food option/purchase, the industry aims to deliver to its customers a consistent, good quality product; innovation and choice; and a product that is recognised and appreciated as Australian and an essential health food.

The avocado industry is faced with two areas of change: an extensive levy program and a rapidly expanding production base. Technical advances, industry growth and changing responsibilities and expectations for communication to the industry have been a feature of recent years.

As part of the *National avocado industry communications program* (AV15002), Avocados Australia has met those changing expectations by delivering:

- a refreshed industry website, including the well-recognised and respected Best Practice Resource
- 12 editions of the *Talking Avocados* industry magazine, including international research summaries in each edition of the quarterly publication (achieving the expected output)
- 78 editions of the *Guacamole* industry newsletter (exceeding the expected output of 20 per year)
- 28 media releases and articles (exceeding the expected output of 24)
- regularly surveyed industry stakeholders for feedback
- developed and implemented a social media strategy for industry communication
- developed a crisis management plan, for implementation if and when needed on behalf of industry
- and the project's mid-term review (AV17003) found "the project (AV15002) is well regarded by industry and fulfils an important function in the delivery of the Avocado SIP (Strategic Investment Plan)".

Keywords

Communication, avocado, Talking Avocados, Guacamole, BPR, Best Practice Resource, crisis management, social media, media

Introduction

The Australian avocado industry aspires to be a growing, progressive, profitable and sustainable industry, in addition to being a leader in product, supply chain and industry development innovation. To ensure Australian avocados are an everyday food option/purchase, the industry aims to deliver to its customers a consistent, good quality product; innovation and choice; and a product that is recognised and appreciated as Australian and an essential health food.

The avocado industry is faced with two areas of change: an extensive levy program and a rapidly expanding production base. Alongside such changes, technical advances, industry growth and changing responsibilities and expectations for communication to the industry have been a feature of recent years.

As part of the *National avocado industry communications program* (AV15002), Avocados Australia has met those changing expectations, delivering: a refreshed industry website, the quarterly *Talking Avocados* magazine, the fortnightly *Guacamole* newsletter, a range of industry and grower notices, prepared media releases and articles, established Facebook and Twitter accounts serving the national avocado industry, and developed a crisis management plan for use by Avocados Australia, if needed.

This project has built on the success of previous projects, and consistently delivered on the needs of industry stakeholders, as revealed by the regular communications surveys.

Throughout the project there has been collaboration with many industry service providers to ensure the quality of information provided is relevant, up-to-date and of the highest quality. This has included working with researchers and technical experts for the provision of content for *Talking Avocados* and the Best Practice Resource, maintained within the industry website for the benefit of the entire Australian avocado industry.

Details and an evaluation of each of the project components is provided below. Recommendations for future approaches and activities for each of these components is also provided.

Methodology

The methodology for each of the components of the project listed below are provided separately.

- *Talking Avocados*: the delivery of a quarterly magazine, available to the wider avocado industry
- *Guacamole*: the delivery of the fortnightly e-newsletter, available to the wider avocado industry
- Industry website, incorporating the Best Practice Resource and current news
- Industry/Grower Notices & *Avo Alerts*
- Social media strategy
- Crisis Management Plan

Talking Avocados & reports on latest research

Talking Avocados, the industry's quarterly magazine incorporating the latest industry-relevant news nationally and internationally, regional updates and research and development news and updates, was distributed quarterly during AV15002.

Talking Avocados was distributed primarily as a print publication, with a small number of electronic subscribers who choose option since it was first offered in the period of MS105), and also published electronically (on a two issue delay) on the industry website, accessed via: www.avocado.org.au/news-publications/talking-avocados/.

An additional feature was added to the industry website alongside the Winter 2017 edition, providing three online featured articles from each edition. These can be accessed via the link above.

The content collation process for each edition entailed:

- maintaining a current list of researchers and technical experts. These contacts were emailed quarterly to ascertain if they had content to include for the upcoming edition. Direct approaches were also made to researchers about specific projects, based on the R&D information provided by Hort Innovation
- sourcing marketing updates from Hort Innovation
- contacting Avocados Australia directors to source information for the Around Australia section
- utilising the services of P2P Business Solutions to provide an international R&D summary update for each edition
- sourcing or writing project updates or relevant projects undertaken by Avocados Australia
- sourcing or writing general news (including international updates)
- where necessary, ensuring copy was checked by relevant researchers and/or technical experts.

P2P Business Solutions was contracted by Avocados Australia to undertake a search of CABI databases, and other sources, for new and relevant research abstracts related to avocado production and supply chain internationally. The results of this work were published as a high-level overview in *Talking Avocados* each quarter. A database of abstracts was maintained by Avocados Australia and all interested parties were able to contact Avocados Australia for the full abstract and if freely available, a copy of the full research paper. Abstracts were also considered for their suitability for specific articles for *Talking Avocados*, if permitted, and in consultation with the relevant researchers.

Guacamole

The *Guacamole*, an e-newsletter distributed to industry contacts focussing on delivering timely information on a regular basis, was distributed fortnightly. Avocados Australia worked proactively to identify and/or create suitable content to meet the objectives of this deliverable, including relevant Hort Innovation projects and/or activities that had the capacity to be effectively extended via *Guacamole*.

The content collation process each fortnight entailed:

- daily news checks to source articles for the general news, national news and international news sections
- sourcing marketing reports from Hort Innovation
- incorporating any relevant updates/media releases from Hort Innovation
- incorporating any relevant updates from researchers or technical experts
- preparing briefs promoting new content added to the Best Practice Resource (within the industry website) or highlighting other useful content within the Best Practice Resource
- checking for relevant events for the calendar.

The distribution list for *Guacamole* was boosted during AV15002 by leveraging existing Avocados Australia contacts, including wholesalers and input suppliers (added in mid-2017), and an option to subscribe provided during the 2018 regional meetings. At the start of the project, the *Guacamole* distribution list was 850, by November 2018, Avocados Australia had grown this to 1,507 recipients including avocado levy payers, industry stakeholders, rural journalists, relevant industry bodies and others.

Industry/Grower Notices & Avo Alerts

The *Avo Alerts*, Avocados Australia initiated in September 2016, were a summary of upcoming orchard tasks, organised by region. These alerts were prepared by the Queensland Department of Agriculture and Fisheries, to highlight relevant tasks for the current and coming month, for Hass avocados in each of the eight avocado regions. In Central and North Queensland regions, there were also *Avo Alerts* for the Shepard variety.

The content collation process each month entailed:

- providing the document templates to the Queensland Department of Agriculture and Fisheries
- ensuring, as far as possible, that each task was linked to the specific page/article/report within the Best Practice Resource
- distribution to all Avocados Australia grower contacts.

The regional *Avo Alert* documents were also made available from the Best Practice Resource Library, in the Australian Agronomy section. Only the most recent two editions were kept available, to ensure growers did not reference any out-of-date advice.

Grower and Industry notices were distributed on an as needs basis, covering a range of topics including but not limited to events, permit updates, and surveys.

The content collation process for these entailed:

- working with the CEO to determine if a Notice was necessary, or if the content could wait for the fortnightly *Guacamole*
- preparing the Notice and having it approved by research and/or technical experts (only if necessary)
- distribution to the relevant Avocados Australia-maintained contact lists.

External media

Avocados Australia completed a Media Relations Strategy as part of AV15002, detailing how the organisation deals with the media both from a proactive and reactive point of view. Objectives of this strategy include:

- to position the Australian avocado industry in a positive light amongst key stakeholders identified in the strategy

- to provide accurate and timely information to industry to enhance knowledge, skills and capacity to make better business decisions.

The Avocados Australia Communications Manager worked closely with the CEO, Chair and the Board of Directors as well as other key stakeholders, including Hort Innovation, industry researchers and partners, to develop and maintain strong relationships with them in order to generate newsworthy media coverage for the Australian avocado industry.

Subject areas identified within the strategy for development into media activities included: R&D, industry statistics, industry issues, supply and market dynamics, biosecurity, industry news, projects including workshops, and industry innovation and trailblazers. Media releases, articles and Q&As based on these subject areas were distributed as part of AV15002. Distribution of media releases was tailored to the content, for example, releases of wide interest were distributed nationally via a media service while others were targeted at specific horticultural media outlets.

Crisis Management Plan

Avocados Australia contracted Control Risks to assist in the development of an industry crisis management plan, and to supply training to support it. The plan included incident assessment, escalation, response process, protocols, team responsibilities, communication principles, identified potential risks and provided up-to-date contacts for relevant authorities, including consumer affairs, law enforcement and Work Health and Safety.

The Crisis Management Plan should assist Avocados Australia in providing effective response to incidents that could impact avocado growers throughout Australia, as well as associated businesses and other industry stakeholders. Training was provided by Control Risks as part of the plan development, and the Communications Manager worked proactively with the CEO, Chair and Board Directors (as needed) in the development of key messaging and coaching for ongoing media activity.

This plan was updated in 2018, to incorporate feedback from Hort Innovation from the Mid Term Review (AV17003), and to ensure all of the key contacts listed for various government departments, agencies and other organisations remained up-to-date. In addition, a crisis communication plan template was also developed during 2018. This template, like the Crisis Management Plan itself, is an internal-only document.

Industry website, and Best Practice Resource Framework

Avocados Australia undertook a website refresh (redesign and rebuild) to ensure that the site was based on up-to-date technology, intuitive and more user-friendly to ensure users, specifically growers, were more easily able to access relevant industry information from the site. The online Best Practice Resource (BPR) was included in this process to ensure the BPR portal was easily accessible through the Avocados Australia website: www.avocado.org.au. The BPR has an extensive library of supporting resources and rich search functionality to easily extract information across the website.

A refreshed industry website was scoped and planned between MS102 and MS103. Content was loaded onto the development site during MS104, ready for the 2017 launch.

In order to ensure the website content was a mix of timely and relevant information and a repository for industry knowledge, Avocados Australia updated the current news regularly throughout each week, and checked for updates from technical contributors within the Best Practice Resource.

Through the output of various Hort Innovation-funded R&D projects, the avocado industry has developed considerable resources (content) with the aim of facilitating the adoption of best practice management from production through to retail. This material was housed in the BPR.

During the redevelopment of the industry website, Avocados Australia worked with R&D service providers developing and updating content, advising on format and other requirements. Since the completion of the redevelopment, Avocados Australia sources updates for the industry website, including the BPR by:

- daily news checks
- the addition of new publications to the relevant sections
- the addition of research reports, as per Confluence (updated by Hort Innovation)
- updates to technical content as sourced/provided by relevant experts (eg the Queensland Department of Agriculture and Fisheries for the Growing section of the BPR)
- the addition of new website sections, as the need arises (eg the Global section).

Social media

To extend the reach of the communication program through social media platforms, work on a social media strategy began in April 2016, with Fresh PR & Marketing contracted to assist in development and staff training. A social media strategy was finalised in December 2016 and social media accounts established in March 2017: Facebook (www.facebook.com/AvocadosAustralia/) and Twitter (<https://twitter.com/avocadosau>). The strategy could be extended to other platforms, should this be determined to be necessary. Key goals for the strategy were:

- Communicate any pertinent industry and research and development updates that may be useful to growers/industry
- Communicate any major issues.

Social media content generation leverages existing activities (daily news checks for website updates and publications including *Guacamole* and *Talking Avocados*).

Avocados Australia also maintains a YouTube channel, to provide a home for videos embedded in the Best Practice Resource on the industry website, and those generally available.

Outputs

Talking Avocados & reports on latest research

Talking Avocados was distributed quarterly to subscribers, and also published electronically (on a two issue delay) on the industry website, accessed via: www.avocado.org.au/news-publications/talking-avocados/. An additional feature was added to the industry website alongside the Winter 2017 edition, providing three online featured articles from each edition. These can be accessed via the link above.

- Summer 2016 edition (Volume 26, No 4)
- Autumn 2016 (Volume 27, No 1)
- Winter 2016 (Volume 27, No 2)
- Spring 2016 (Volume 27, No 3)
- Summer 2017 (Volume 27, No 4)
- Autumn 2017 (Volume 28, No 1)
- Winter 2017 (Volume 28, No 2)
- Spring 2017 (Volume 28, No 3)
- Summer 2018 (Volume 28, No 4)
- Autumn 2018 (Volume 29, No 1)
- Winter 2018 (Volume 29, No 2)
- Spring 2018 (Volume 29, No 3)

In all, 12 editions of *Talking Avocados* were produced as part of AV15002. An international research summary, utilising access to CABI and other sources, was included in each edition. This met both expected outputs for AV15002.

Guacamole

Guacamole, the industry's regular e-newsletter, was the primary means of email communication to the industry during AV15002. It continued to focus on delivering short, timely information on a fortnightly basis with electronic links to more detail as required. These e-newsletters can be accessed here: www.avocado.org.au/news-publications/newsletter-guacamole/. The *Guacamole* provided short, timely information on a regular basis. Avocados Australia worked proactively to identify suitable content, utilising media monitoring, research updates from Hort Innovation, a range of other industry sources, and producing articles specifically for *Guacamole* as needed.

Avocados Australia exceeded the requirements for this output. As part of the project, Avocados Australia was required to produce 20 editions of the *Guacamole* per annum for the three-year project. In total, 78 editions of *Guacamole* were produced as part of AV15002.

Avocados Australia maintains a list of national industry contacts; this was made available for use during AV15002. At the start of the project, the list made available for the *Guacamole* had 850 contacts, by November 2018, Avocados Australia had grown this to 1,507 recipients including avocado levy payers, industry stakeholders, rural journalists, relevant industry bodies and others.

- **2015:** 13 November, 27 November, 11 December
- **2016:** 8 January, 22 January, 5 February, 19 February, 3 March, 21 March, 7 April, 20 April, 4 May, 13 May, 31 May, 10 June, 24 June, 11 July, 25 July, 8 August, 19 August, 6 September, 19 September, 30 September, 14 October, 31 October, 11 November, 28 November, 9 December, 22 December
- **2017:** 20 January, 3 February, 17 February, 3 March, 17 March, 31 March, 18 April, 28 April, 12 May, 26 May, 9 June, 23 June, 7 July, 21 July, 4 August, 18 August, 1 September, 15 September, 29 September, 13 October, 27

October, 10 November, 24 November, 8 December, 21 December

- **2018:** 10 January, 10 January, 2 February, 16 February, 2 March, 16 March, 29 March, 13 April, 27 April, 11 May, 25 May, 8 June, 22 June, 6 July, 20 July, 3 August, 17 August, 31 August, 14 September, 28 September, 12 October, 26 October, 9 November, 23 November.

Industry/Grower Notices & Avo Alerts

In September 2016, Avocados Australia developed a new regular publication in conjunction with the Queensland Department of Agriculture and Fisheries, the *Avo Alerts*. This monthly publication, an e-newsletter with links to regionally-specific orchard tasks for the current and following month, provides seasonal tips and prompts for growers.

In all, the project delivered 25 Avo Alerts to Australian avocado growers.

- **2016:** September/October, October/November, November/December, December2016/January2017
- **2017:** January/February, February/March, April/May, May/June, June/July, July/August, August/September, September/October, October/November, November/December, December17/January18
- **2018:** January/February, February/March, March/April, May/June, June/July, July/August, August/September, September/October, October/November, November/December

Avocados Australia maintains a list national of industry contracts; this was made available for use during AV15002. During the period of the project, the distribution list utilised for the *Avo Alerts* (growers) grew from 619 in the latter part of 2016 to 754 in November 2018.

During the project, if any communication needed to be distributed outside of the scheduled *Guacamole* distribution dates and/or it was targeted at a particular sector of industry, an Industry Notice or Grower Notice was used. These notices can be accessed here: www.avocado.org.au/news-publications/latest-news/avocados-australia-notices/. The format of these notices was updated during the period of MS105, revamped in-line with the new website to provide a modern, easy to read format.

In all, Avocados Australia distributed 58 Grower Notices and 57 Industry Notices as part of AV15002.

- Grower Notice: Avocado Benchmarking – 9 December 2015
- Grower Notice: WA Study Group Workshop 17 March 2016 – 18 December 2015
- Grower Notice: ATAGA AGM invite – 14 January 2016
- Industry Notice: Women in agriculture leadership opportunities 10 March 2016
- Grower Notice: WA Study Group 17 March 2016
- Grower Notice: South Queensland study group workshop – save the date – 14 March 2016
- Industry Notice: Agriculture Sector Women’s Leadership Grants – 23 March 2016
- Grower Notice: PHA Levy Update – 28 March 2016
- Grower Notice: Tristate Study Group Workshop – date claimer – 7 April 2016
- Grower Notice: Tristate Study Group Workshop meeting – 7 April 2016
- Industry Notice: Qualicardo Date Claimer 2016 – 8 April 2016
- Industry Notice: Sunshine Coast Qualicardo Workshop – 8 April 2016
- Industry Notice: Hort Innovation Strategic Investment Advisory Panel EOI – 8 April 2016
- Grower Notice: PHA Levy Survey – 12 April 2016
- Grower Notice: Central Qld Study Group Workshop Agenda 21 April 2016 – 14 April 2016
- Industry Notice: Tamborine/Northern Rivers Qualicardo Workshop 5 May 2016 – 19 April 2016
- Grower Notice: Sunshine Coast Qualicardo Reminder #2 – 26 April 2016

- Grower Notice: Date Claimer - Central NSW Study group workshop - 3 November 2016
- Industry Notice: CNSW Qualicao date claimer – 4 May 2016
- Industry Notice: CNSW Qualicado Workshop 26 May 2016 – 10 May 2016
- Industry Notice: SQ Qualicado Workshop Invite – 13 May 2016
- Industry Notice: ABC Landline to feature Avocados this weekend – 31 May 2016
- Industry Notice: CNSW Qualicado Reminder - 18 May 2016 – 2 June 2016
- Industry Notice: 5-min Survey for Simon Newett's avocado extension project – 3 June 2016
- Industry Notice: SQ Qualicado Workshop – Reminder – 3 June 2016
- Industry Notice: WA Qualicado Workshop invitation – 13 June 2016
- Industry Notice: Perth Qualicado Wholesalers Workshop - 22 June – 15 June 2016
- Industry Notice: ACCC horticulture and viticulture workshop - 30 June 2016 – 16 June 2016
- Industry Notice: North Qld Qualicado Workshop Invite – 16 June 2016
- Industry Notice: NQ Qualicado Workshop Reminder – 1 July 2016
- Industry Notice: Tri State Qualicado Invite – 28 July 2016 – 6 July 2016
- Industry Notice: Tri State Qualicado Reminder – 19 July 2016
- Industry Notice: NQ Qualicado Attendees - Du-Wett caution – 19 July 2016
- Industry Notice: ACCC to visit Mildura 29 August 2016 – 3 August 2016
- Industry Notice: Adelaide Wholesaler Qualicado Event 16 August 2016 – 3 August 2016
- Industry Notice: Brisbane Wholesalers' Qualicado Update 30 August 2016 – 3 August 2016
- Industry Notice: CQ Qualicado Reminder – 5 August 2016
- Industry Notice: Melbourne Wholesalers' Qualicado Update 18 August 2016 – 12 August 2016
- Industry Notice: WA: Avocado Industry Strategic Plan meeting 31 August 2016 – 17 August 2016
- Industry Notice: Northern WA: Avocado Industry Strategic Plan meeting 30 August 2016 – 17 August 2016
- Industry Notice: Avocados Australia's 2016 Communications Survey - be in it to WIN it! – 26 August 2016
- Industry Notice: Hort Innovation announces Avocado Advisory Panel - 29 August 2016
- Industry Notice: Invite - NQ Growers Meeting 15 September 2016 – 6 September 2016
- Industry Notice: Avocado Communications Survey open til Friday 23 September – 19 September 2016
- Industry Notice: Reminder - win \$500 by completing Communications Survey – 22 September 2016
- Industry Notice: New avocado industry strategic plan – 31/10/2016
- Grower Notice: SQ Study Group Workshop – 31/10/2016
- Industry Notice: Photograph request – please send us your industry snaps – 9/11/2016
- Industry Notice: Avocado industry levy investment program direction: have your say – 17/11/2016
- Grower Notice: Orchard Info Tree Census – 24/11/2016
- Grower Notice: Orchard Info Tree Census Reminder – 8/12/2016
- Industry Notice: How many avocado trees are planted in Australia? – 29/11/2016
- Grower Notice: Tristate Study Group Workshop – 1/3/2017
- Grower Notice: WA avocado study group meeting invitation – 8/3/2017
- Grower Notice: Date Claimer - Central Queensland study group workshop – 23/3/2017
- Industry Notice: Avocados Australia cyclone Debbie disaster support – 27/3/2017
- Grower Notice: Cancellation of Event Notice – Central Queensland study group workshop – 29/3/2017
- Grower Notice: Date claimer - Sunshine Coast study group workshop – 12/4/2017
- Grower Notice: North Qld Avocado Supply Chain Improvement Information Event – 27/4/2017
- Grower Notice: Reminder - Sunshine Coast study group workshop – 03/05/17
- Grower Notice: Invitation – Tamborine/Northern Rivers (Northern NSW/Tamborine) study group workshop – 10/05/17

- Grower Notice: Date Claimer– Central NSW study group workshop – 12/05/17
- Grower Notice: Reminder – Tamborine/Northern Rivers (Northern NSW/Tamborine) study group workshop – 15/05/17
- Grower Notice: Date Claimer – Southern Queensland study group workshop – 16/05/17
- Grower Notice: Invitation– Central NSW study group workshop –17/05/17
- Grower Notice: Date Claimer – Western Australia study group workshop – 30/05/17
- Grower Notice: Invitation – Southern Queensland study group workshop – 05/06/17
- Grower Notice: Farm safety survey – 07/06/17
- Grower Notice: Invitation – Western Australia study group workshop – 09/06/17
- Grower Notice: Reminder – Southern Queensland study group workshop – 11/06/17
- Grower Notice: Reminder– Western Australia study group workshop – 15/06/17
- Grower Notice: Date Claimer – North Queensland study group workshop – 16/06/17
- Grower Notice: Date Claimer – Tristate study group workshop – 30/06/17
- Grower Notice: Invitation – North Queensland study group workshop – 03/07/17
- Grower Notice: Queensland Government agriculture RD&E consultation information – 07/07/17
- Grower Notice: Invitation – Tristate study group workshop – 17/07/17
- Grower Notice: Date Claimer – Central Queensland study group workshop – 17/07/17
- Grower Notice: Invitation – Central Queensland study group workshop – 07/08/17
- Grower Notice: Date Claimer – North Queensland study group workshop – 13/09/17
- Grower Notice: Invitation – North Queensland study group workshop – 28/09/17
- Grower Notice: Date Claimer – Central NSW study group workshop – 05/10/17
- Grower Notice: Invitation – Central NSW study group workshop – 18/10/17
- Grower Notice: Date Claimer – Central Queensland study group workshop – 19/10/17
- Grower Notice: Invitation – Central Queensland study group workshop – 6/11/17
- Grower Notice: Date claimer - South Queensland study group workshop – 7/11/17
- Industry Notice: Information – Townsville port tour (NQ only) – 16/11/17
- Grower Notice: Invitation – South Queensland study group workshop – 23/11/17
- Grower Notice: Survey – AV14000 – 21/12/17
- Grower Notice: Survey – R&D survey – 9/3/18
- Grower Notice: Information update – LEAD program – 13/3/18
- Industry Notice: Information update - Graduate A+ - 24/3/18
- Grower Notice: Information update – NQ farming forum (NQ only) – 30/3/18
- Industry Notice: Invitation – Sunshine Coast regional meeting – 13/4/18
- Industry Notice: Invitation – South Queensland regional meeting – 13/4/18
- Industry Notice: Invitation – West Australia regional meeting – 19/4/18
- Grower Notice: Information reminder – LEAD program – 20/4/18
- Industry Notice: Reminder invitation – Sunshine Coast regional meeting – 23/4/18
- Industry Notice: Reminder invitation – South Queensland regional meeting – 23/4/18
- Industry Notice: Invitation – Tristate regional meeting – 24/4/18
- Industry Notice: Reminder invitation – West Australia regional meeting – 3/5/18
- Industry Notice: Reminder invitation – Tristate regional meeting – 8/5/18
- Industry Notice: Invitation – North Queensland regional meeting – 8/5/18
- Industry Notice: Invitation – Central NSW regional meeting – 9/5/18
- Industry Notice: Invitation – Central Queensland regional meeting – 9/5/18
- Industry Notice: Reminder invitation – North Queensland regional meeting – 14/8/18

- Industry Notice: Reminder invitation – Central NSW regional meeting – 21/5/18
- Industry Notice: Reminder invitation – Central Queensland regional meeting – 21/5/18
- Grower Notice: Survey orchard pollination – 23/5/18
- Industry Notice: Irrigation Conference – 23/5/18
- Industry Notice: WA red tape survey – 18/6/18
- Grower Notice: Tristate update – 27/6/18
- Industry Notice: HARPS workshops – 31/7/18
- Grower Notice: AVPMA extends six-spotted mite permit – 7/8/18
- Grower Notice: North Queensland ATAGA notice – 15/10/18
- Grower Notice: North Queensland robotics field day – 15/10/18

External media

Media releases, article and Q&As produced as part of this project. A selection of these can be accessed here: www.avocado.org.au/news-publications/latest-news/avocados-australia-media-releases/. A selection of media coverage from Avocados Australia's media work can be found here: www.avocado.org.au/news-publications/latest-news/in-the-media/.

In all, 28 media releases, tailored articles and Q&As were produced during AV15002; the expected output was 24.

- Avocado growers have not altered their harvest to create higher prices – 28 January 2016
- Shepard Avocados are set to hit the shelves – 2 March 2016
- Sunshine Coast Qualicado Grower Workshop invite and date claimer – 8 April 2016
- Avocado grower levy to manage biosecurity – 14 April 2016
- Colin Fechner receives Avocados Australia Order of Merit (Mildura region) – 3 August 2016
- Australian avocados' booming trade to continue into 2017 (Bundaberg region) – 9 August 2016
- Australian avocados' booming trade to continue into 2017 (National version) – 9 August 2016
- Australians can boast highest industry standards for our avocados – 15 August 2016
- Aussies encouraged to buy abundant local avocados – 12 September 2016
- A Q&A with Avocados Australia CEO John Tyas (for *Nourish* magazine – distributed on 2 June 2017)
- A Q&A with Avocados Australia CEO John Tyas (for *Asiafruit* magazine – distributed on 2 June 2017)
- Australians are eating more avocados than ever (nationally released – distributed on 21 August 2017)
- North Queensland avocado workshop event date claimer (for North Queensland media outlets – distributed on 14 September 2017)
- A Q&A with Avocados Australia CEO John Tyas (for *FreshPlaza* – distributed on 28 September 2017).
- A Q&A with Avocados Australia CEO John Tyas (for *The New Daily* online publication – distributed on 31 October 2017)
- A Q&A with Avocados Australia CEO John Tyas (for *The Courier-Mail* newspaper – distributed on 9 November 2017)
- A Q&A with Avocados Australia CEO John Tyas (for SBS online – distributed on 13 November 2017)
- Avocado prices unlikely to fall (prepared for *FreshPlaza* for their avocado month focus – distributed on 16 November 2017)
- A Q&A with Avocados Australia CEO John Tyas (for *Fresh Plaza* – distributed on 19 January 2018)
- Two Q&As with Avocados Australia CEO John Tyas (for *Fresh Plaza* – distributed on 22 February 2018)
- A Q&A with Avocados Australia CEO John Tyas (for *Fresh Plaza* – distributed on 11 May 2018)
- A Q&A with Avocados Australia CEO John Tyas (for *Ten Daily* – distributed on 27 June 2018)
- A Q&A with Avocados Australia CEO John Tyas (for *Asia Fruit* magazine -distributed on 9 July 2018)

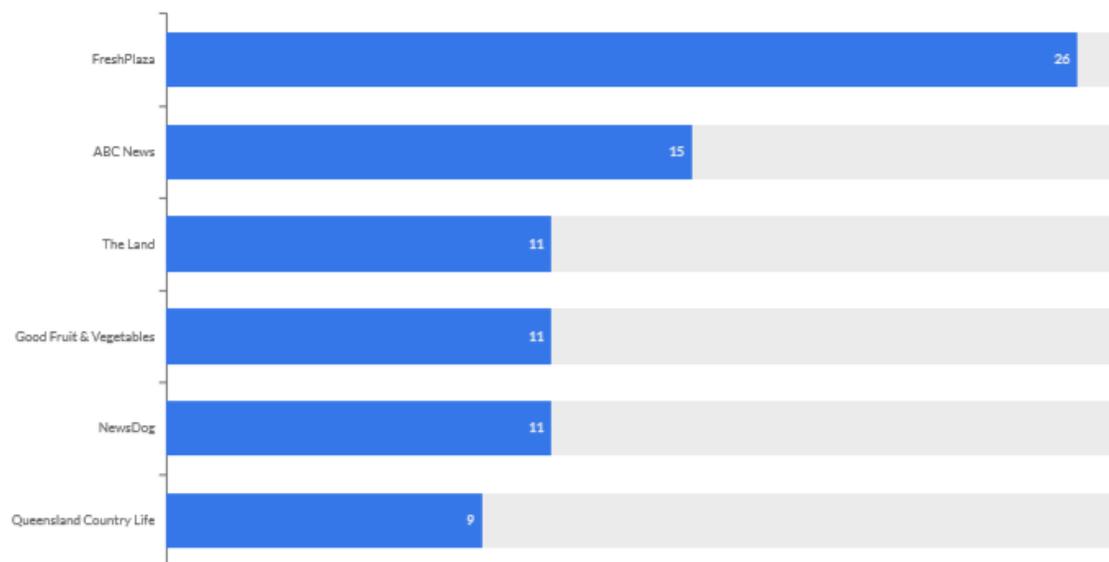
- A Q&A with Avocados Australia CEO John Tyas (for *Fresh Plaza* – distributed on 31 July 2018)
- Australian avocados impress in Malaysia and Singapore – 31 July 2018
- A Q&A with Avocados Australia CEO John Tyas (for UQ media – distributed on 18 October 2018)
- A Q&A with Avocados Australia CEO John Tyas (for *Fresh Plaza* – distributed on 13 November 2018)

In addition, Avocados Australia representatives provided comments for a number of Hort Innovation media releases including (but not limited to) research on retail squeezing, and the 25th anniversary of the smashed avo.

Avocados Australia and its representatives were in the media extensively throughout AV15002, responding to consumer issues as well as promoting the industry generally. The goal was to have 10% of published media releases appear in relevant industry/rural publications. During the life of AV15002, 70% of the media releases/Q&As appeared in relevant industry/rural publications, including *Fresh Plaza*, *Asiafruit* magazine, *Good Fruit & Vegetables*, ABC outlets, *Fruitnet*, *Fresh Fruit Portal* and rural newspapers.

Figure 1. Top online publications for Avocados Australia media hits 2017 (all online media activity, not only that generated by media releases prepared by Avocados Australia). Source: Meltwater.

Top Sources



Crisis Management Plan

Avocados Australia contracted Control Risks to assist in the development of an industry crisis management plan, and to supply training to support it. The plan was developed in May 2016, and details communicated to industry via the [Winter 2016 edition](#) (page 18) of *Talking Avocados*. As this remains an internal, confidential document, the plan was recognised on the [Avocados Australia website here](#) and [here](#), but not provided publicly. The industry was provided with an update on the plan in the Spring 2018 edition of the *Talking Avocados*.

This plan was updated in 2018, to incorporate feedback from Hort Innovation from the Mid Term Review, and to ensure all of the key contacts listed for various government departments, agencies and other organisations remained up-to-date. In addition, a crisis communication plan template was also developed during 2018. This template, like the Crisis Management Plan itself, remains an internal-only document.

Industry website, and Best Practice Resource Framework

Avocados Australia undertook a website refresh (redesign and rebuild) to ensure that the site was user-friendly. The Best Practice Resource (BPR) portal was made easily accessible through the Avocados Australia website: www.avocado.org.au. The BPR contains an extensive library of supporting resources and rich search functionality to easily extract information across the website.

At the start of the project, the industry website had 182 users and 1,751 page views for the month of November 2015. By October 2018, this had grown to 3,155 users and 11,892 pageviews. The one measurement that reduced was the average time spent on the site, down from almost nine minutes in 2015 to just over 2.5 minutes in 2018. There were two factors at play here:

1. the new website had improved flow, better searchability and more than 20% of visitors were going direct to the page of interest (the Best Practice Resource, the *Infocado*, or the news pages), which meant visitors did not spend additional time searching for the information they needed, and
2. this was part of a longer term trend. The average session duration for 2017 was 3m15s, for 2016 it was 6m33s and for 2015 it was 7m.

It should be noted, however, that this corresponds with the significant increase in overall user numbers. In 2015, the website had 1,554 users, 18,736 pageviews, and 5.23 pages/session. In 2016 there were 1,964 users, 22,498 pageviews and 5.41 pages/session. In 2017, there were 19,068 users, 98,226 pageviews and 3.08 pages/session. The major spike in users occurred from shortly after the launch of the new website (*Figure 2*).

Figure 2. Website users in 2017.



With regard to the BPR, there were (as at 22 November 2018) 1,360 registered users, a growth of almost 450 since March 2017. The BPR homepage was consistently in the top three most viewed pages on the website, and visitors consistently flow through the site toward the BPR (*Figure 3*).

Figure 3. All users flowing through the website to BPR articles (2017).



Social media

These platforms were used to extend the reach of the communication program during AV15002. To September 2018, the two accounts had 1,055 followers, all from organic growth (Figures 4 and 5).

Avocados Australia developed a social media strategy and established Facebook and Twitter accounts in March 2017, to seek engagement with younger and/or interested stakeholders.

As per the strategy, overarching messages for all target audiences included:

- our avocado growers strive to provide premium product
- our avocado growers recognise Australians' increasing love for avocados and are working hard to increase our tree numbers to ensure we keep match this growing demand.
- Avocados Australia prides itself on being an important connector and information channel between growers, research and development, supply chains and government agencies
- Avocados Australia works with all parts of the supply chain from production through to distribution and retail to the consumer. By working together, we seek to continually improve the industry's ability to provide a healthy, profitable and safe product for all consumers.

Figure 4. Organic growth of Twitter followers for Avocados Australia.

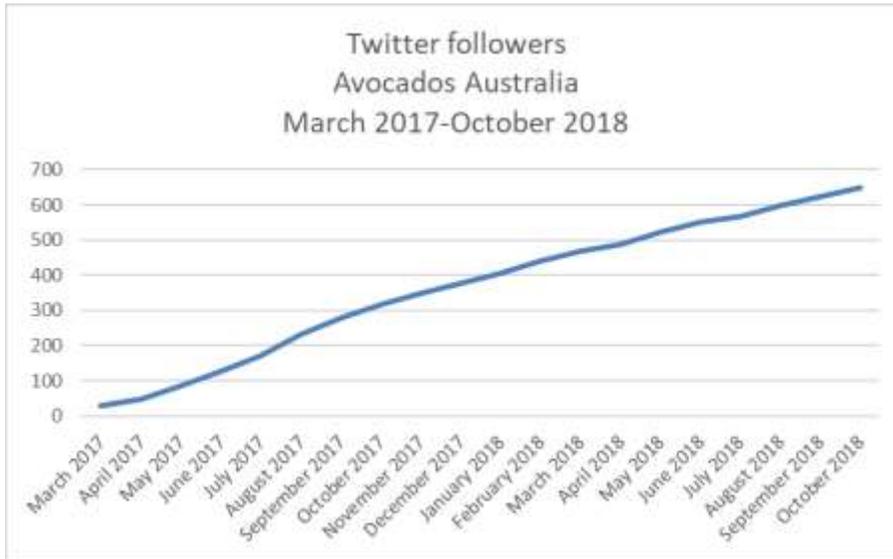
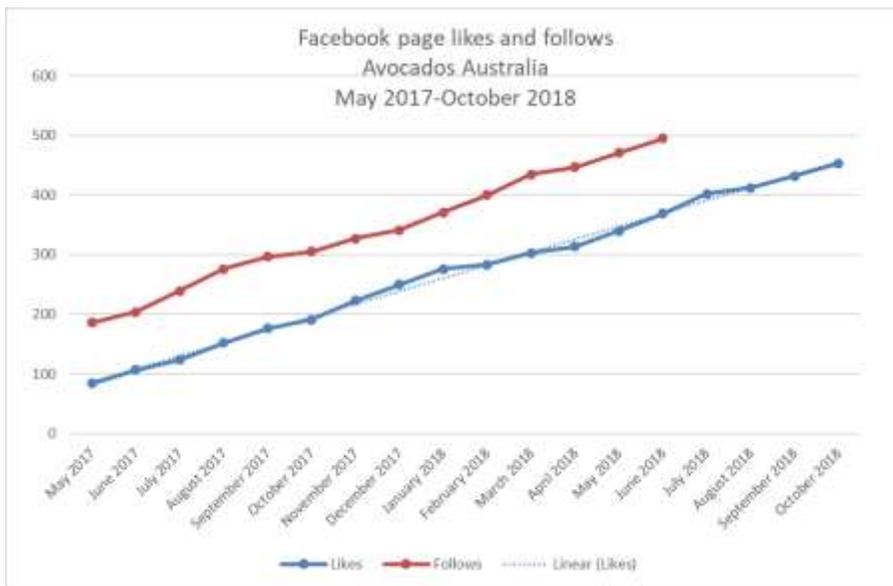


Figure 5. Organic growth of Facebook fans for Avocados Australia.



Stakeholder survey

2016

Seventy-eight stakeholders responded to the online survey in 2016.

- Nearly 98% of respondents indicated they were either satisfied or highly satisfied with Avocados Australia’s communications (up from 89% last year)
- More than 96% identified Avocados Australia as effective or very effective in sharing industry related knowledge (up from 92% last year)

- More than 83% identified Avocados Australia as effective or very effective in building relationships and alliances with strategic partners (up from 77% last year)
- More than 80% identified Avocados Australia as effective or very effective in building industry leadership, capacity and resilience. (up from 77% last year)
- More than 94% identified Avocados Australia as effective or very effective in continuous improvements in delivering information to industry (up from 91.5% last year)
- More than 86% identified Avocados Australia as effective or very effective in supporting relevant policy development dialogues (up from 76% last year)
- Of the information provided our respondents most value R&D activities, Industry Events, Industry Issues and Innovations

2017

Thirty stakeholders responded to the online survey in 2017.

- More than 96% identified Avocados Australia as effective or very effective in sharing industry related knowledge (similar to last year).
- More than 73% identified Avocados Australia as effective or very effective in building relationships and alliances with strategic partners (a slight decrease on last year).
- 80% identified Avocados Australia as effective or very effective in building industry leadership, capacity and resilience (similar to last year).
- More than 93% identified Avocados Australia as effective or very effective in continuous improvements in delivering information to industry (similar to last year).

2018

As part of AV15002, Hort Innovation commissioned a mid-term review of the project, *Independent mid-term evaluation of the National Avocado Industry Communications Program (AV17003)*. This project included interviews with 21 stakeholders including growers, Strategic Investment Advisory Panel (SIAP) members, Avocados Australia Board members, researchers and consultants across the various avocado-growing regions and found:

- the project (AV15002) was well regarded by industry and fulfils an important function in the delivery of the Avocado SIP (Strategic Investment Plan)
- the quarterly publication *Talking Avocados* was highly regarded
- the e-newsletter *Guacamole* was very highly regarded
- the website, and in particular the Best Practice Resource (BPR) section of it, was very highly considered.

Outcomes

Talking Avocados & reports on latest research

Quarterly *Talking Avocados* magazines continue to be compiled and distributed to support the Australian avocado industry with a range of relevant content in hard copy format. Avocados Australia continues to work proactively with researchers and technical experts in the collation of relevant content.

Avocados Australia maintains a list of national industry contacts; this was made available for use during AV15002. At the start of the project, the *Talking Avocados* distribution list was 719 (Summer 2016), by November 2018 (Spring 2018), Avocados Australia had grown this to 929. As at Spring 2018, 11 recipients elected to receive an electronic copy.

The size of the magazine also continued to grow. Avocados Australia maintains a 25:75 (Avocados Australia/AV15002) split for the magazine, to accommodate paid advertising and association specific news. Across the 12 editions, the average size of the magazine was 64 pages (instead of the initially predicted 56) and 76% of the content was developed as part of AV15002 with the balance (24%) advertising or Avocados Australia-specific content.

Avocados Australia also continues to ensure new and relevant research abstracts related to avocado production and supply chain were included in the magazine. In Avocados Australia's stakeholder surveys, R&D information has been consistently highly ranked. Between 2014 and 2017, the R&D section has consistently been in the top three when respondents were asked about the most useful information in the magazine. Other highly valued information includes Best Practice Resource updates, international R&D information, and "all content".

Following stakeholder interviews, the mid-term review project (AV17003) found "the majority of stakeholders interviewed for this review ranked *Talking Avocados* around 9/10 for quality/value. Stakeholders interviewed for the review generally enjoyed the variety of content of the magazine and the fact of its being in hard copy, allowing it to be easily read and re-read as needed (e-copies were also provided on the web after a six-month delay as per the contract). The majority of stakeholders interviewed were of the opinion that the articles were pitched at about the right technical level (although some said they were too detailed and others not detailed enough, as would be expected). As one interviewee said, 'Avocado communications is great – if a grower doesn't know where to get more information, then they are not really trying'."

Guacamole

Fortnightly *Guacamole* newsletters continue to be compiled and distributed to support the Australian avocado industry with timely, relevant news and research updates.

In 2018 so far, the open rate for *Guacamole* ranged from 28% to 41%. While averages could not be found from SendGrid (Avocado Australia's provider), another Australian newsletter service ([Vision 6](#), accessed in March 2018) has indicated an open of 30-33% was the average for all industries. The same report ([Vision 6](#), accessed in November 2018) indicates click through rates of 5.68-6.01% were also average.

Following stakeholder interviews, the mid-term review project (AV17003) noted the *Guacamole* was generally described as "a very useful resource that enabled busy people to keep on top of important industry news quickly. Interestingly, none of the respondents to the 2017 external stakeholder survey had any suggestions for improvement".

Industry/Grower Notices & Avo Alerts

Industry/Grower Notices and the *Avo Alerts* (orchard tasks) notices continue to be compiled and distributed. The *Avo Alerts* were a monthly publication, compiled by the Queensland Department of Agriculture and Fisheries and distributed by Avocados Australia to avocado growers nationally.

Industry and Grower notices were distributed on an as needs basis, to either growers or all industry contacts, content depending.

External media

Avocados Australia continues to engage with the Australian media, proactively extending industry-relevant information (for example, the outcomes of the annual *Facts at a Glance* publication) as well as reactively answering media queries about current avocado industry issues. This is necessary to engage with both industry and consumers, to ensure current, accurate information was available in the public sphere.

For example, as reported in MS107, based on the tracking of online media via the Meltwater service (which will not include some print and broadcast coverage), Avocados Australia appeared in the media 737 times between 31 October 2017 and 30 April 2018. This included 15 confirmed articles in the print press, 53 broadcast and 698 online articles. Notable among these have been pieces for SBS online, *Fresh Plaza*, various Country Hour and Rural Reports on the ABC, *Fruitnet*, *The Australian*, on Talking Lifestyle, and a range of regional and rural newspapers. Of these, 10.7% appeared in ABC services (radio and online) and horticulture specific publications such as *FreshPlaza*, *Good Fruit & Vegetables*, *Fresh Fruit Portal* and rural news publications. This was a significantly lower percentage than in the previous report, MS106, (22%) due mainly to the sheer volume of media in early 2018 on “The Great Avocado Shortage of 2018” as it was dubbed, and then the media surrounding the Hort Innovation release about avocado squeezing research. In January alone, Avocados Australia was quoted in the media at least 364 times (based on our media monitoring, constraints noted earlier in this section), mostly in urban and small regional publications.

A selection of articles featuring Avocados Australia, generated both by planned media activities and reactionary comment on avocado issues of the day, can be viewed at www.avocado.org.au/newspublications/latest-news/in-the-media/.

Crisis Management Plan

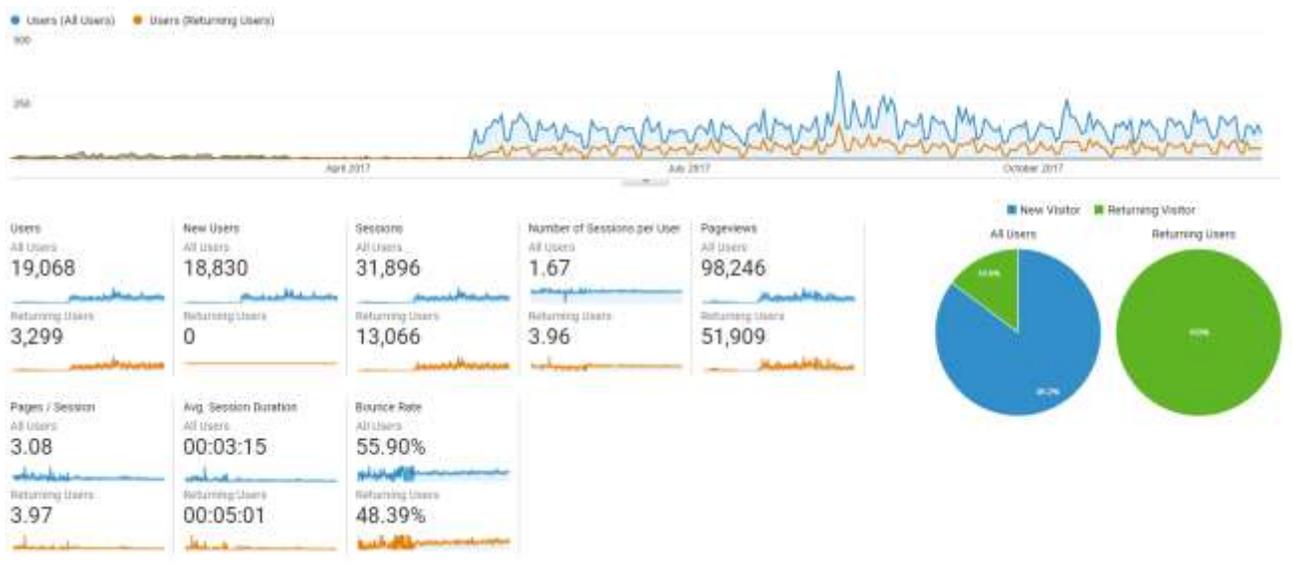
Avocados Australia will continue to maintain the industry’s crisis management plan, to ensure it is up-to-date and staff prepared should the need arise for its use.

Industry website, and Best Practice Resource Framework

As noted earlier, the revamped Avocados Australia industry website, including the Best Practice Resource, led to a significant increase in visitors and pageviews (*Figure 6*).

Importantly, returning visitors spent more time on the website than unique visitors. In 2017, the average session duration was 3m15 for all users, but 5m for returning users. Returning users visited more pages per session (3.08 compared to 3.97 for returning visitors). While returning visitors were only 14.8% of total users, they accounted for more than half the total pageviews (51,909 of the total 98,246).

Figure 6. All users compared to returning users, 2017. Note: the updated website went live in May 2017.



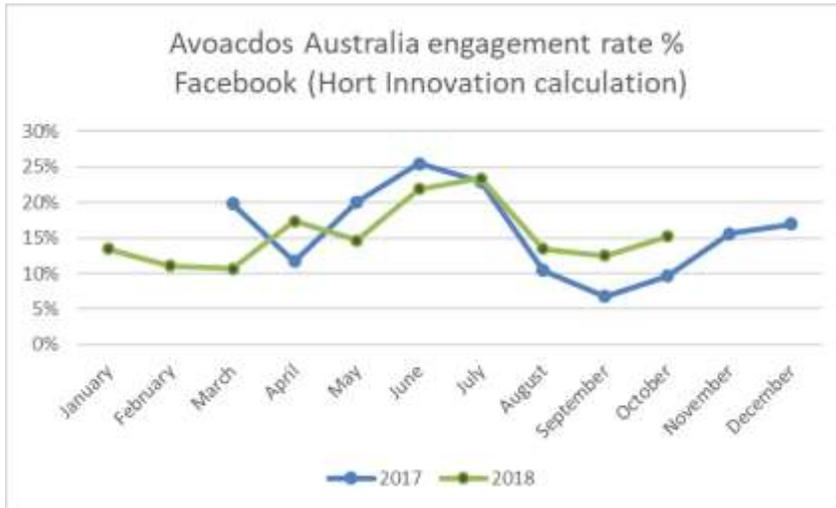
In the 2017 external stakeholder survey, the top three most useful sections of the website (in order) were: Best Practice Resource, Events, News & Publications. This was reflected in Google Analytics, where the Top 10 pages consistently feature the Best Practice Resource landing page and Growing section, News pages, the *Infocado* and retail pricing pages, and upcoming events (when events have been advertised in other project communication products).

Social media

Avocados Australia has built an engaged social media audience on both Facebook and Twitter. On both platforms, a generally accepted baseline for engagement was about 1% (this is a general statistic and may be higher or lower for specific industries and dependent on the number of fans/followers (Weng, 2018)), because most people on social media are “lurkers”, that is they read the comment but they don’t react online to the content. The interaction rate achieved by the Avocados Australia page content demonstrates the highly engaged nature of the online Australian avocado industry.

On Facebook, the engagement rate each month (Engaged users/Reached Users x 100) has ranged between 7-23% between March 2017 and October 2018 (Figure 7). On Twitter, the monthly engagement rate (provided by Twitter analytics) was much more in line with the general baseline, ranging from 0.8-1.7% between May 2017 and October 2018.

Figure 7. Avocados Australia Facebook engagement rate.



The original demographic target for the industry social media was younger and/or interested stakeholders. Based on information from the Twitter analytics service, the industry followers were:

- 60% male, 40% female
- 96% were interested in science
- 96% were interested in tech news
- 69% were from Australia (the next highest follower countries were the United States at 5%, United Kingdom 4%, New Zealand 3%, South Africa 2%.

An internal analysis of the industry Twitter followers has found 6% were involved in research, 6.62% could be easily identified as avocado growers/consultants/international industry members and 11% were in the media. It should be noted that almost 25% of the industry Twitter followers were “other” (identifiable but not in any currently designated category) or “unknown” (no profile or tweet pattern to identify interests); this was in line with the high level of “lurkers” on social media. The remaining followers included government (department staff, department accounts etc), agriculture/horticultural industry members and businesses, other representative bodies and event accounts.

Evaluation and discussion

The avocado industry communication strategy is to establish and maintain communication with key stakeholders, in order to share industry-related knowledge and provide the opportunity to grow and improve the business prospects of Australian avocado growers.

The national communication project (AV15002) provided efficient tools and resources with which to effectively foster knowledge among Australian avocado industry stakeholders.

AV15002 provided the tools for the timely dissemination of important information (Grower and Industry notices – as needed), highlights of important and relevant national and international news (the industry social media accounts – updated as needed), a summary of important and relevant national and international news (the *Guacamole* – fortnightly), reminders of important orchard tasks (*Avo Alerts* – monthly), in depth analysis and research updates (*Talking Avocados* – quarterly), regular media items and activities (various publications, as needed), and up-to-date best practice information for everyone in the supply chain (the industry website including the Best Practice Resource – always available).

Supporting these efforts were the media relations strategy, a social media strategy and a Crisis Management Plan.

Talking Avocados & reports on latest research

The primarily hardcopy magazine allows for the sharing of more detailed industry-related knowledge and latest research and development with stakeholders, thus improving the knowledge base of the entire industry.

Given stakeholder feedback, it is important *Talking Avocados* continues to provide in-depth research and development information. Since 2014, stakeholders have consistently rated the Australian research & development information in the magazine in the top three of the “most useful content” areas.

It is necessary to continue to build and maintain relationships with researchers to ensure a regular flow of information to practitioners. Currently, the detailed research content is sourced directly from researchers and technical specialists, and this should continue.

Industry/Grower Notices & Avo Alerts

It is important to have a targeted communication tool not tied to a rigid schedule, for the dissemination of time sensitive information, including upcoming extension activities.

There are also opportunities to further promote the *Avo Alerts*, especially to new growers entering the industry and businesses that provide inputs and services. These monthly orchard tasks are a valuable resource, even for more experienced growers as they point to improved practices and techniques, and the latest information within the Best Practice Resource.

External media

As noted in the mid-term review (AV18003), “it is clear that industry stakeholders do not rely on external media for industry information: media has ranked in the range of eighth to tenth in stakeholder preference to receive news and information in the surveys conducted”.

However, while *Talking Avocados*, *Gauacamole*, the website and workshops are more suitable vehicles for the dissemination of R&D outcomes and other relevant industry updates, it is important Avocados Australia maintains relationships with relevant media outlets and continues to be a trusted voice on avocado issues).

Crisis Management Plan

A Crisis Management Plan has been developed on behalf of industry as part of AV15002. This plan will provide a framework to assist industry in managing any future crises and its value will be evident if and when such an event occurs.

Industry website, and Best Practice Resource Framework

There is a definite opportunity to focus on increasing returning users to the website. As noted elsewhere in the report, each month, a high percentage of users are unique to that time period. It would be useful to understand why, and what might be done to encourage an increased number of repeat visits. That said, it is possible that the new website structure helped to ensure visitors could find the information they wanted quickly and easily, hence dispensing with the need to visit repeatedly.

The Best Practice Resource (BPR), in particular, is a key resource for avocado industry stakeholders and is now well established as a reliable repository of a wide range of best practice materials. As new information becomes available in various formats (e.g. document, video, image) the BPR should be updated in a timely manner to ensure it remains current. Also important is the ongoing promotion of the BPR, highlighting both new additions/updates and information relevant to the current time period.

Social media

The mid-term review (AV17003) found: *The social media component of the program has had limited penetration to date but is growing in importance and needs to be continued...Several interviewees acknowledged that, despite their own lack of interest in it, social media is pervasive and a particularly important means of communication, especially for younger people.*

The social media program was developed as another tool to extend the communication program for those who are engaged in social media. Growth has been organic and is expected to continue in line with uptake of this technology by industry stakeholders.

General

As noted in the mid-term review (AV17003), Avocados Australia should continue to expand its database of growers and other industry stakeholders to ensure broader coverage of its communication and extension activities. As noted elsewhere in this report, Avocados Australia has significantly grown the distribution lists for various publications, including the *Guacamole* and *Talking Avocados*. This effort should continue, to ensure new industry players and supporting businesses are fully engaged.

Recommendations

Talking Avocados & reports on latest research

The magazine continues to be well-received by industry. It is recommended that this magazine continue to be available to levy payers, either in printed or electronic format. To date, printed remains the preferred format for the vast majority industry stakeholders.

It is also recommended that content continue to be sourced directly from researchers and technical experts undertaking research or other work of interest to the industry. Sourcing this material directly from the researchers, many working on Hort Innovation Avocado Fund projects, will continue to ensure a high level of accuracy and rigour of content.

Given the value placed upon research and development information from both national and international sources, it is recommended that the international research snapshots (based on a search of CABI and other relevant databases) continue to be included in each edition.

The design of *Talking Avocados* will be refreshed as part of the new communications project, AV18003. More can be done to encourage current recipients to promote the availability of the magazine to other levy payers. This could also be further promoted in other publications, including the *Guacamole*.

Guacamole

Fortnightly *Guacamole* newsletters should continue to be compiled and distributed to support the Australian avocado industry with timely, relevant news and research updates.

Industry/Grower Notices & Avo Alerts

Industry/Grower Notices and the *Avo Alerts* (orchard tasks) notices should continue to be compiled and distributed.

The *Avo Alerts* were a monthly publication, compiled by the Queensland Department of Agriculture and Fisheries and distributed by Avocados Australia to avocado growers nationally.

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External media

Avocados Australia should continue to engage with the Australian media, proactively extending industry-relevant information (for example, the outcomes of the annual *Facts at a Glance* publication) as well as reactively responding to media queries about current avocado industry issues. This is necessary to engage with both industry and the broader community, to ensure current, accurate information is available in the public sphere.

Crisis Management Plan

Avocados Australia should continue to maintain the industry's crisis management plan, to ensure it is up-to-date and staff prepared should the need arise for its use.

Industry website, and Best Practice Resource Framework

The industry website is a key repository not only for the highly-regarded Best Practice Resource but also supply chain reports (*Infocado* and retail pricing), industry events and industry-relevant news and publications. It is recommended there be ongoing support for maintaining the industry website, particularly to ensure it always provides the latest information for industry, whether news and event updates, or best practice information generated by other R&D

projects.

The use of video and audio should continue to be utilised on the website/BPR as highly effective communication and education mediums.

Social media

It is recommended that Avocados Australia continue its social media activities on behalf of industry as an extension to the core communication tools.

Annual stakeholder survey

By 2017, “survey fatigue” was evident among industry stakeholders. Despite offering a generous prize and repeatedly publicising the survey, only 30 respondents took the time to complete the survey. For this reason, it is recommended that the number of stakeholder surveys be reduced to no more than one every two years. Also, the survey should be streamlined to provide important monitoring and evaluation data, without overly burdening potential respondents.

Scientific refereed publications

None to report.

Intellectual property/commercialisation

Copyright of all pre-existing communication platforms, publications and mastheads outlined in this report are the pre-existing intellectual property of Avocados Australia and remain with Avocados Australia.

Avocados Australia holds licenses for a number of domain names, including but not limited to avocado.org.au, which were made available for use in this project. Copyright of all content and other collateral generated by the project is jointly held jointly with Hort Innovation and Avocados Australia. This reflects the considerable existing intellectual property, knowledge and input that is provided to communication content and collateral by unfunded Avocados Australia staff and members.

Databases and distribution lists used to disseminate information via this project were all pre-existing intellectual property and remain with Avocados Australia.

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- the staff of Avocados Australia.

Appendices

Please note: appendices have been provided as web links

Appendix 1 – the new industry website (www.avocado.org.au), including the Best Practice Resource (www.avocado.org.au/best-practice-resource/)

Appendix 2 – *Guacamole* newsletter - www.avocado.org.au/news-publications/newsletter-guacamole/

Appendix 3 – *Talking Avocados* magazine - www.avocado.org.au/news-publications/talking-avocados/