

Final Report

Addressing Vegetable Consumption Through Food Service Organisations (Chefs, TAFEs and Other Training Institutions)

Project leader:

Susan Coles

Delivery partner:

Workshop Australia Pty Ltd

Project code:

VG16026

Project:

Addressing Vegetable Consumption Through Food Service Organisations (Chefs, TAFEs and Other Training Institutions) VG16026

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Level 8
1 Chifley Square
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Telephone: (02) 8295 2300

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Summary

VG16026 'Addressing Vegetable Consumption Through Food Service Organisations (Chefs, TAFEs and Other Training Institutions)', is a scoping study research project initiated by Hort Innovation, with the following objectives:

- Scope and develop a suggested program outline, encompassing a variety of options for successive stages.
- Create interest among cooks, chefs, and food service/hospitality industry students in vegetables, expanding their awareness and knowledge of vegetable health benefits, cooking techniques and other attributes.
- Educate cooks, chefs and food service/hospitality industry students about how to incorporate more vegetables into their menus, and understand how this can be financially beneficial to their business.
- Consider ways to incorporate vegetables into additional meal occasions.

In order to answer the RFP, it was imperative to undertake research amongst the broad target audience to determine:

- The current state of play within the vegetable education space.
- The needs of this audience for further education on vegetables.
- The effective and motivating format(s) to deliver that, and
- How to attract the target audience, i.e. the best distribution channel.

The research methodology incorporated desk research and primary research, including:

- 20 in-depth interviews were undertaken via telephone and face-to-face with a wide range of representatives from varying stages of career, levels of responsibility and volume of meal delivery.
- 3 group discussions, with 8 attendees in each, were undertaken: TAFE student cooks/chefs, TAFE hospitality students, cooking school cooks/chefs.

The main conclusions identified from the study were:

- A lack of formal education options focused on vegetable theory and practice.
- An unfulfilled need for reliable availability and a lack of contact with providers.
- A complete lack of attention paid to seasonality, origin, native plants and specialty diets.
- Key information currently lacking in today's food service industry with regards to vegetables: seasonality, origin, technique, plating, pairing, variety, cuisine theory and sourcing.
- Senior chefs carried most responsibility for menu decisions and ordering.
- All kitchen types favour vegetable-based dishes for profitability and shelf life but cited lack of consumer demand as the reason for low prominence on menus.
- Across the board a greater focus on seasonality and origin was cited by cooks/chefs as an opportunity for differentiation and increased satisfaction from consumers.
- An ideal education program for students would consist of both a curriculum module and a competition.
- The preferred reference tools for education, inspiration and trends amongst the total audience: Instagram (local and international), internships, 'Stages' (senior chefs), podcasts and sponsored competitions (students and young chefs).
- Digital media (social and podcasts) were preferable due to the convenience and lifestyle factors, and
- The impact of high profile chefs on the industry and students (as well as consumers) is the single most motivating driver of change.

It is proposed that the focus of any resultant program should primarily be on two key groups:

1. students who could eventually be in the position of authority,
2. high profile influential chefs.

Based on this research, and in consultation with Kylie Kwong (the chef engaged as a project champion for this scoping study) the following 3-pronged approach has been recommended:

1. Educate “how to” (deliver content).

A website hub created for the hospitality industry presenting information in a highly visual engaging manner. To provide 4 key areas of information validated by the research findings:

- I. **The Facts** – vegetable fact sheets, cultural influences, seasonality guide, serving ideas/pairing, financial benefits (higher margins, additional income as sides etc.), and the overall “why?” – trend towards vegetarian dishes, low societal vegetable intake and resultant health concerns, etc.
- II. **How To** – videos of 4 x practical cooking sessions on technique with accompanying recipes, delivered by a high-profile chef to be filmed on TAFE premises for easy dissemination to TAFE students and the wider industry.
- III. **Connection** – videos of 4 x inspirational examples to be filmed at various locations, for example: a farm, large catering organisation, high profile restaurant and produce market.
- IV. **The Source** – A guide to building connections with growers/providores, addressing recurring questions such as: ‘how to find your produce’, ‘how to build the connections’ and ‘how to understand the potential of vegetables as ingredients’. Includes a seasonality database (combining and refining existing resources).

This would include a “re-package” of existing information and link to prior Hort Innovation funded research where relevant, for example using information from Veggycation, alongside sourcing of new content.

2. Inspire enquiry (distribution strategy).

Use the social media account(s) of a high-profile chef to take advantage of both their connections with key players (for podcasts and industry-wide amplification) and to reach a wide audience of decision-makers within the industry, across age-range and skill level, driving them to an education resource site for more details.

Engage an industry expert to also ensure the website offering is communicated to the industry at large and for general amplification.

Other potential activities highlighted within the study included: masterclasses via the Australian Culinary Foundation (ACF) or at an individual establishment, talks/seminars at industry events, industry advertising (print and digital via industry publishers and/or affiliated partners e.g. super, insurance, kitchen equipment etc.), individually targeted industry direct marketing piece, nutrition/trend influencer bespoke event.

3. Motivate engagement (build momentum and ongoing content creation).

Three core ideas of how to get more involvement and engagement from the student cooks/chefs, as well as visibility from the top chefs, and initiate content creation for enhancing the program beyond year 1:

- I. **Competition** – e.g. win a trip to document another culture and their innovative use of vegetables as a base.
- II. **Veg Innovators** – e.g. a winning panel of emerging chefs, mentored by our high-profile chef to produce new recipes/innovations to then share.
- III. **Field Trips** – documented (filmed) and part-subsidised trips to growers with our high-profile chef as a ‘one-off’

experience to boost connections and understand the growers further.

The full suggested list of activities for the program, and associated estimated costs and risk assessment is provided in this report. A framework for a staged launch and timing is also presented for consideration with the view to provide some guideline as to the structure for project development and rollout, should investment be allocated.

Keywords

<food service; food service industry research; industry influencers; vegetables; vegetables in food service; TAFE>

Introduction

Recent research from Hort Innovation and Deloitte Access Economics¹, identified:

- More than 90% of Australians fail to eat the recommended intake of vegetables per day, representing a large opportunity to increase vegetable consumption. Currently the average Australian eats 2.3 serves of vegetables a day, short of the recommended 5 serves (or 375g);
- If Australians ate 10% more vegetables per day, all levels of government could reap \$100 million per year combined in health savings;
- If Australians ate 10% more vegetables per day, vegetable growers would be supported with an estimated \$23 million per year in additional profit.

As part of Hort Innovation's drive to increase domestic sales and consumption of Australian vegetables, a significant opportunity was highlighted in the potential to affect a wide spread of the population via the food service industry.

With just over 24 million Australians, eating out an average of 2 to 3 times a week², that equates to more than 50 million meals out each week, or 2.5 billion in a year and a large proportion of food consumption and thus demand for primary produce.

Not only does this industry have access to a broad range of the population, but they also have a strong influence in developing food trends and eating behaviour amongst the early adopters within society, as indicated from previous Hort Innovation funded research into evaluating and creating trends³. This has a huge impact on the majority of households, as these trends filter down into everyday behaviours. Therefore influencing the consumers themselves via the food service industry use and celebration of vegetables is employing a different type of educational style. Education in an invited way as opposed to a dictatorial manner i.e. finger pointing nutritionist or healthcare provider, or government announcements etc., is more likely to be accepted within the industry. Inspiring and engaging this diverse group of providers to understand, experience and trial incorporating more vegetables into their repertoire, more often, could have a wide-reaching effect, which could impact positively on society and ultimately on growers' domestic sales.

In order to deliver a compelling answer to the brief, Workshop Australia considered the specific knowledge gaps and issues to address as follows:

- To understand the food service industry (starting with cooks, chefs, hospitality students) – who are they, what are their motivations and how to recruit them into such a program?
- To understand their understanding of Australian vegetables: nutritional profile and associated health benefits, cooking techniques etc., cost benefits of incorporating more vegetables as a business initiative, etc.
- To understand food trends, cultures, alternative meal occasions using vegetables.
- To develop a program outline that can be rolled out in stages to successfully recruit, educate and impact this target audience, continually building momentum and relevance.
- To consider the implications of engaging a "champion" for the project and potentially build a representative advisory panel that can ensure the program is continually on track, appealing, inspirational and garner additional media attention within the industry and beyond.

In order to engage the food service audience in such a drive, it became obvious how crucial it was that we reach the industry at all stages of their career – student, apprentice, head chef.

As TAFE itself states:

¹ **'VG15031 - Economic Modeling of the Impact of Increased Vegetable Intake on Health & Expenditure'**. Deloitte Access Economics (2016).

² **'Eating Out in Australia 2017. Fast Food to Fine Dining. State of the Industry'**. The Intermedia Group (August 2017).

³ **'VG16027 - Vegetable Trend Forecasting and Analysis.'** Workshop Australia (June 2017).

“While there’s no one way to achieve success as a chef, to grow it’s recommended that you:

- Find a chef you trust and admire to be your mentor
- Keep up to date with the latest food trends
- Experiment with different cooking techniques, ingredients and styles of cooking
- Learn new flavour profiles from around the world
- Train with different types of chefs in different kitchens
- Travel and draw inspiration from everything around you.”

In order for this project to be a success, it is essential to address each of these points and be seen to be providing a direct aide to their own personal success. This was borne into the methodology and greatly reiterated the requirement for a chef as a project champion in an advisory role throughout the process.

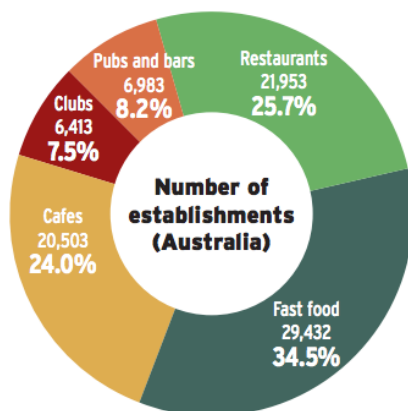
Using an inspirational iconic Australian chef who reiterates the importance of this project to those within the industry, would automatically endow the project with a sense of authority. The type of advocate for this project requires a heartfelt personal alignment to the cause - a desire to bring more wholesome, nutritious and tasty meals to the table, celebrating the richness of Australians and their produce. The champion should exemplify and be able to reiterate the importance of understanding and connecting with suppliers/local community to provide the best of the season/area/value, lending gravitas to the messaging of the program.

Kylie Kwong meets the brief and was therefore brought on board within the scoping stage in an advisory capacity. In 2014 Kwong was named one of Fortune magazine’s Influential Women in Food. Last year (2016) Kylie spoke alongside René Redzepi, David Chang, Massimo Bottura, Chido Govera and Rebecca Huntley at the first ever MADSYD symposium at the Sydney Opera House, which explored the theme ‘Tomorrow’s Meal.’ Kylie also participated in MAD5 in Copenhagen and MADYale 2016; a partnership between Yale University, the Yale Sustainable Food Program and MAD. This program was the first of its kind, aimed at inspiring a new era of leadership in food with consideration of the socio-economic, environmental, and health challenges facing food systems around the globe.

The Industry Overview

The food service industry is comprised of both the commercial and institutional sectors. For this scoping study the focus was purely on the commercial sector due to the guidelines, specific nutritional/menu requirements and constraints from an institutional perspective.

In general it is split into the following groups⁴:



⁴ 'Eating Out in Australia 2017. Fast Food to Fine Dining. State of the Industry'. The Intermedia Group (August 2017).

Restaurants (full service)	<p>The full service restaurant sector provides sit down meals for immediate consumption on premise with a broad menu, dominated by owner/operators, with meal-style depending on their specialty/origin.</p> <p>The owner/operators are typically the key decision makers in terms of menu selection, or the head chef in independents if the owner/operator does not run the kitchen.</p> <p>Those in chain operations function within corporate menu development with meal specification/ingredients being tightly controlled and potentially sourced from nominated suppliers.</p> <p>The pinnacle of this group is the celebrity chef, who influences this and all other food service communities.</p>
Fast food - Includes Fast Casual Dining (FCD) and Quick Service Retail (QSR)	<p>Large chains of FCD, QSR or takeaway food outlets serve convenience meals. These are typically franchised, with meal ingredients centrally purchased and supplied according to tight specifications through sophisticated logistics management practices. These generally encompass either outsourced, or in-house component processing and preparation, which will include pre-cooking, shredding and cutting, and pre-packaging of certain fast-moving meal items.</p> <p>Consumer trends influence the menu planning and setting centrally, so whilst it's difficult to change ingredients within these set menus over the short term, it is easy to influence their make up by looking at current trends or short-range future trends. They also follow the celebrity chef in terms of reflecting what they are talking about, serving and uncovering, as these in general ignite the consumer interest and spark a trend (as demonstrated in VG16027⁵).</p> <p>The large players in this field tend to run annual new product development sessions which take into account local flavour trends, competitor offers and international experience. These sessions offer an opportunity to think about new menu items, influenced by trends as well as health/nutrition information (e.g. as researched with Subway and their ingredients supplier McCormick Foods in MU12006⁶).</p> <p>Therefore it is deemed important to keep pushing developments/health angles/upcoming trends in this way into the wider domain (which is currently communicated mainly via social</p>

⁵ 'VG16027 - Vegetable Trend Forecasting and Analysis.' Workshop Australia (June 2017)

⁶ 'MU12006 - Opportunities for Mushrooms in Food Service.' Australian Mushroom Growers Association. (September 2015).

	media) to influence these companies individually and within the FCD/QSR food space.
Cafés (and coffee shops)	<p>The café sector provides hot beverages and light meals (typically breakfast and lunch). It is a diverse sector dominated by independent owner/operators.</p> <p>Again menus are designed by the owner and/or chef and reflect the trends of the immediate population, which inherently are driven by the fine dining sector and its celebrity chefs or the health/nutrition movement. In addition, bloggers, nutritionists/dieticians are leading the charge on the influential urban café culture, providing healthier and “exotic” meal combinations.</p>
Pubs & bars (includes hotels/motels/clubs)	<p>Depending on the star rating and customer profile, the menus in this group are built for in-room and restaurant dining.</p> <p>From an influence perspective, this is similar to all food service outlets in that they are catering to basic desires, trends and celebrity chef inspiration.</p>

The target audience for this particular delivery does not include the commercial managers nor production/operational managers; these larger establishments/FCDs/QSRs have consistency as paramount, with a strong emphasis on specifications and pre-prepared items, needing food to be supplied par-cooked, to an agreed standard with some value-add.

As they scale, they outsource food prep and service function to contract caterers. For these larger food service operators, recipe creation is often inspired by their network of consultant chefs. In Australia for example, they have previously partnered with Sean Connolly, for seasonal signature menus and one off menus for VIP events, alongside ‘hands-on’ kitchen time with chefs in training, developing and coaching. The operational teams then have dozens of executive chefs supported by kitchen teams. The consultant chefs are therefore deemed to have much more influence on this mass-produced marketplace.

Once the industry had been understood from a size and purchasing behaviour perspective, Workshop focused on primary research that aimed to uncover the knowledge gaps, motivations and current key influences on their behaviour in order to determine what would affect change.

Methodology

To produce an effective scoping document that delivers against the objectives in the most motivating and efficient manner, Workshop created a 3-phase structure to the process:

1. **Phase 1: VERIFICATION:** verify the current thinking, understanding and learnings about the audience and the knowledge they need to attain.
2. **Phase 2: EVALUATION:** using the knowledge gained in the first phase, discuss and evaluate the best potential program contents that would meet the objectives and consider a recruitment program to ensure that the right people are reached. This phase also included compiling an advisory panel from some of the research respondents to act as a sounding board throughout the development of the program contents, recruitment plan, and ideally, continue once launched to provide constant evaluation and refinement from an insider perspective, i.e. individuals to whom the program is actually targeted, or those that have a huge influence on this sector of the community.
3. **Phase 3: GAME PLAN:** once the program is determined to meet the objectives, this phase focuses on adding the detail in terms of structure, costs and timings in order to have a clear proposal to take forward for review.

Phase 1: Verification In Detail

With 8 stages to this phase, the majority of activity occurred in stages 2-4, with in depth research guide defined - what questions to raise, to whom, and for what purpose - a recruitment brief agreed (exactly who do we need to understand in more detail) and the research study undertaken to not only gain extensive knowledge about the target audience and their needs, but to also establish relationships with representatives who could potentially be re-engaged by Hort Innovation to ensure moderation and evaluation against the objectives throughout the resultant delivery.

1. Kick off meeting
Deliverable: Agreement on key inclusions within the research phase.
2. Research proposal
Deliverable: Written proposal of research plan including recruitment brief, discussion/interview outline, timings and cost allocations for approval.

The objectives of the initial primary research phase were as follows:

- Identify any existing formal education programs that focus on, or include, information regarding the use of vegetables in a commercial kitchen.
 - Identify the current knowledge gaps regarding technique and theory in the use of vegetables in commercial kitchens.
 - Identify the most popular platforms for ad-hoc or informal education within the food service industry.
 - Identify similarities and differences in decision-making and needs between different kinds of commercial kitchens, from catering, to casual and fine dining, as well as levels of seniority of staff.
 - Define a draft concept of an educational program for development and workshop a list of potential program concepts with industry stakeholders.
3. Recruitment
Deliverable: Secured 3 group discussions based in central Sydney and 20 telephone interviews.

4. Qualitative research

A: Qualitative groups of no more than 5-8 people for the student target audience, with the idea that the groups would be extremely diverse in their background, level of understanding and motivations. In order to understand the variance within that target audience we recommended 3 groups:

- **TAFE student cooks/chefs:** to understand the TAFE syllabus, what attracts students to this format, what their level of knowledge is and what they feel would be beneficial, plus where they are hoping to take their skills;
- **TAFE hospitality students:** to gain a different perspective for those that may manage restaurants/hotel F&B etc. and perhaps have a stronger reliance on the financial impact of menu planning, wastage, trends etc.
- **Cooking school cooks/chefs:** as above, from another source of education and training.

B: One-on-one telephone interviews with 20 people from various backgrounds and with varying focus and pressures around menu delivery, including learnings from leading small-scale niche restaurants as well as large-scale food delivery, to ensure the program scope impacts this audience to get greater benefit to the bottom line from the outset, and maximise the flow-on effect to the general population:

- **5 x head chefs (restaurants):** understanding what it takes to set a leading menu, where innovation and trendsetting is key, plus requirements from suppliers and grower relationships.
- **5 x head cooks/procurement (large catering organisations/corporate):** understanding more of the financial impact of menu planning, large-scale delivery and requirements from an ingredient and supplier perspective etc.
- **5 x apprentice chefs (restaurants/4-5* hotels);** understanding what would help set them apart, to become the 'next big thing'/influencer in the food world, who they look to for inspiration, how to inspire them etc.
- **5 x tertiary education lecturers/heads of TAFE departments;** understanding the curriculum, what they feel is missing, their understanding of why vegetable consumption is so low and the multitude of factors that affect food service in this regard etc.

By incorporating this in-depth knowledge from such a wide perspective, we were aiming for assurance to set a program that was both inclusive and expansive.

During this phase of the research, we were also mindful of highlighting key individuals that we felt would be a strong contender for the proposed advisory panel going forward. This would also give key influencers within the industry, on all levels, more ownership and word of mouth to help with engagement levels and industry media pick up.

Deliverable: Research debrief report that provided a deeper understanding of our target audience, their knowledge, needs and the best way to reach and connect with them.

The final respondents were as follows:

Group discussions:

- 1) TAFE student cooks/chefs x 8 pax
- 2) TAFE hospitality students x 8 pax
- 3) Cooking school cooks/chefs x 8 pax

In-depth interviews (individual names are not provided for privacy reasons):

- 1) Current apprentice
- 2) Instructor

- 3) Junior chef, casual dining
- 4) New graduate
- 5) Senior chef, casual dining
- 6) TAFE representative
- 7) New graduate
- 8) Weekday café operator
- 9) Junior student, TAFE
- 10) Large catering company head chef
- 11) Recent graduate
- 12) Second generation family restaurant owner
- 13) Senior chef, fine dining
- 14) Senior student, private college
- 15) Senior student, TAFE
- 16) Senior teacher, TAFE
- 17) Small catering business owner
- 18) Head teacher, TAFE
- 19) Teacher, private college
- 20) Weekend café owner

5. Desk research

Deliverable: Final desk report on the information required for the potential program content, including a recommendation for further analysis, case studies or primary research if required.

6. Interview & discussions with project champion

Once all the external research was complete, it was important to interview Kylie Kwong our project champion, to understand her personal motivations, aspirations, areas of influence, knowledge, industry insights etc. It was also important at this stage to share our learnings to date to get her perspective. This period allowed us various opportunities to sense check the discovery phase and validate the findings.

Deliverable: There was no specific deliverable for this rather an assurance that the project champion was on board and the research to date had been digested, reviewed and verified by the project team.

7. Compile research findings

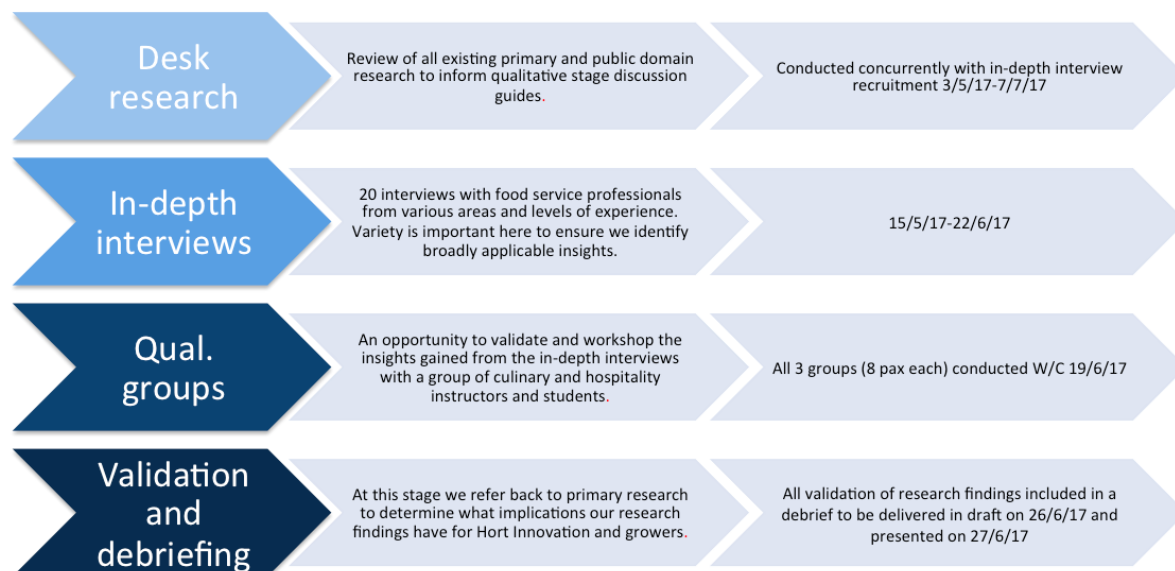
Deliverable: Final research presentation and executive summary with recommendations and costing completed.

8. Present findings and propose advisory panel

Deliverable: Presentation delivered by Strategic Planner, in attendance of Hort Innovation, Kylie Kwong and Executive Assistant, plus Workshop project team: CEO and Senior Business Director (to minute the meeting).

Below is an overview of this component

Research Overview



Phase 2: Evaluation

This phase focused on determining program content and a distribution and engagement plan, via internal working meetings of the Workshop team with the project champion, Kylie Kwong and her executive assistant reviewing and overseeing the proposal.

Once the project team was in agreement of the proposed plan, it was formally presented for feedback. At this stage Hort Innovation felt that a broader audit should be provided of all potentially motivating options available to target our audience in order to have a larger choice of activities.

Deliverable: Written proposal of program content and delivery format.

Phase 3: Game plan

Once the proposed program and wider list of options were approved in principle, it was then costed and resourced to provide clear details of the components of a potential project plan and budget.

Deliverable: Final scoping presentation ready for investment review.

Below is a summary of the 3-phased plan as described above.



Verification

Critical process of understanding who we are talking to, what we need to say and how best to say it.

- A high profile chef as project champion
- Our audience: cooks, chefs students
- Key influencers: lecturers, industry leaders, nutritionists
- Financial implications and benefits
- Health benefits
- Cooking techniques
- Seasonality, trends, cultures
- sourcing, choosing, storing.

Resulting in:

- A detailed scope of information requirements.
- A hand-picked expert panel to work with during the actual content development.



Evaluation

From understanding and information gathering, we move into critical review and consolidation, in order to determine:

- How to recruit our audience
- Breakdown of topics for the educational program
- Proposal of the most influential and welcome formats to deliver the program
- Monitoring and evaluation criteria for ongoing review and development.

Resulting in:

- A program outline from initiation to review.



Game Plan

Now that we have a clear direction of the components of the program, this final stage provides the necessary detail against the proposed structure:

- Cost proposal
- Timeline for delivery and roll out.

Resulting in:

- A plan of action with timeframe and costs for consideration.

Outputs

Research findings

The main findings of the primary research⁷ were as follows:

- 16 in-depth interviews with culinary students, apprentices and senior chefs from casual, fine dining and catering kitchens, revealed a **lack of formal education options** focused on vegetable theory and practice beyond commercial cookery Certification III courses.
- 2 in-depth interviews with café owners revealed a desire for differentiated menu items tempered by the currently **unfulfilled need for reliable availability** and a **lack of contact with providers**; in discussion with our head chef consultant, the ability for growers to come into restaurants and chefs to head out to farms, was crucial in terms of mutual understanding and forging strong mutually beneficial relationships. Whilst this was perhaps more challenging from a time perspective and unfeasible for large-scale growers, the option of running field trips was presented as a possible solution.
- 2 in-depth interviews with private college and TAFE instructors revealed a **complete lack of attention paid to seasonality, origin, native plants and specialty diets** in current curricula.
- 3 group discussions with current students, kitchen workers and instructors defined an ideal education program comprised of 2 major features:
 - A TAFE curriculum module presented by a high profile chef, featuring instruction in vegetable preparation techniques and theory for various national cuisines, delivered in-person and via web video.
 - A prize for young chefs, awarding the best use of vegetables in a dish with a workplace masterclass in vegetable preparation techniques from a high-profile chef (Kylie Kwong was suggested).
- Key information identified as currently lacking in today's food service industry was:
 - **Seasonality, origin, technique, plating, pairing, variety, cuisine theory and sourcing.**
- Currently the following sources are the preferred reference tools for further education, inspiration and trends, accessed by all levels of seniority including students and apprentices:
 - Instagram (local and international),
 - Internships,
 - 'Stages' (senior chefs),
 - Podcasts,
 - Sponsored competitions and prizes (students and young chefs mainly).
- It was determined that **senior chefs carried most responsibility** for menu decisions and ingredient ordering, with juniors or apprentices never involved.
- All kitchen types favour vegetable-based dishes for profitability and shelf life but cited lack of consumer demand as a reason for not making them more prominent on menus (previous research projects and desk research⁸ has uncovered that consumers are heavily influenced and therefore make demands on dining-out-of-home establishments from also following **fine dining trends**). Influencing fine dining chefs to incorporate more vegetables should eventually influence the consumers to demand it in more everyday dining venues, reaffirming the fine dining level of chef as a prime target upon which to focus any effort in order to secure the

⁷ **VG16026 - Addressing Vegetable Consumption Through Food Service Organisations. Qualitative Research Stage Debrief** Milestone 102. Workshop Australia. (26 June 2017).

⁸ **'VG16027 - Vegetable Trend Forecasting and Analysis.'** Workshop Australia (June 2017)

largest gain (widest reach of influence).

- Workers from all kinds of kitchens viewed a greater focus on seasonality and origin as an opportunity for differentiation and increased customer satisfaction (as also concluded from a previous Hort Innovation funded project⁹).
- In terms of the individual distribution channels highlighted, the following feedback was provided:
 - Instagram – fits in with a chef’s schedule/lifestyle, visual learning and inspiration was highlighted as being key for this audience, alongside the ease of linking to other content – where to buy, how to do it etc.
 - Podcasts – convenient and engaging format; whilst it lacks visual aspect, it provides longer term content and fits with available time and constraints.
 - Competitions were seen to engage the younger generations and aspiring restaurant owners. A workplace masterclass as a prize was highlighted as a potential driver of awareness and interest from not only the young chefs but also the senior staff and particularly amongst the large businesses and catering kitchens; this also provides an opportunity to perhaps involve the growers and providers.
 - For students, a live seminar to be filmed and disseminated to the TAFE student network via the TAFE student intranet, which could then also be used and distributed on a general hub to the broader industry, was considered to be the best format and most efficient way to deliver enticing content.
- A need was identified to bring on board an inspirational champion chef to engage the industry, allowing a more effective distribution of the resultant education tool and adding gravitas to the message; information and education from a highly reputable and aspirational source.

Supplementary desk research findings

- In a mushroom industry project¹⁰ a strong desire by food service professionals for digital forms of communication was identified. The top priorities were: websites (including downloadable fact sheets) tools (recipe converters), and digital newsletters. The summary of general requirements was to develop a site specifically for food service that addressed: health benefits, usage, recipes – up-scaling to commercial levels, understanding how they are grown, safety, country of origin, varieties, cost per serve, storage, news and ideas.
- In support of the influential nature of podcasts, a recent article ‘Chefs Tell Us Their Favorite Podcasts to Listen to While Cooking (Or Whenever!)’ February 23, 2017, Bon Appetit states: “Books and magazines? Who has *the time*? (Hopefully all of us, but that’s not the point.) Definitely not chefs, who, with their long hours and high-stress jobs, don’t exactly have the bandwidth to just chill out. So, they do what the rest of us do and listen to podcasts to learn and entertain themselves on the fly, sometimes even while prepping what will be your dinner in a few hours.”

⁹ ‘DMDS Program 7.6 –Investigating Consumer Desire for Vegetables When Eating Out.’ (April 2010)

¹⁰ ‘MU12006 - Opportunities for Mushrooms in Food Service.’ Australian Mushroom Growers Association. (September 2015).

- A further review of current competition mechanics was undertaken to see where the opportunities lay, as Food Service Australia advises “competitions are about getting out of your environment, learning new skills, then bringing them back to the workplace.” Below is a summary of the main competition mechanics and entrant levels:

1. Proud to be a chef:

- Sponsored by Fonterra and must include their ingredients.
- Participants must be a current apprentice or student of an approved certificate course.
- Applicants submit a recipe and cook through heats over a week during February.
- This is the only competition with a ‘stage’ as a prize.
- Entrants are paired with senior chef mentors, using their kitchens as the locations.
- This competition had only 32 participants last year (2017), with no quoted numbers on what percentage of entrants were selected to participate.
- The entry mechanic is a submission of an application to participate and is fairly onerous. Participants must fill out a detailed application form which includes an original recipe, detailing where they see themselves in 5 years time, listing any of their culinary achievements, explaining what they hope to get out of the mentoring program and explaining why they chose an apprenticeship in cookery.

2. Electrolux Appetite for Excellence prize:

- Applicants must already hold a Cert III qualification or be employed in a licensed venue.
- Entrants submit a menu with 3 photographed dishes and their recipes as stage 1 during March/April, then actually prepare the dishes in the final.
- This is the most onerous application process of the 3 main competitions.
- Successful applicants are placed into state groups and then compete within those.
- In 2017 this competition had 44 finalists from 3000 entrants.
- National prize is a holiday and \$5,000 of Electrolux products.

3. Australian Culinary Federation National Apprentice Competition:

- Week long on-site competition sponsored by Nestle and Fonterra.
- Teams purchase produce from markets and go through heats over that week.
- This has the least onerous entry mechanic with an entry form and a recipe submitted, but the actual schedule of the competition is the most intensive.
- It is the largest Australian young chef prize competition based on number of entrants, with over 4000 last year.
- Participants are scored across various disciplines with the winner determined by a high aggregate score at the end of the competition. This completion takes a long time, is a huge commitment on behalf of the entrant, but is the most prestigious award in the industry.

4. **Greenchef Instagram competition:**

- Greenchef is a company that provides ingredients to home cooks to make recipes themselves. Similar to other providers such as Hello Fresh in Australia.
- This competition is run entirely through Instagram, whereby participants tagged an image of a dish with the competition hashtag.
- The competition gained 25,000 entrants thanks to an easy entry mechanic, despite a minimal prize of just 2 free weeks of Greenchef products.
- Even though young chef competitions may be a crowded space, they are well received and enjoy strong interest. They are often sponsored by a corporate and include mandatory ingredients, providing the opportunity to mandate the primary produce used. Participation can be onerous and costly, but is often highly valued by participants. Establishing a prize, with entrants submitted through social media does represent a differentiated offering in a crowded space. An Instagram hashtag entry mechanic also provides a tool for tracking, which is extremely beneficial in this program for evaluation and reporting.
- In brainstorming with Kylie Kwong, our project champion, the following ideas were raised as potential competition/audience involvement mechanics and prizes for review:
 - A. **Entry mechanic:** via Instagram with competition hashtag.
 - B. **Entry criteria:** develop dish split by meal occasion that incorporates vegetables from a master list (compiled from leivable vegetables) in an innovative way.
 - C. **Prize:** all expenses paid trip to visit another culture and document (film) their use of vegetables (this was discussed within research as top chefs suggested that the best way to see examples of how meals are built around vegetables would be to look at developing cultures where they rely on plants as opposed to animal protein for their main source of fuel), masterclass at workplace with chosen top calibre champion chef, innovation panel with mentoring from the champion chef to help build content and gain connection/experience with “the best”. All of the above would provide additional benefit in the form of engaging and innovative stories to again raise the profile of this initiative.
- In terms of managing such an endeavour, there is potential for this component to be outsourced. Once the most compelling outline is agreed, this could be pitched out to potential third-party partners who are actively looking for a promotional opportunity amongst this highly sought after audience. They could then pay for the concept, then use their own funds to host and manage the idea ongoing, to ensure that visibility can be maximised for mutual benefit without Hort Innovation taking the day-to-day responsibility of fulfilment. This could be investigated as part of the next step to completion of this scope.

As a sense-check, the opportunities for interaction with each potential audience (aside from TAFE for the students) were found to be as follows:

Business Type	Key Decision Maker	Menu Influenced By	Potential Resources
Restaurants (full service)	Head chef	Celebrity chefs, other celebrated restaurants/hotels within domestic and overseas markets, leading providores and global food trends and new employees.	<p>Chef/restaurant Instagram accounts.</p> <p>Podcasts e.g. 'The Pass'¹¹, 'Gourmet Traveller Set Menu', 'The Mitchen', 'The Unbearable Lightness of Being Hungry', 'Chefs Challenge – ABC'.</p> <p>Australian Culinary Federation (Facebook, You Tube 'Hello Food Service', Database, Masterclasses).</p> <p>Competitions e.g. 'Proud to be a chef', 'Electrolux appetite for excellence', 'Australian culinary federation national apprentice competition', 'Greenchef' (apprentices and young chefs with big aspirations).</p> <p>Websites: foodservicenews.com.au</p> <p>Industry magazines/eDMs: Restaurant & Catering Hospitality Magazine Open House</p>
Pubs & bars (includes hotels/motels/clubs)	Head chef or consultant chefs	Food trends, chef specialisation and prep/cost efficiencies.	<p>Industry magazine/e-zine: Hospitality Magazine</p> <p>Instagram – chefs and food bloggers/nutritionists and dieticians</p> <p>Industry magazines/eDMs: Restaurant & Catering</p>

¹¹ 'The Pass' is also published on Instagram and featured in The Sun Herald's "Top 10 Great Australian Produced Podcasts" (2017)

			Hospitality Magazine Open House
Fast food - Includes Fast Casual Dining (FCD) and Quick Service Retail (QSR)	Commercial Manager or Production/Operational Manager. Led by head marketing team based on trends.	Consistency is paramount, so they have a strong emphasis on specifications and prep of ingredients, often needing food to be supplied par-cooked to an agreed standard.	Industry magazine/e-zine: Hospitality Magazine, QSR Media Instagram – as above Podcasts – as above Direct marketing to key individuals in ‘hard-to-reach’ and influence markets such as QSR. Nutritionists/trend future-forecasters events or social media to influence menu boards.
Café’s (and coffee shops)	Owner/Operator	Consumer trends/cooking show trends, nutritionists/food bloggers/celebrity chefs	Provider newsletters Instagram – as above Industry magazines/eDMs: Restaurant & Catering Hospitality Magazine Open House
Commercial cooking (exhibition centres, corporates, sporting events etc.)	Operational Team	Network of consultant chefs/executive chefs	Restaurant & Catering Industry Association - Events Australian Culinary Federation Instagram – as above Competition for apprentice chefs to ultimately influence operational team Industry magazines/eDMs: Restaurant & Catering Hospitality Magazine Open House

A range of other industry connections could also provide potential distribution channels:

- Industry super funds (Hostplus newsletter/email/yearly statement/website)
- Professional indemnity insurance providers (e.g. Arthur J. Gallaghers)
- Chef/cook suppliers (e.g. Chefs Warehouse)
- Events: e.g. Fine Food Australia (Sept), Food Service Australia Show (27-29 May 2018), Food & Hospitality (Brisbane) 5-6 August 2018, 'Chefs Weekend' (Australian Culinary Foundation)
- Food Service Suppliers Association Australia (fssa.org.au)

Final research conclusions

From the above findings, Workshop Australia, along with input and guidance from Kylie Kwong (project champion), recommend the below plan of activity for the program:

1. The project deliverable should ideally be primarily aimed at predominantly students and senior chefs. The research highlighted that menu-planning decisions are almost always made by the most senior of staff. Therefore it would appear efficient to target the program to only these, in order to make any difference to including more vegetables within their offering. In a recent training program delivered to the industry, Hospitality Magazine (July 2017) reiterated: "In an industry where high staff turnover is common and many workers are employed on a casual basis, providing time-intensive and costly training for all staff is often not an option." However, it is also prudent to ensure that this project captures the upcoming senior chefs and hospitality decision-makers, therefore it is deemed important to maintain direct communications to students.
2. The project content should be delivered in a highly visual manner to appeal to their sense of artistry and lack of available time/attention.
3. The project content should aim to fill in the gaps from both formal education training and outsourced "education" resources as highlighted by our target audience.
4. The project content must be easily accessible at all hours from any device due to the employment nature of its intended users.
5. The project content must reflect the variety of food service outlet requirements.
6. The distribution of the project deliverable should be via the most effective and motivating mediums as highlighted within the research.
7. The project deliverable, having long-term value within the industry, should look to incorporate ways to continue to extend reach of distribution and deliver new and inspiring content; the required resource for which would form part of the next phase in scope and be cost estimated.
8. With any new initiative within the industry it is important to communicate the resource out to industry associations and publications to ensure recognition of investment and widen the reach as much as possible, therefore the engagement of an industry specific public relations specialist is therefore deemed to be critical.

In light of the above, below is a summary of the individual activities that have been assessed for issues/risks, and costed. **Please note, all costs are indicative at this point, and each activity has been costed as a standalone deliverable.** Once the final program requirements have been determined, individual costs would ideally be negotiated as a 'package', and dependent on the service provider and potential co-funding partners. There may be potential cost savings. The full issues/risks assessment can be found in Appendix 3 and the breakdown of initial costings in Appendix 4.

Activity	Description	Issue/Risk Summary	Estimated Cost (excl. GST)
Champion chef engagement	To guarantee the advocacy of a high profile chef to 'front' the program in both the delivery of content and industry media coverage/representation. Envisage a 12-month contract with the view to extend for years 2 & 3.	Limited appeal and/or availability and high cost would be offset by a thorough investigation into industry long-term sentiment, current agreements/contracts and personal values alignment. Upfront negotiation of activity to manage cost.	\$75.5k
Program name, design and identity guidelines	The name given to the program itself and the website hub to house all content. As well as a specific engaging name, logo design and ethos, a guideline would be produced that contains details for any additional provider, partner or media on how to use the elements when referring to the program.	None	\$20.7k
Champion chef social media: Instagram posts	The champion chef would post on their own social media to their large volume of subscribers, to announce, update and engage the audience on the program using video edits, photography and copy taken during and from the project development.	Visibility and content control from both a personality and repost perspective would be offset by thorough analytical review of assets, clear rules and guidelines agreed upfront, with monitoring and issue management procedures set.	\$54k
Champion chef 'how to' serving suggestion videos	4 x videos to be shot to a high quality specification with an experienced food crew, in a studio format (potentially at the TAFE premises) with numerous edits for use throughout the program. Detailing preparation notes and tips, serving suggestions and general information about vegetables of the season.	Ensuring the appeal across a wide range of abilities/experience, favour of vegetables, high profile chef requiring a high quality production and the high cost of royalties associated with that, would be offset by clear prior briefing and industry communication, security measures for sharing content and upfront negotiation of production crew with an emerging but talented team.	\$350.6k (Includes champion chef talent costs)

Champion chef 'Inspiration' videos	4 x videos to be shot to a high quality specification with an experienced food crew, on location with numerous edits for use throughout the program. Detailing connections with growers/suppliers/community/different types of kitchens, including recipes and general information about the importance of relationships and innovation in use and growth of Australian vegetables.	Use of locations increases risk of weather and environmental factors etc. and focusing on a few results in favour of certain growers/vegetables, which would be offset by clear prior briefing as detailed above and back-up locations/undercover contingencies to avoid delays and resultant impact on costs.	\$401k (Includes champion chef talent costs)
Champion chef masterclass – Australian Culinary Foundation (ACF)	ACF to run, film and promote a masterclass within their venue to their audience using the champion chef and their seasonal recipes and information created. This would be shared out via their resources and on the main website.	Limited appeal and broadcast with potentially a tighter potential constriction on champion chef. This would be offset by an upfront negotiation and management by Hort Innovation representative, along with the champion chef themselves.	\$21k champion chef talent costs (assumes serving suggestion already accounted for)
Champion chef masterclass – individual establishment	Individual masterclass in venue of the food service target audience (e.g. Sydney Convention Centre kitchen, large catering company, hotel), using the champion chef and their seasonal recipes and information created. This would be filmed and photographed for use ongoing.	Very limited reach and a specifically tailored content would be offset by a leverage strategy to record and disseminate information plus select recipients and dictate the content relevant to the project needs.	\$78.5k (Includes champion chef talent costs and 1 serving suggestion)
Champion chef talk/seminar – industry event	Set presentation using the champion chef and their relevant seasonal recipes and information created. This would be filmed and photographed for use ongoing.	Same as above.	\$15k
Champion chef (part-subsidised) field trips	In each state, a field trip to prominent/interesting/innovative growers would be organised, hosted by the champion chef (or a prominent chef of that region), to get in the field and share learnings,	Potential duplication exists with existing program of farm visits therefore a cost benefit analysis of both programs is suggested with potential trial of one of these field trips to test feasibility and uptake as compared to the existing	\$276k

	recipes and build relationships. Part subsidised by Hort Innovation and by the attendee. This would be filmed and photographed for use ongoing.	program.	
Website hub – housing all content and endpoint for communications	A creative and highly engaging website hub to house all the information and resources, built and optimized for multiple platforms with a simple CMS (content management system) for easy updates and reporting. The URL for which would be used in all communications and touchpoints.	Cost of ongoing management and resource, plus feasibility to easily update and ensure sufficient investment behind driving traffic to the resource once built would be offset by a widely used CMS system to build a site created with search engine optimisation (SEO) as critical and cost allocation for monthly management, tracking and updates incorporated.	\$142.5k
Vegetable factsheets	Individual, visual factsheets on all leviabile vegetables for review and download. Housed on the website.	Variety of devices and their capabilities could disrupt the display of content and thus its use, would be offset by designing in a more visual manner to the lowest common denominator.	\$96.5k
Seasonality database	A simple database search finder for each leviabile vegetable/month/region to detail what is in season, from where, when. This sits on the website but could be easily built into an app for mobile use.	Confusion as some vegetables have year round availability in varying regions would be offset by clear simple design and pop-up notes.	\$40.5k
Competition 1: major individual prize	Industry competition for students/apprentices to enter via social media with a specific hashtag for tracking purposes. The result would be chosen/agreed by the champion chef and one prize winner would receive e.g. an all-expenses paid trip to a country to discover a culture in which vegetables are celebrated. They would document their findings and the resultant video/imagery can be used for program content in years 2-3.	Over-crowded marketplace leading to overpower of new entrants, risk of personal injury and insurance costs for overseas travel prize and high cost of investment for such a desirable prize would be offset by ensuring clear space away from other competitors, sufficient risk/assessment and insurances sought with personal indemnity waiver in place and potential to source co-partner to relieve weight of investment.	\$155k (one per season)
Competition 2: multiple winner prize for	Industry competition for students/apprentices to enter via social media with a specific hashtag	Similar to above (however reduced risk due to being Australia based) along with dependency on mentoring and	\$180.7k

panel/mentorship	for tracking purposes. The result would be chosen/agreed by the champion chef and c.4-5 prize winners would receive e.g. an opportunity to sit on a 'veg innovators panel' with the champion chef as mentor for a day each season where they work on innovative recipes, discuss the seasonal vegetables and discover ways to incorporate them into more meal occasions/recipes etc. The resultant video/imagery/information and ideas can be used for program content in years 2-3.	interpersonal skills of champion chef would be offset by extensive prior research and negotiation with proposed champion chef. Trialing for 1 competition with potential to rollout if a success.	
Industry advertising (food service publishers and/or affiliated partners e.g. super, insurance, equipment etc.) – print & digital	Launch advertisements within the key industry media/websites, including large format space, homepage banners and bespoke email direct marketing to announce the new resource to industry professionals. Highlighting updates each season to ensure there is a constant reminder to use and re-visit the resource.	Limited reach of audience and message lost in context of the delivery partner (particularly relevant to affiliated partners) would be offset by prioritizing budget on industry-specific media and including a wide mix of all potential partners to broaden reach.	\$152k
Individual direct communication piece (QSR/FCD – Top 10 list)	Determine the top 10 QSR/FCD targets and after a review of the upcoming trends and liaison with a home economist, rework their menu board/devise a specific product, (that could feasibly come from their brand), using the vegetables that meet the latest trends. This could be packaged up into an individual direct communication piece delivered to the NPD personnel to inspire a change.	The potential for this piece to be mis-timed, mis-targeted and mis-judged is high with individual companies operating very differently and connection with this sector often has negative impact for a high profile chef such as the caliber proposed for the project's champion chef. This would be offset by investing in preliminary research against each individual target, then engaging a nutritionist/future forecaster, as opposed to a champion chef, to front this activity.	\$153.5k
Nutrition/trend influencer bespoke event (QSR/FCD)	Individual event in a sought-after venue with catering using the Australian vegetables in each course, delivering an insightful talk by a nutritionist/future forecaster on the impact of the 3-5yr+ trends	Low attendance and low reach depending on the appeal of the speaker would be offset by sourcing a couple of those trending in the industry media both in Australia and internationally, plus videography of event to then provide	\$43k

	<p>on food service appealing to their future-focused outlook and inspiring with the food they are being served. This would be filmed and photographed for ongoing use. Potential to be held at the champion chef's venue or similar.</p>	wider distribution.	
Amplification	<p>Engagement of an industry expert within the food service/food space to gain as much free coverage within the key publications, websites, industry speakers, industry events to highlight both Hort Innovation and the champion chef's engagement to entice the target audience into the website resource and to actively engage in the competitions etc. to amplify the results of this investment. They could also be tasked with sourcing co-funding partners for the more costly/resource-heavy activities such as competitions and looking more long term on who may be able to take this initiative on and fulfill the next 3-5 years to maintain momentum.</p>	<p>Cross-contamination from industry into consumer media due to the avid interest of consumers in this sector and the requirement for specific representation from the champion chef limiting potential amplification partner would be offset by clear upfront communication with industry about media target choices and initial negotiations with the champion chef.</p>	\$242k

Outcomes

Short term outcomes

- By end 2017 Hort Innovation will be in a position to consider commissioning development of a comprehensive program, with the view to implement within the first quarter of 2018.
- By the end of 2018, the initial activities could be launched, participation impact measured and feedback attained to review and refine for Year 2/3 to maximise efficiencies and potential results.

Long term outcomes

- By end 2019, it is envisaged that this program may be reviewed and tracked to have initiated a significant impact on the food service menus and industry discussion/trending topics.
- It is anticipated that, as a free resource, this would be widely adopted amongst tertiary educators. And by using a high profile champion chef, the interest and adoption of key learnings would equally be high amongst the practicing chefs and cooks within Australia.
- Ultimately increased knowledge amongst the food service industry will lead to an increase in local vegetable consumption and demand for more local vegetables on the plate for out-of-home dining.
- It is the intention to create a movement, as opposed to simply a pure educational resource, to get those responsible for serving vegetables to continually innovate and trial new opportunities to incorporate vegetables into their offering and connect more closely with local growers, for personal fulfillment, societal, health and financial benefit.

Evaluation and discussion

The detailed evaluation of the project outputs is attached in the form of a Risk/Issue Assessment (Appendix 3) of all the potential options that could work against the objectives and target audience. This should be reviewed simultaneously with the proposed cost estimate breakdowns (Appendix 4) in order to arrive at conclusions.

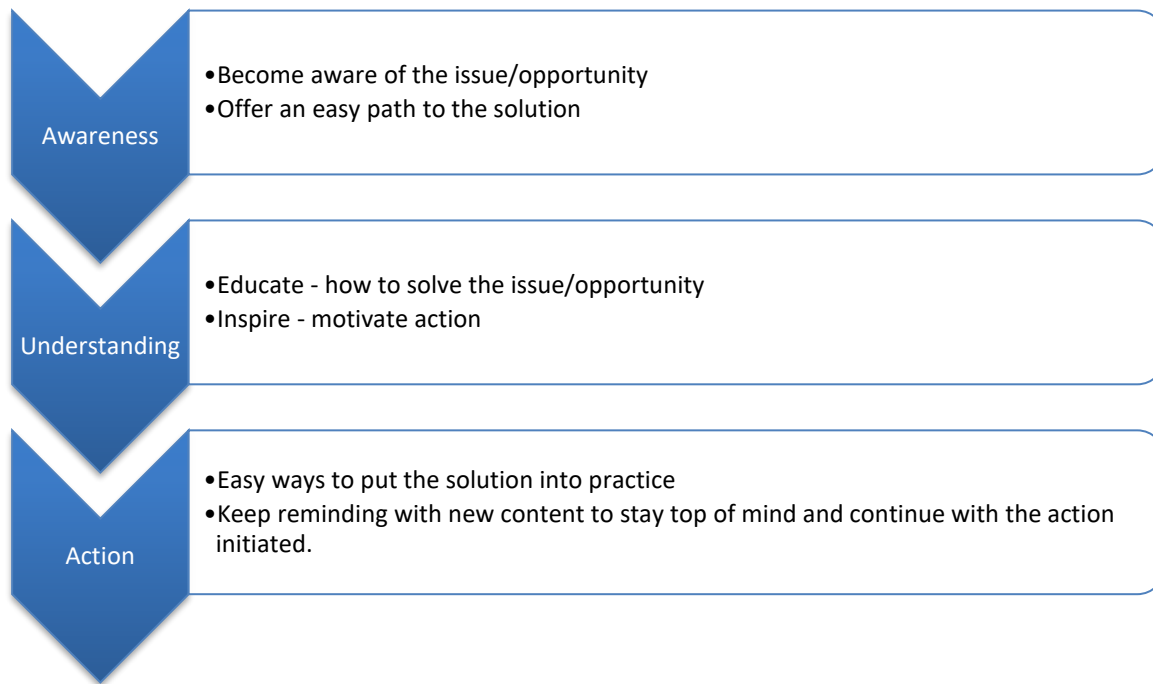
The methodology employed in this project proved extremely effective in providing an in-depth understanding of the vastly diverse target audience and more importantly, determined a pinpoint for Hort Innovation to focus activity and investment against in order to provide the largest potential return: high-profile influential chefs and students.

It is clear that an investment in food service would require a long-term commitment to eventuate a large shift in sales and ultimately profitability for Australian vegetables. This project has aimed to outline a step-by-step guide to commence and support a continuing program that builds momentum with the view to this being a potential co-investment opportunity in the long-term for an interested party.

Recommendations

3 steps to influencing the food service industry

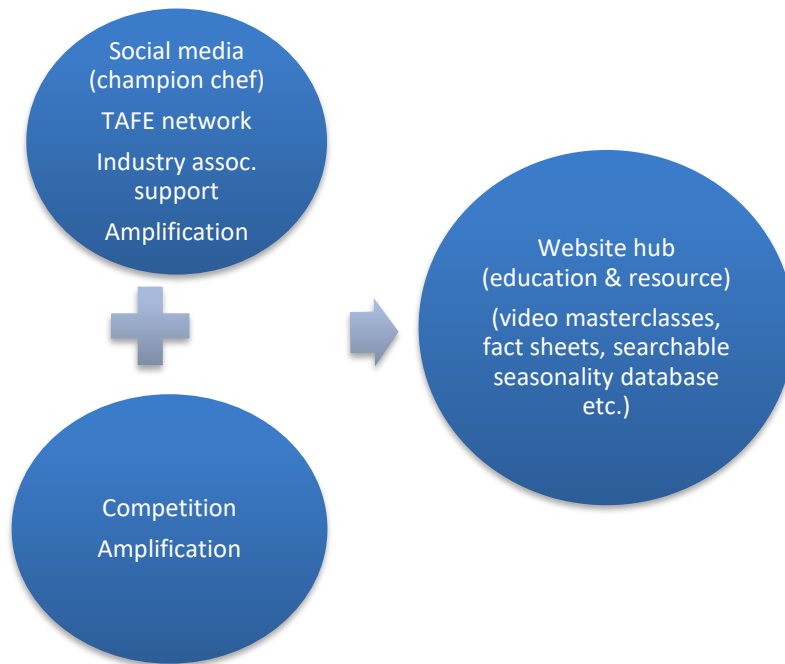
From the research undertaken and our expert knowledge of changing behaviours, it is important to outline the way behavioural change in general follows a 3-step path:



A proposed plan of activity therefore follows this 3-step path as outlined below:

AWARENESS - INSPIRE ENQUIRY

EDUCATION – GIVE ME THE KNOW-HOW



ACTION - MOTIVATE ENGAGEMENT

A cost estimate for the above is as below:

Deliverable: To devise a stand-alone product for Hort Innovation, with an identity kit. Enlist the services and advocacy of a champion chef, produce serving suggestions per season to reflect the leviage vegetables, record 'how to' videos to demonstrate the use, prep and serving suggestion creation, record inspirational videos about connecting with vegetable growers and the community to mutual benefit, upload fact sheets and searchable seasonal information, alongside all video content onto a website hub that is named and IP owned by Hort Innovation. Launch a competition within the marketplace to encourage participation and content creation. Engage industry specialist to manage the communication, outreach and negotiations with key industry media and influencers and potential co-funding partners to amplify the impact of this project and maximise results amongst the industry across all levels of seniority and complexity.	12 months	1 season pilot
Creative concept and overall IP including all assets and guidelines	20,700	20,700
Champion chef engagement for activities listed (including initial negotiation fee)	327,800	81,950
Website hub	142,660	90,000
Vegetable fact sheets	96,530	96,530
Seasonality database	40,420	40,420
Amplification	200,000	75,000
Video production (excl talent fees):		
'How to' videos x 4	252,900	63,225
'Connection/inspiration' videos x 4	303,300	75,825
Competition: either 1 (one-off prize for each season) or 2 (mentoring panel for 12 month period – 4 sessions)	167,810	75,000
TOTAL (ex GST)	1,552,120	618,650

A potential staged approach to the project is outlined as per the table below:

STAGED PROGRAM

STAGE	ACTIVITY
1	<ul style="list-style-type: none"> Design & build website= hub framework with database and downloadable app. Brief, approve and film/produce season 1 content: TAFE & on-site 'lecture', serving suggestions, fact sheets. Engage growers to enter into database. Agree posting strategy for Instagram/podcast
2	<ul style="list-style-type: none"> Load season 1 onto website hub Launch content Instagram/podcast season 1 Brief, approve and film/produce season 2 content: TAFE & on-site
3	<ul style="list-style-type: none"> Load season 2 onto website hub Launch content Instagram/podcast season 2 Brief, approve and film/produce season 3 content: TAFE & on-site <i>Announce "competition" ('panel' or 'trip' to create Year 2 recipes & information)</i>
4	<ul style="list-style-type: none"> Load season 3 onto website hub Launch content Instagram/podcast season 3 Brief, approve and film/produce season 4 content: TAFE & on-site <i>"competition" entries</i> <i>Announce winner/(s)</i>
5	<ul style="list-style-type: none"> Load season 4 onto website hub Launch content Instagram/podcast season 4 <i>Competition winners commence production of Yr 2 content.</i>

With a potential timeline to development as below:

STAGED PROGRAM - TIMELINE

STAGE	TIMING
1	<ul style="list-style-type: none"> DECEMBER 2017 – FEBRUARY 2018: Plan, build back-end and approve content (c. 4 months), including competition and/or field trip details. MARCH 2018: Film season 1 – Autumn
2	<ul style="list-style-type: none"> END APRIL 2018: Launch season 1 (term 2 TAFE) APRIL – MAY 2018: Approve content season 2. JUNE 2018: Film season 2 – Winter
3	<ul style="list-style-type: none"> END JULY 2018: Launch season 2 (term 3 TAFE) JULY – AUGUST 2018: Approve content season 3 SEPTEMBER 2018: Film season 3 – Spring
4	<ul style="list-style-type: none"> END OCTOBER 2018: Launch season 3 (term 4 TAFE) OCTOBER – NOVEMBER 2018: Approve content season 4 DECEMBER 2018: Film season 4 – Summer
5	<ul style="list-style-type: none"> END JANUARY 2019: Launch season 4 (term 1 TAFE) JANUARY 2019: Commence year 2 of content build via competition (potential field trips launch) into the mix Autumn 2019 (APRIL).

Scientific refereed publications

None to report.

Intellectual property/commercialisation

No commercial IP generated

Acknowledgements

Workshop Australia would like to offer special thanks for the ongoing input from the following project participants:

- Sarah Robins (Hort Innovation – Vegetable Consumer Alignment Specialist)
- Kylie Kwong (Consultant Chef)
- Patrick Southon (TAFE NSW - Senior Instructor)
- Scott Wilson (TAFE NSW – Head Teacher Hospitality & Commercial Cookery)

Appendices

- **Appendix 1:** VG16026 Appendix 1- Research Discussion Guide (1page)
- **Appendix 2:** VG16026 Appendix 2- Advisory Panel Recommendations (1 page)
- **Appendix 3:** VG16026 Appendix 3 - Risk and Issue Assessment 161117 (14 pages)
- **Appendix 4:** VG16026 Appendix 4 – Detailed Cost Breakdown 161117 (15 sheets)

VG16026 Research Discussion Guides

In-depth interview discussion guide.

- Please detail your experience in the food industry so far, and how you see the different stages in development or seniority being separated? (5 Mins)

Probe for detail and knowledge gaps for different stakeholders.

Probe for aspirations, logical next steps, and expectations.

What's the best way to excel/progress in your role?

- How did your understanding of your role and industry change in the last 12 months, and how do you expect to develop in the next 12 months? (10 mins)

Probe for existing programs and examples of thought leadership.

Probe for industry-wide developments, locally, nationally, and internationally.

- What are the most significant influences on the decisions you make regarding the ingredients you use? (10 mins)

Probe for areas of thought leadership and industry trends.

Probe for key decision-maker hierarchy.

Probe for local, national, international trends.

What is the influence of the media? What media is influential?

Do you still start with a protein and build a dish around that?

- Australia is becoming increasingly vegetarian, what does a more vegetarian Australia look like for you? (10 mins)
- Probe for professional implications.
- Probe for employer implications.
- Are you seeing increasing demand for vegetable based meals?
- What are the implications for costing-out a dish?
- Where do you see the resistance to vegetarianism?
- What will you do to take advantage of that? What do you need to know in order to use vegetables more effectively? (10 mins)
- Probe for thought leadership - who is already doing this well? Who do you look to emulate?

Validation group workshop discussion guide.

- How does a young cook/chef differentiate themselves?
- What further education is available?
- What are the limitations to accessing those available resources?
- What are the right formats for a program that would help a chef/cook improve? How would you like to learn?
- What does a useful educational program look like? How do you like to learn? What innovative ways have you seen? What would make you excited?
- What if that program was specific to using vegetables in the kitchen?
- What about the current role of vegetables? Probe for Sixpenny, Vegetarianism.
- Present each program concept and collect feedback.
- Which would be the most useful program design? Which program should we develop?

VG16026 – Advisory Panel Recommendation

All the names nominated below have expressed some interest in maintaining contact and engaging in a panel to provide liaison and review of the project development:

1. Ajith Cooray: Head teacher, Commercial Cookery, Western Sydney TAFE
2. Scott Wilson: Head Teacher, Commercial Cookery, Ultimo TAFE
3. Tony Panetta, Head Chef, Sydney Convention Centre
4. Broderic Perna, chefs apprentice, Star City
5. Raymond Lo, owner of Lo Catering
6. Patrick Wong, owner/chef House of Richmond (VIC)
7. Audrey Narlock, student, Ultimo TAFE

Risk Management Plan			
Activity	Issue/Risk	Potential Impact	Recommended Controls
Champion chef – Engagement on Contract to Headline program	<ul style="list-style-type: none"> Appeals only to a certain demographic/position/niche within Industry Appeal of Chef within Industry diminishes over duration of program Availability for activities is limited. Cost is prohibitive. 	<ul style="list-style-type: none"> Message does not engage with a broad enough audience to make a significant impact. Industry loses interest in program, and therefore engagement levels drop. Limited output in the duration agreed or unable to succeed against agreed deliverables. This may limit the choice of chef dependent on their current brand partner/restaurant/consultancy commitments. Limited in choice of who would represent Australian Vegetables due to ongoing inflated prices of high profile chef endorsement. 	<ul style="list-style-type: none"> Ensure, against the existing research, any potential candidates do connect and inspire across age, culture and seniority, or undertake a quick cost effective opinion poll amongst industry contacts. Ensure that the candidate has a long-standing relationship of high regard within the industry, is future-focussed and has no future plans, which could impact their appeal. They could be asked to sign a waiver against this. Request a pre-booked calendar and commitment diary for review and check against agreed deliverables as to feasibility. Obtain written consent and contractual agreement to deliverables and timeframes upfront. Look for candidates with whom Hort Innovation can build a relationship and that have an over-riding personal passion that goes beyond financial gain, to promote local ingredients and community. Whilst a fair and reasonable fee would need to be paid, this should negate any over-inflation and continual threat of increasing costs. Agree

Risk Management Plan			
Activity	Issue/Risk	Potential Impact	Recommended Controls
			<p>a budget and fee up front against a set of deliverables with a list of manageable fees for any additional items, which is valid for the period of the intended program.</p> <ul style="list-style-type: none"> Communicate and agree expectations, objectives and KPIs to help ensure optimal performance and return.
Champion chef Social Media – Instagram	<ul style="list-style-type: none"> As with any social media platform, there is no certainty of the exact audience behind the followers. And with some (e.g. Facebook), a post does not guarantee the fans will see it. Posts will be from the champion chef and crafted within their tone of voice, therefore Hort Innovation loses some “control” of messaging and potential favouring of a certain ingredient and or grower; please note, this risk is associated with most of the widely available resources 	<ul style="list-style-type: none"> There is a risk some of our audience may not see the actual posts. Growers feel disadvantaged as a result of feeling they are not getting their ‘fair share’ of exposure and potential of incorrect information being disseminated. 	<ul style="list-style-type: none"> Keep the social media to Instagram, which has a better guarantee of delivery of message to its followers. Ensure chef has strong Instagram account (following) and is agreeable to its use. Review analytics of Instagram account prior to committing to investment to ensure it is representative of target audience. Ensure regular monitoring and feedback loop (monthly) of the Instagram account and the website analytics to determine traffic and engagement and cease/persist accordingly after each review. Ensure a strict briefing of key focus and core messages for the posts to align with grower/Hort Innovation corporate requirements, whilst allowing the champion chef creative licence to embellish and reflect their personality and personal experience, with a potential to preapprove from a factual basis prior to posting.

Risk Management Plan			
Activity	Issue/Risk	Potential Impact	Recommended Controls
	<p>suggested in this audit and should be considered throughout.</p> <ul style="list-style-type: none"> Potential for reposts of content on undesired accounts. 	<ul style="list-style-type: none"> This could provide issues of a royalties nature, alongside negative engagement. 	<ul style="list-style-type: none"> Whilst the “rules” apply for social media for users to tag/acknowledge reposts accordingly, it is not a legal requirement. The Community Manager of the account should have indication when a post has been reposted and tagged correctly and this should be included in any monthly monitoring to keep track of additional activity from each post. By including a set of campaign hashtags we can also aid efficiency in searching out all reposts. If a post is deemed inappropriate, this can be dealt with directly to the account owner by the Community Manager, or Project Manager, and a request sent to Instagram to remove the post. Social rules and guidelines would be developed to clearly outline the process of managing any potential issues.
Champion chef ‘how to’ videos (shot in studio)	<ul style="list-style-type: none"> The detail of the ‘how to’ videos has to appeal to students and practicing chefs, therefore there is a risk of not pitching this at the correct level (basic training versus inspiring new uses of the vegetable). 	<ul style="list-style-type: none"> This could be seen as a TAFE educational tool rather than an all-industry inspiring vehicle. 	<ul style="list-style-type: none"> Agree upfront a range of uses/demonstrations in each brief to match skill level for chef to work against, and present back the pre-production outline with initial script guide to ensure Hort Innovation are in agreement. An industry panel could also be set up with

Risk Management Plan			
Activity	Issue/Risk	Potential Impact	Recommended Controls
	<ul style="list-style-type: none"> With the engagement of a champion chef of a large enough, highly regarded profile, it is highly likely that the demand for a high-quality crew would be a prerequisite to any visual recording (both photographic and/or videography). With tight restrictions on a champion chef's royalties, alongside that of the quality production team required for such a high-profile chef, the risk of content being used without 	<ul style="list-style-type: none"> The cost would therefore be relatively high from a production perspective to produce to an acceptable quality reflective of their personal brand. Additional use and airing away from agreed formats would lead to additional fees being incurred. 	<p>representation from TAFE and Industry (a list has previously been compiled from the initial research component of recommended panel members who have agreed to be part of referral panel on this project – see Appendix 2) to review all documentation to ensure this is not an issue.</p> <p>Additionally or alternatively, one video could be initially produced, and following dissemination into market place, and allowing sufficient time for industry engagement, conduct analysis / feedback review, and implement any key learnings prior to production of additional materials.</p> <ul style="list-style-type: none"> Search for an efficient upcoming Director/Producer team who is of a high calibre and gaining respect within the industry but not yet charging premium rates (however it should be noted that food experience or specialty would be essential), and who is prepared to negotiate for the contract. Strict password protection could be installed on the website hub to view the footage, plus links shareable only to view on the approved website itself. The videos would only be shared amongst the TAFE

Risk Management Plan			
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	<p>permission.</p> <ul style="list-style-type: none"> Risk as above in regards to the “favouring” of certain ingredients/growers etc. 	<ul style="list-style-type: none"> Noted as above. 	<p>intranet again with restricted viewing in place so this is trackable and easily monitored. Whilst Hort Innovation would ultimately hold the master edits, a clear instruction should accompany each of those on file and in accompanying labelling, for renegotiating usage from the champion chef and production team prior to use so any costs are sought and acknowledged up front.</p> <ul style="list-style-type: none"> Clear briefing and approvals via Hort Innovation would be required as detailed above.
Champion chef ‘Inspiration’ Videos (shot on location)	<ul style="list-style-type: none"> Shooting on location is open to far more risk than a studio shoot; weather, environmental control, passers-by/additional unforeseen talent etc. The locations would be at the discretion of the champion chef, therefore the issue of “favouring” 	<ul style="list-style-type: none"> This proves more costly in terms of time and money with travel, disbursements, wet weather contingency, change of travel plans, fees and insurances, than a set ‘studio’ location. Noted as above. 	<ul style="list-style-type: none"> Location shoots should be sought where there are undercover options to avoid wet weather contingency and planned for a more controlled time of day and sectioned off accordingly to avoid additional foot “traffic” or disturbances that could cause delays. The production crew responsible should be of sufficient expertise within the food space at location shoots of this type to make allowances and efficiencies in scheduling to counteract this. Clear briefing and approvals via Hort Innovation, plus pre-emptive communication to the industry would be

Risk Management Plan			
Activity	Issue/Risk	Potential Impact	Recommended Controls
	certain regions, vegetables and growers/suppliers as above applies.		required as detailed above.
Champion chef master-class – Australian Culinary Foundation (ACF)	<ul style="list-style-type: none"> Being hosted and managed by the ACF limits the appeal and broadcast potential of the master-class itself. Which also may feel more constricting to the champion chef than their initiative. 	<ul style="list-style-type: none"> Less creative freedom and more “corporate” than an initiative created by the champion chef themselves. Less reach due to only being available to view by those registered or engaged with the peak industry body. Additional use and airing away from agreed formats would lead to additional fees being incurred. 	<ul style="list-style-type: none"> Hort Innovation (or representatives thereof) and champion chef to be highly engaged with the ACF to agree the parameters of the master-class upfront and resultant footage usage.
Champion chef master-class – individual establishment	<ul style="list-style-type: none"> Very limited reach amongst the industry and require a more specific talk/demonstration tailored to their requirements. 	<ul style="list-style-type: none"> Costly exercise to reach a small amount of people. The content would also need to be revisited for each individual recipient group in order to feel more tailored and intimate. 	<ul style="list-style-type: none"> Develop strategy to leverage content further for program. For example, videography of each intimate event could be housed on the website, or provided as content for social posts, to provide more chance of exposure to a wider group of professionals and students in a similar environment. This does raise issues of usage, but if centrally housed or served only via the champion chef social media, this would be negotiated upfront within any contract deal, either per video (master-class) or as a group deal over a time period.

Risk Management Plan			
Activity	Issue/Risk	Potential Impact	Recommended Controls
Website hub – Housing all content as an endpoint for all communications	<ul style="list-style-type: none"> As an on-going resource this requires hosting agreements, regular updates of security/content/analytics and general asset management to be considered and costed. With immense competition in the food website space, there is a risk that a great resource is created but no investment put behind it to get the traffic to the site itself in order to engage and interact with it. The website is produced using an open source program with limited CRM capability. 	<ul style="list-style-type: none"> The website becomes out-dated, with ongoing investment required over and above any initial activity to maintain its functionality. A valuable resource has been invested in without maximising engagement. Internal resource or Project Managers unable to efficiently update the content and manage without incurring ongoing, 	<ul style="list-style-type: none"> Ensure resource is included within any quote (as can be seen in the initial costings supplied) to cover monthly updates and analytics. Assign an external project manager to oversee the coordination and management of content. Summarise the technical and hosting agreements, assigning to an internal Hort Innovation resource to hold on alert for renewals after a set 12-24 month period if program is to continue. Ensure the website is built and reviewed by an SEO (Search Engine Optimisation) expert to maximise its organic visibility. Ensure an investment allowance is allocated for driving traffic to the website: SEM (search engine marketing), social media posts have the correct click-through on each post to the site itself, an investment in industry advertising via relevant publishers in the printed magazine, e-zine or EDM with a specific call to action to the website. All program touch-points in market have a strong call to action driving people to the website. Brief web developer to use a standard program with in-built CRM capability (in accordance with considerations and recommendations from VG16014).

Risk Management Plan			
Activity	Issue/Risk	Potential Impact	Recommended Controls
		additional costs or training on specific systems.	<ul style="list-style-type: none"> Detailed planning of requirements and potential needs of website during scoping phase, and ensure recommended CRM platforms can accommodate. Provide and agree resolution and management plan for areas where CRM may not have sufficient capability.
Vegetable factsheets	<ul style="list-style-type: none"> Varying capabilities of systems/devices etc. impacts the design of the factsheets style and volume of information that can potentially be included. 	<ul style="list-style-type: none"> Factsheets not downloaded or un-viewable on certain devices. 	<ul style="list-style-type: none"> Information kept to a minimum, designed with more visual guidance and tested and optimised within all formats on lowest common denominator.
Seasonality database	<ul style="list-style-type: none"> Due to the fact that some vegetables are available all seasons via different regions, it is crucial that this is clearly articulated. 	<ul style="list-style-type: none"> Confusion if regions are not clear, therefore year-round availability is assumed from the same region. 	<ul style="list-style-type: none"> Design the database with a simple mechanic and clear note section highlighted when vegetables are available year-round.
Competition 1: including major prize for individual	<ul style="list-style-type: none"> Over-crowded marketplace with established and well-recognised competitions already in place. 	<ul style="list-style-type: none"> A well-known competition gets priority of time investment for the apprentice and less media coverage potential for Hort Innovation. 	<ul style="list-style-type: none"> Competition would be timed for launch, application and announcement away from existing competitions to ensure clear “space” for entrants and media coverage. Ensure ample communications / touchpoints to launch competition, as well as maintain momentum during promotional period. Using the entry mechanic of Instagram linked to the website, makes this an easier format for most apprentices to get on board than other competitions and

Risk Management Plan			
Activity	Issue/Risk	Potential Impact	Recommended Controls
	<ul style="list-style-type: none"> A prize of a trip overseas incurs additional issues with insurance, liability for the individual. Safety of winner is compromised, 'accident' occurs while winner is travelling overseas (eg. natural disaster in area winner is visiting, bus accident, etc). 	<ul style="list-style-type: none"> Additional cost incurred for program. Winner is injured, negative impact for Hort Innovation. 	<p>has the ability to build reputation and reach quickly. Ensure prize is relevant and highly desirable, and unique to others in the marketplace.</p> <ul style="list-style-type: none"> This prize is a more sought after experience, so a more easily attainable and "safe" destination should be sourced for the first year of the competition to avoid any unnecessary costs until the competition has proved its worth. Ensure winner captures experience (photography/video) for continued amplification after the competition ends, ie. content is leveraged further for program, and also may help build demand for future competitions. Adequate travel and liability insurances in place, "safe" destinations selected, winners required to sign waivers prior to travelling, winners to provide confirmation they are fit to travel. Ensure this is built into the terms & conditions of the program, and are required in order for winner to be able to redeem prize. Ensure amplification partner is briefed and a plan in place for management of any potential negative

Risk Management Plan			
Activity	Issue/Risk	Potential Impact	Recommended Controls
	<ul style="list-style-type: none"> A trip to a new culture/country would require significant investment of time and money to research and plan the itinerary. 	<ul style="list-style-type: none"> Cost and resource prohibitive. 	<p>outcomes.</p> <ul style="list-style-type: none"> Consider seeking another co-sponsor to take on board the majority of the management and share the expense, utilising their media connections and marketing tools, where Hort Innovation provide the background, research, idea and mechanics for the competition itself, plus first year resource to help launch and manage the activity.
Competition 2: including prize for multiple people to join a panel/mentorship	<ul style="list-style-type: none"> This competition has similar issues/risks to the above, however being based in Australia with a champion chef mentoring a panel, it has less financial risk or investment requirements. This competition could be a 1yr investment only to provide additional content and boost the connection to the champion chef. However, the issue of the champion chef's time commitment is still pertinent here. The champion chef as the mentor needs to be capable of a mentoring role in terms of their temperament 	<ul style="list-style-type: none"> Limited output in the duration agreed or unable to succeed against agreed deliverables. This may limit the choice of chef dependent on their current brand partner/restaurant/consultancy commitments. Limited applications or negative feedback from unsuccessful mentorship. 	<ul style="list-style-type: none"> Request a pre-booked calendar and commitment diary for review and check against agreed deliverables as to feasibility. Get written consent and contractual agreement to deliverables and timeframes within which they would be required upfront. Ensure champion chef is briefed on the commitment required and undertake due diligence in research to pick a personality

Risk Management Plan			
Activity	Issue/Risk	Potential Impact	Recommended Controls
	and engagement with student/apprentice chefs etc. on all levels of seniority.		that meets this requirement. All participants to sign a waiver that they will not speak to the media without prior consent.
Industry advertising (print & digital): Food Service Industry Publications	<ul style="list-style-type: none"> Dependent on the chosen media titles, there is a risk that the actual audience is not as suggested or the individual issue/EDM is not read/opened. 	<ul style="list-style-type: none"> The message does not reach the desired full audience of this project. 	<ul style="list-style-type: none"> When planning activity to drive the industry to the resource it would be prudent to cover both print and digital in a range of industry media as proposed in the estimated fees.
Industry advertising (print & digital): affiliated industries (e.g. super, insurance, equipment etc.)	<ul style="list-style-type: none"> By communicating to the industry via third parties, the risk is the message gets lost as it is not in context – for example, a worker investigating their super or receiving a super statement, is not in the frame of mind to consider how they are going to expand their menu. 	<ul style="list-style-type: none"> The immediacy and message gets lost due to the inappropriate context. 	<ul style="list-style-type: none"> If this avenue were to be undertaken, ensure that any messages are engaging, relevant and in context with the environment in which they are placed. Ensure positions on the homepage, or annual statement, which has a higher potential for engagement. Prioritise budget on industry publications.
Champion chef - industry event talk	<ul style="list-style-type: none"> Purely focussing on Industry event talks limits the visibility of the resource to only those that can afford the time/expense of attendance. The Industry event would determine the subject matter of the talk. 	<ul style="list-style-type: none"> Limited visibility and engagement from our audience. Reduced creative control over the content Hort Innovation wishes to communicate. 	<ul style="list-style-type: none"> The potential to film and include this footage via a social post and/or uploaded onto the website would ensure this gains a wider reach. Target events, which are free to attend and broad in appeal to get the students and apprentices. Ensure each event is scoped for content alignment and attended not only for reach of audience. Have a pre-agreed format and script to show the event organisers to agree

Risk Management Plan			
Activity	Issue/Risk	Potential Impact	Recommended Controls
			against which is created based on Hort Innovation's objectives.
Individual QSR/FCD direct marketing piece (Top 10)	<ul style="list-style-type: none"> Within previous research projects¹ it was noted that to change menus in the QSR/FCD space was extremely difficult, usually only reviewed once per year and by the new product development team. Therefore the risk is that any individual piece is mis-timed for the annual review, mis-targeted to personnel of less influence and any ideas presented could already be under consideration, so misjudged. Issue for most champion chefs to be aligned with anything within the QSR space, therefore this would need to be separated from the remainder of the activity. 	<ul style="list-style-type: none"> Expensive exercise to produce an individually targeted and crafted piece, which doesn't impact. Lose the endorsement of the Champion Chef and therefore the gravitas of the project. 	<ul style="list-style-type: none"> Invest in preliminary research to understand each individual target, their development calendar and key personnel if possible. Engage a suitably influential and highly respected nutritionist/future forecaster to endorse each piece to add gravitas back to the project.
Part-subsidised field trips with champion chef	<ul style="list-style-type: none"> With an existing 'farm visit' program in place, the risk is of duplicating and cannibalising the existing program. 	<ul style="list-style-type: none"> Hort Innovation finding two similar programs for the same audience. Confusion between programs and lack of appeal as similar program already exists. 	<ul style="list-style-type: none"> Review existing program and provide cost benefit analysis of each to decide where the investment should go. Trial one such visit and record as part of another section of the program (e.g. inspirational video) to gauge interest and

¹ 'MU12006 - Opportunities for Mushrooms in Food Service.' Australian Mushroom Growers Association. (September 2015).

Risk Management Plan			
Activity	Issue/Risk	Potential Impact	Recommended Controls
	<ul style="list-style-type: none"> Issues exist with champion chef's availability and ongoing commitment as mentioned previously. 		feasibility, plus differential between that and the existing program.
Nutrition/trend influencer talk bespoke event (QSR/FCD space)	<ul style="list-style-type: none"> The risk lies mainly with the lack of interest in chosen speaker and ensuring that their content is innovative enough to interest the invitees (NPD team and consultant chef) and therefore assure attendance. Events like this rest on one key date and availability for attendance. 	<ul style="list-style-type: none"> Low attendance. Low reach. 	<ul style="list-style-type: none"> Source 1 or 2 key speakers of varying but significant influence (trending domestically and overseas) and perspectives/experience in the future forecasting and food/nutrition space, who are trending consistently, and negotiate a contract well in advance in order to communicate out to the audience to manage diaries and travel commitments. Also consider amplifying the event within industry prior to build excitement, anticipation and intra-industry talk. The champion chef's venue could also be used for such an event to tie in the project overall and be a draw card for the attendees to experience. Consider recording the event or transcribing for disseminating out further to non-attendees and a wider audience in general.
Amplification	<ul style="list-style-type: none"> Most of the social media the industry tap into for inspiration, tends to cross the line between industry and consumer 'foodie' podcasts, 	<ul style="list-style-type: none"> Hort Innovation funds inadvertently used reaching consumers, although potential of benefitting from an unplanned positive impact for the 	<ul style="list-style-type: none"> Pre-empt the potential consumer/industry cross media and advise across the industry prior to release.

Risk Management Plan			
Activity	Issue/Risk	Potential Impact	Recommended Controls
	<p>Instagram accounts and magazines/websites. Some content therefore could be reaching consumers as well as industry.</p> <ul style="list-style-type: none"> Champion chef may require a particular representative to be engaged for any work representing themselves. 	<p>overall objectives of increasing vegetable use and consumption.</p> <ul style="list-style-type: none"> Limited to the partner requested which may be more expensive or require more resource than anticipated. 	<ul style="list-style-type: none"> Ensure in the initial contract negotiations with the champion chef, the detail of all accompanying resource (project management, photography, videography, styling, representation etc.) are raised and discussed to ensure there is clear communication of expectations, allowing for research and discussion with the recommended parties prior to committing to investment.

DELIVERABLE: Champion chef

DESCRIPTION: To engage a champion chef to lead, develop content, and present content for the duration of the program. Costs are based on Kylie Kwong (the consultant chef during the scoping phase) and are for ballpark use only. This provides guidance for overall advocacy and each individual activity.

	RATE	HRS/QTY	\$
Business Director: Negotiation and management of contract detail.	200	16	\$ 3,200
Advocate Fee: Overall one-off advocate fee for working with Hort Innovation to represent Australian vegetables	50000	1	\$ 50,000
Social Posts: Social media post on @kylie_kwong instagram. For a season of 12 weeks, 1 post per fortnight.	12000	4	\$ 48,000
Business Director: Project management, approvals and client liaison of social posts, including analysis of tracking data. Approval and review of 26 posts, quarterly reporting per season	200	30	\$ 6,000
Serving Suggestion Creation: Set of serving suggestions x 4 using a list of leviabile vegetables of the season with preparation and pairing notes for those veg. \$ 2K per recipe. Excludes imagery. If images are to be produced the photographer to be in consultation with Kylie Kwong.	8000	4	\$ 32,000
Business Director: Project management, approvals and client liaison. Allow 4 hrs per season	200	16	\$ 3,200
Restaurant Location Cost: 1 day location venue hire cost for shooting at Billy Kwong - no charge	0		\$ -
Shoot Fee: 1 day	20000	8	\$ 160,000
Masterclass: Kylie presenting 1 x masterclass within a chef's kitchen/workplace to staff : Presentation and question time up to one-hour duration. Includes cooking demonstrations. Masterclass commonly held at restaurant kitchen or studio. Fee includes preparation time and excludes on-costs such a travel, ingredients and support staff needed. Sharing via other industry bodies or media outlets to be considered separately. Content usage is a 2 year term only.	20000	1	\$ 20,000
Business Director: Project management, approvals and client liaison. Allow 4 hrs per masterclass.	200	4	\$ 800
Conference/Trade Show: Kylie presenting at a conference/trade show – broad large audience: Presentation and question time up to 2hr duration. Includes cooking demonstrations. Fee includes preparation time and excludes on costs such as travel, ingredients and support staff. This is for one appearance only and includes sharing online via Hort Innovation's, or the agreed program channels. Sharing via other industry bodies or media outlets t be considered separately. Content usage is a 2 year term only. Project management to be managed by Industry PR.	15000	1	\$ 15,000
Publicity: Radio, press, podcast interview to discuss program within industry press. Includes 4 x radio, 4 x print, 4 x digital. Estimated 2 days. Management time for this is covered in Industry PR	10000	2	\$ 20,000
Work Administration Fee: set-up job in system, etc	200	1	\$ 200
Sundries: allowance for local travel, parking, phone calls (inc. international), b&w prints, etc.	2000	1	\$ 2,000
TOTAL FEES			\$ 360,400

Please Note:

All use of Kylie Kwong's IP will require approval; as with any high profile brand chef. Includes scripts, partners, suppliers, content and locations. Content derived from the program that utilises Kylie's name or image may not be commercialised by HIA or any other industry bodies.

Advocacy fee in principle would be negotiated upon agreement of the activities and summary of project plan agreed. However this provides a guideline to consider for a chef of this status.

Costs for masterclass and trade shows does not include the recording of material - still imagery or videography. This would be costed separately and

DELIVERABLE: Food Service Program Website 'Hub'

DESCRIPTION: Develop overarching name for the program, and website 'hub', plus creative platform for website, plus planning and scoping through to delivery of final live website, including wireframing, creative design, hosting and domain name requirements, build of website, cms build and set up, testing, etc. Includes maintenance/support and reporting for a 12 month period.

	HRLY RATE	HRS	\$
WEBSITE BUILD			
Scoping, including wireframes: require 2-3 weeks. Scoping Phase will include the following: Unpacking of sections of the site to establish the requirements for each; Creation of technical wireframes to outline the flow and functionality of the site front-end; Recommendation on what CMS platform to use; Research into appropriate database schema/architecture (not provided in physical documentation, just research done internally to establish how best to proceed from a build perspective); Creation of project development timeline; Creation of fixed quote for development phase; Recommendation of hosting supplier and their costs.	5000	1	\$ 5,000
Hosting: c. \$15/month. Assume 3 years hosting	180	3	\$ 540
Domain Name Registration	100	1	\$ 100
Website Build: Range from \$50-75k depending on complexity of the build and its interactivity/functionality.	50000	1	\$ 50,000
App build (if required): Supplier listing app; Search functionality with filtering; Integration of app with site CMS for single point of management for database; hybrid/responsive build to work across iOS and Android devices; deployment to both the Android Play and iTunes App Store. (Range estimated between \$7-12k dependent on complexity)	7000	1	\$ 7,000
CREATIVE DEVELOPMENT & MANAGEMENT			
Creative / Concept Development: develop engaging and relevant concept for website. Includes presenting up to 3 creative territories, and further development of preferred concepts for final approval.			\$ 12,000
Art Direction: Based on approved website concept, work with designer and web developer to bring to life concept visually as master design template, oversee creative execution of website design roll out	220	20	\$ 4,400
Copywriting: up to 12 pages on website. Allowance for 2 rounds of revisions	220	26	\$ 5,720
CEO: approvals throughout process	400	4	\$ 1,600
Business Director: project planning and mapping including defining key website requirements with client, preparing scoping brief for web team, all client liaison regarding website requirements, develop concept brief, manage concept/creative process, including all related client liaison and creative briefings / feedback / etc, brief web team, manage website scoping and planning stage, oversee development of design and copy rollout for website, review & approve design roll out, participate in testing of website, manage all client feedback, reviews, approvals, involvement in CMS training, etc.	200	40	\$ 8,000
Business Manager: support Business Director on day to day requirements, work with and manage website build from approval of wireframes to going live including testing, internal and client reviews, involvement in CMS training, managing and preparing finances and timing plans, develop monthly reporting template	150	80	\$ 12,000
Design/Creative Layout: creative design of website - includes presentation of up to 3 creative designs for home page, then roll out to up to 12 pages based on approved design direction. Includes 2 rounds of revisions.	220	50	\$ 11,000
Artwork: final technical preparation of website design pages and packaging files for developers	150	10	\$ 1,500
Library Imagery - allowance	20	20	\$ 400
Hi Resolution Retouching: allowance	250	10	\$ 2,500
Supply artwork files to web developers	100	10	\$ 1,000
Colour Prints: designs for approvals	10	30	\$ 300
Work Administration Fee: set-up job in system, etc	200	1	\$ 200
Sundries: allowance for local travel, parking, phone calls, b&w prints, etc.	2000	1	\$ 2,000
ON GOING SUPPORT, MAINTENANCE & MANAGEMENT			
Monthly website technical support allowance (5 hrs per month, based on 12 months)	120	60	\$ 7,200
Business Manager: google analytics, and other stats as per agreed reporting template, to be emailed monthly (2 hrs per month, based on 12 months), plus allowance for 3 hrs per month for general web support/maintenance/requirements	150	60	\$ 9,000
Sundries: allowance for local travel, parking, phone calls, b&w prints, etc. per month	100	12	\$ 1,200
TOTAL FEES			\$ 142,660

DELIVERABLE: 4 x Seasonal 'How to' Videos

DESCRIPTION: Brief, manage, shoot and edit 4 x seasonal videos on the practical 'how to' of using vegetables. Each video will be heavily educational and feature our high profile Chef demonstrating a number of cooking techniques via cooking of an accompanying seasonal recipe. We will produce one master 10-15 minute video for each Season, and also deliver 2 - 3min cut downs of each video which may focus on specific cooking techniques, or information on relevant vegetable seasonality. The videos will be provided to TAFE NSW to distribute to their network via their intranet, as well as uploaded to our main program website.

	HRLY RATE	HRS	\$
SHOOT & PRODUCTION COSTS			
Studio location fee (e.g. TAFE)	2500	4	\$ 10,000
Total fee for Director, Producer, film crew, lighting and equipment, editing and usage: 4 x Videos, 1 per season (Autumn, Winter, Spring, Summer) 10 - 15 minutes each Plus up to 3 x 2-3 minute (approx.) cut downs of each. 1 x Location, most likely a TAFE campus Allowance for food styling/props, hair & make up, wardrobe, post production.	40000	4	\$ 160,000
TALENT FEES			
See 'CHAMPION CHEF' tab	20000	4	\$ 80,000
CREATIVE DEVELOPMENT & MANAGEMENT			
Creative Development: work with High Profile Chef, Director and Producer on developing 'master/overarching' shoot structure and production treatment requirements, develop scripts x 4 seasons	220	40	\$ 8,800
Art Direction: involvement in pre-production of shoot, review, feedback and approve video edits, oversee creative aspects of videos (eg. supers / end frames), attend first shoot only	220	30	\$ 6,600
Agency Producer: for 4 x videos/seasons, manage all aspects of production requirements (inc. pre, shoot & post) with production company, production schedules and timing plans, co-ordinate and manage talent, co-ordinate location requirements, prepare food, styling, wardrobe etc briefs, attend 4 x full day shoots, manage post production requirements, file output requirements, etc.	200	120	\$ 24,000
CEO: approvals throughout process	400	4	\$ 1,600
Business Director: project planning and mapping, then for each video/season, client and high profile chef liaison regarding seasonal vegetable lists and recipe / technique requirements, preparing final production and talent/chef briefs, involvement in pre-production and post production, manage all client reviews, feedback, approvals of recipes, scripts, videos, etc liaising with TAFE on requirements for content distribution, brief and manage PR requirements, etc. Includes attending first shoot only.	200	130	\$ 26,000
Business Manager: support Business Director and Producer on day to day requirements, dispatch final content to TAFE, testing, prepare and manage timings, financials, etc	150	60	\$ 9,000
Design: graphics for video (eg. super design), package up files for post-production house	200	10	\$ 2,000
Supply artwork files	100	1	\$ 100
Work Administration Fee: set-up job in system, etc	200	4	\$ 800
Sundries: allowance for local travel, parking, phone calls, b&w prints, etc.	1000	4	\$ 4,000
TOTAL FEES			\$ 332,900

DELIVERABLE: 4 x Inspirational Videos

DESCRIPTION: Brief, manage, shoot and edit 4 x 'Inspirational' 5 - 8 minute videos (with 1-2 minute cut-downs) at various locations on connecting with growers of vegetables, varying food service. Work with our high profile Chef to determine the best locations (in Sydney) and content. The videos will be loaded onto the main program website and shared amongst social.

	RATE	HRS	\$
SHOOT & PRODUCTION COSTS			
Total fee for Director, Producer, film crew, lighting and equipment, editing and usage: 5 - 8 minutes each Plus allow for up to 2 x 1-2 minute (approx.) cut downs of each. 4 x Locations e.g. 1: 'Farm': Likely to be greater Sydney area / outskirts 2: 'Large Catering Company' 3: 'Restaurant' 4: Fresh Produce Market (eg. Carriageworks) Allowance for food styling/props, hair & make up, wardrobe, post production.	50000	4	\$ 200,000
TALENT FEES			
See 'CHAMPION CHEF' tab	20000	4	\$ 80,000
CREATIVE DEVELOPMENT & MANAGEMENT			
Creative Development: work with High Profile Chef, Director and Producer on shoot structure, production treatments, scripts x 4 videos	300	30	\$ 9,000
Art Direction: for 4 x videos, involvement in pre-production of shoot, attend shoots, review, feedback and approve video edits, oversee creative aspects of videos (eg. supers / end frames)	220	100	\$ 22,000
Agency Producer: for 4 x videos, manage all aspects of production requirements (inc. pre, shoot & post) with production company, production schedules and timing plans, co-ordinate and manage talent/chef, work with Chef on requirements, prepare location, food, props/styling, wardrobe etc briefs, co-ordinate locations, attend 4 x full day shoots in Sydney, involvement in post production requirements, file output requirements, etc.	200	140	\$ 28,000
CEO: approvals throughout process	400	4	\$ 1,600
Business Director: project planning and mapping, then for 4 x videos, all client and high profile chef liaison regarding supplier, vegetable, recipe etc requirements, preparing final production and talent/chef briefs, involvement in pre-production, shoot and post production, brief and manage PR requirements, manage client reviews, feedback, approvals, material dispatch, etc. Includes attending first shoot	200	130	\$ 26,000
Business Manager: support Business Director and Producer on day to day requirements, upload content to program website via CMS, testing, prepare and manage timings, financials, etc	150	60	\$ 9,000
Design: graphics for video (eg. super design), package up files for post-production house	200	10	\$ 2,000
Supply artwork files	100	1	\$ 100
Work Administration Fee: set-up job in system, etc	200	4	\$ 800
Sundries: allowance for local travel, parking, phone calls, b&w prints, etc.	1200	4	\$ 4,800
TOTAL FEES			\$ 383,300

DELIVERABLE: 'Experience another Culture' Competition			
DESCRIPTION: Develop overarching competition concept focussed around cultural use of vegetables, plus manage all aspects of executing the competition. The competition concept and entry mechanic will be developed during the planning phase early in 2018, however will be highly engaging, and will involve entrants developing and submitting relevant content, eg. develop a recipe containing 3 vegetables with 'Vietnamese' influence. The competition will be hosted on the main program hub/website and winners will be selected based on their creative merit. To keep in line with the overarching Cultural concept, the prize will also have a cultural focus and may be along the lines of an all expenses paid trip to a culture that has a high veg usage in their cuisine (eg. Vietnam). The winner would be required to document their trip, again to provide more content back for the program. We would envision running 2 - 3 competitions throughout the year, each with a different cultural focus, and opportunity to generate a solid pool of engaging content to be repurposed for the program.			
	HRLY RATE	HRS	\$
Prize: allowance for 2 x people, local airport transfers, return economy flights, airport transfers, 4 star accomodation x 5 nights, local transfers/transport in destination, meals (3 per day), \$1,000 spending money, video/stills camera to document cultural trip.			\$ 10,000
Legal Costs: draft terms & conditions, legal review of competition comms			\$ 2,500
Insurance: allowance to cover prize winner			\$ 2,000
Video Post Production: editing of content captured by winner into small videos to be distributed on website, social, pr etc			\$ 3,000
CEO: approvals throughout process	400	4	\$ 1,600
Creative Development: Develop overarching 'Cultural' creative platform for competition. Includes presenting up to 3 creative territories (as conceptual designs or moodboards), and finalising preferred creative direction	300	16	\$ 4,800
Art Direction: Based on approved creative platform, work with designer to develop and finalise overarching look & feel for competition platform, oversee creative execution of comms materials	220	12	\$ 2,640
Copywriting: of competition entry mechanics, key messaging used for creative comms, etc	220	5	\$ 1,100
Business Director: project planning and mapping including defining entry mechanic and overarching competition concept brief, all client liaison regarding competition program, preparing PR and creative comms execution briefs, brief and manage PR requirements for project, oversee and manage development of creative comms for competition, review & approve terms & conditions, manage all client feedback, reviews, approvals, etc.	200	30	\$ 6,000
Business Manager: support Business Director on day to day requirements, liaise with legals on drafting competition terms & conditions, co-ordinate insurance requirements, work with web team on building entry mechanic platform into website design and functionality, co-ordinate uploading of Competition content to main program website, testing, co-ordinate all aspects of prize / trip including all bookings (flights, transfers, accomodation, activities, etc), prepare travel itineraries for winners and structure for documenting trip, contacting winners, all liaison with winner before, during and post trip, prepare reporting on competition results, manage editing requirements of content captured from winner's trip, posting/uploading content, prepare and manage project timings, financials, etc	150	50	\$ 7,500
Design/Creative Layout: creative communications materials for Competition based on approved overarching concept. Eg. 2 - 3 pieces (master piece, 2 adaptations for different applications).	200	16	\$ 3,200
Artwork: final technical preparation of creative comms pieces x up to 3	150	4	\$ 600
Library Imagery - allowance eg. of different cultures / cuisines	100	5	\$ 500
Hi Resolution Retouching: allowance	250	4	\$ 1,000
Supply artwork files	100	3	\$ 300
Colour Prints: comms materials for approvals	10	8	\$ 80
Work Administration Fee: set-up job in system, etc	200	1	\$ 200
Sundries: allowance for local travel, parking, phone calls (inc. international), b&w prints, etc.	2000	1	\$ 2,000
TOTAL FEES (BASED ON 1 COMPETITION)			\$ 49,020
COSTS PER ADDITIONAL COMPETITION			
DESCRIPTION: Based on the same overarching 'Cultural' creative platform and framework of the first Competition, deliver a new competition with focus on a different culture (eg. Italian or French).			
Prize: allowance for 2 x people, local airport transfers, return economy flights, airport transfers, 4 star accomodation x 5 nights, local transfers/transport in destination, meals (3 per day), \$1,000 spending money, video/stills camera to document cultural trip.			\$ 10,000
Legal Costs: Allowance for legal to review updated T&Cs			\$ 500
Insurance: allowance to cover prize winner			\$ 2,000
Art Director: using master overarching Cultural platform & creative format created for first Competition, oversee creative execution of new comms materials	220	8	\$ 1,760
Copywriting: creative comms materials, update master based on new prize details	220	4	\$ 880
CEO: approvals throughout process	300	2	\$ 600
Business Director: Brief and manage PR requirements, approve terms & conditions, approval of comms materials, reviews and approvals where required, etc	200	15	\$ 3,000
Business Manager: support Business Director, update master terms & conditions based on competition details, new prize, entry mechanic, etc, prepare creative comms brief, manage and oversee creative comms development, co-ordinate uploading of Competition content and entry mechanic requirements to main Program website, testing, co-ordinate all aspects of prize / trip including all bookings (flights, transfers, accomodation, activities, etc), prepare travel itineraries for winners and structure for documenting trip, contacting winners, all liaison with winner before, during and post trip, prepare reporting on competition results, manage editing requirements of content captured from winner's trip, posting/uploading content, prepare and manage timings, financials, etc	150	60	\$ 9,000
Design/Creative Layout: using existing master creative communications materials as base, update for new competition requirements, cultural focus, etc. 2 - 3 pieces. Includes 2 rounds of revisions	220	14	\$ 3,080
Artwork: final technical preparation of creative comms pieces x up to 3	150	4	\$ 600
Library Imagery - allowance eg. of different cultures / cuisines	100	5	\$ 500
Hi Resolution Retouching: allowance	250	4	\$ 1,000
Supply artwork files	100	3	\$ 300
Colour Prints: comms materials for approvals	10	8	\$ 80
Work Administration Fee: set-up job in system, etc	200	1	\$ 200
Sundries: allowance for local travel, parking, phone calls (inc. international), b&w prints, etc.	1800	1	\$ 1,800
TOTAL FEES (PER ADDITIONAL COMPETITION)			\$ 35,300

* Estimate based on a Game of Skill entry mechanic. As a result, no permit fees are required or included

* PR costs associated with amplification and comms to industry to promote competition are to be covered under master PR proposal

DELIVERABLE: Nutritionist/Future-Forecaster Dinner

DESCRIPTION: Develop and host a lunch/dinner event for key QSR decision makers to come together and hear about the latest food trends and development from key speakers from the dietician/nutritionist/future-forecasting space. This will be an invitation only event, to ensure we are getting the right people in the room, with the intention of influencing their decisions before the menu's are set for the year.

	HRLY RATE	HRS	\$
1-2 key speakers to attend lunch and give presentations - nutritionists, dieticians or future-forecaster			\$ 10,000
Venue / Location fees: to lunch for key QSR decision makers	2000	1	\$ 2,000
Event costs: audio visual equipment, event theming, invitations, table settings, props, etc	2000	1	\$ 2,000
Video/Photography: capture innovation sessions to be used as content for social media & program website, editing, etc.			\$ 5,000
Creative Development: Develop overarching creative platform for lunch event. Includes presenting up to 3 creative territories (as conceptual designs or moodboards), and finalising preferred creative direction	300	8	\$ 2,400
Art Direction: Based on approved creative platform, work with designer to develop and finalise overarching look & feel for event communication, invitations, promotional material, event collateral etc	220	8	\$ 1,760
Copywriting: creative comms materials, etc.	220	5	\$ 1,100
CEO: approvals throughout process	400	3	\$ 1,200
Business Director: project planning and mapping including overarching concept brief, all client liaison throughout program, preparing PR and creative comms execution briefs, liaising with and managing nutritionists on relevant requirements including initial engagement negotiations, brief and manage PR requirements for project, oversee and manage development of creative comms for competition, review & approve terms & conditions, manage all client feedback, reviews, approvals, etc, attend 1 day of event	200	20	\$ 4,000
Business Manager: support Business Director on day to day requirements, including research of target list to invite to event, develop design briefs for invitations and event collateral, coordinate the event specifics including securing appropriate venue, menu development, event theming, audio visual equipment, negotiating contracts with key speakers, brief video/photography requirements, manage editing requirements post event, manage, upload and post content, video, prepare and manage timings, financials, etc	150	30	\$ 4,500
Event Management: co-ordinate all aspects of panel event requirements, prepare itineraries for winners, nutritionists, and innovation sessions, event venue sourcing, negotiating, booking, sourcing and purchasing/hiring all requirements	150	20	\$ 3,000
Event Management: attend and run 1 x day event	150	10	\$ 1,500
Design/Creative Layout: creative communications materials for event. Includes 2 rounds of revisions	200	10	\$ 2,000
Artwork: final technical preparation of creative comms pieces x up to 3	150	3	\$ 450
Library Imagery - allowance	100	3	\$ 300
Supply artwork files	100	3	\$ 300
Colour Prints: comms materials for approvals	10	8	\$ 80
Work Administration Fee: set-up job in system, etc	200	1	\$ 200
Sundries: allowance for local travel, parking, phone calls, b&w prints, etc.	1000	1	\$ 1,000
TOTAL FEES			\$ 42,790

* PR costs associated with amplification and comms to industry to promote event are to be covered under master PR proposal

DELIVERABLE: 'Veg Innovation Panel' Competition			
DESCRIPTION: Develop overarching competition concept focussed around innovative use of vegetables, plus manage all aspects of executing the competition. The entry mechanic will be developed during the planning phase early in 2018, however will be highly engaging, and will involve entrants developing and submitting relevant content, eg. create a revolutionary vegetable based recipe 'with a twist'. The competition will be hosted on the main program hub/website and winners will be selected by our High Profile Chef based on their creative merit. Whilst the competition concept, prize, and mechanic is yet to be developed, it may involve something along the lines one winner from each of the key 4 states being selected and flown into Sydney to join an exclusive 3-day Vegetable innovation Panel event where they will have the opportunity to partake in exclusive masterclasses with our high profile chef, and work with them on the development of innovative veg based recipes. The event would be filmed and content generated (eg. recipes) used for the program.			
	HRLY RATE	HRS	\$
High Profile Chef Fee: consultation fees including contribution to preparation and planning of Veggie Innovation Panel and associated program, attendance at panel/event, reviewing competition entries and selecting winners. Assumes 4 "masterclass" costs. And 2 days additional either side of mentoring event (0.5 day prep for each), with 1 day competition prep/winners review and liaison etc. (charged once only)	27500	4	\$ 110,000
Travel Fees for winners: return economy flights to travel to Sydney from 3 other states (QLD, VIC, SA), 2 nights accommodation, local travel inc. all transfers x 4 winners (inc. one from Sydney)			\$ 5,000
Travel Fees allowance for high profile Chef (Sydney based). Accommodation, local travel and transfers, per diems, etc.			\$ 1,500
Venue / Location fees: to host mentoring and veg innovation panel event. 3 x days	2000	3	\$ 6,000
Veg Innovation Panel event costs: eg. food ingredients, cooking equipment, props, etc	2000	3	\$ 6,000
Video/Photography: capture innovation sessions to be used as content for social media & program website, editing, etc.			\$ 5,000
Legal Costs: draft terms & conditions, legal review of competition comms			\$ 2,500
Insurance: allowance to cover prize winners			\$ 2,000
Creative Development: Develop overarching 'Veg Innovation' creative platform for competition. Includes presenting up to 3 creative territories (as conceptual designs or moodboards), and finalising preferred creative direction	300	16	\$ 4,800
Art Direction: Based on approved creative platform, work with designer to develop and finalise overarching look & feel for competition platform, oversee creative execution of comms materials	220	12	\$ 2,640
Copywriting: creative comms materials, etc.	220	5	\$ 1,100
CEO: approvals throughout process	400	4	\$ 1,600
Business Director: project planning and mapping including defining entry mechanics and overarching competition concept brief, all client liaison regarding competition program, preparing PR and creative comms execution briefs, liaising with and managing high profile Chef on relevant requirements including initial engagement negotiations, brief and manage PR requirements for project, oversee and manage development of creative comms for competition, review & approve terms & conditions, manage all client feedback, reviews, approvals, etc, attend 1 day of event	200	24	\$ 4,800
Business Manager: support Business Director on day to day requirements, work with legal on drafting competition terms & conditions, co-ordinate insurance requirements, working with web team on building entry mechanic platform into website design and functionality, co-ordinate uploading of Competition content to main program website, testing, working with high profile chef on reviewing competition entries and innovation panel event requirements, contacting winners, including all travel bookings for winners and high profile Chef (flights, transfers, accommodation, etc) all liaison with winners before, during and post panel event, prepare reporting on competition results, brief video/photography requirements, manage editing requirements post event, manage, upload and post content, video, gained from innovation panel event, prepare and manage timings, financials, etc	150	60	\$ 9,000
Event Management: co-ordinate all aspects of panel event requirements, prepare itineraries for winners, chef, and innovation sessions, event venue sourcing, negotiating, booking, sourcing and purchasing/hiring all requirements	150	40	\$ 6,000
Event Management: attend and run 3 x day event	150	30	\$ 4,500
Design/Creative Layout: creative communications materials for Competition. Eg. 2 - 3 pieces (master piece, 2 adaptations for different applications). Includes 2 rounds of revisions	220	14	\$ 3,080
Artwork: final technical preparation of creative comms pieces x up to 3	150	4	\$ 600
Library Imagery - allowance	100	5	\$ 500
Hi Resolution Retouching: allowance	250	4	\$ 1,000
Supply artwork files	100	3	\$ 300
Colour Prints: comms materials for approvals	10	8	\$ 80
Work Administration Fee: set-up job in system, etc	200	1	\$ 200
Sundries: allowance for local travel, parking, phone calls, b&w prints, etc.	2500	1	\$ 2,500
TOTAL FEES			\$ 180,700

* Estimate based on a Game of Skill entry mechanic. As a result, no permit fees are included

* PR costs associated with amplification and comms to industry to promote competition are to be covered under master PR proposal

DELIVERABLE: 'Field Trips'			
DESCRIPTION: Develop and execute part-subsidised field trips with high profile chefs to Growers' farms, as one off exclusive experiences to boost connections and understand the growers further, get a feel for where vegetable produce comes from, how it's grown, etc. For example, attendees may get involved with harvesting process, or get a tutorial from the Grower on how they process and pack veg etc. The High Profile Chef and Field Trip attendees will also cook up the Farm's produce on site. The program would include one Field Trip per key state to start with, and involve a locally based high profile chef, along with up to 10 attendees from the industry. If interest is there, there may be potential to roll out more Field Trips. This will be explored once interest is gauged after the first round of Field Trips. The Field Trip experiences will be documented by the production team that has worked with us on the Inspirational and 'How to' Videos, with a 5 - 8 minute master video (plus 2 - 3 short cutdowns) created for each Field Trip. This content would be used to further inspire and educate others within the industry.			
	HRLY RATE	HRS	\$
FIELD TRIP COSTS			
High Profile Chef Fees: consultation fees including contribution to Field Trip planning, recipe development based on farms' produce, briefing sessions, attendance at field trip day, etc. Allowance only at this stage based on 4 x Chefs. Assume 1 day event fee, 1 day prep and liaison fee	30000	1	\$ 30,000
Travel Fees allowance for high profile Chef in each state. Accommodation, local travel and transfers, per diems, etc if required	1000	4	\$ 4,000
Insurances: allowance			\$ 6,000
Local Travel Fees for attendees to attend farm in their local state. Based on Hort Innovation subsidising 50% of these costs (attendees paying the balance). Allow for \$200 per attendee x 10 per state (total 40 attendees). Eg. could be bus transfer from central metro collection point, refreshments, food/ingredients for dishes to be cooked.	200	40	\$ 8,000
Business Manager/Event Management (Field Trips x 4): co-ordinate all aspects of travel bookings (transfers, accomodation, etc) for high profile chefs and attendees, liaising with Growers on Field Trip dates and availabilities, prepare Field Trip calendar and timing plans, itineraries for high profile Chefs and Field Trip days x 4, liaise with production company on shoot requirements including props, wardrobe, food, requirements etc	150	120	\$ 18,000
Business Manager/Event Management: attend 4 x Field Trips, plus allowance for overnight stays	150	60	\$ 9,000
Travel Expenses for Business Manager: interstate travel x 3, including flights, 1 x nights accomodation, meals, per diems, etc. 1 x Sydney event.			\$ 3,000
FIELD TRIP DOCUMENTING (SHOOTING & PRODUCTION)			
Videography allocation:			40000
Agency Producer: prepare brief and manage production company on shooting requirements, including involvement in all pre and post production requirements, reviewing edits, sharing with client, file outputs etc x 4 Field Trips. Includes attending Sydney Field Trip only.	200	170	\$ 34,000
CREATIVE DEVELOPMENT & MANAGEMENT			
Creative Direction/Concept Development: Develop overarching 'Field Trip' creative platform. Includes presenting up to 3 creative territories (as conceptual designs or moodboards), and finalising preferred creative direction.	300	16	\$ 4,800
Art Direction: Based on approved creative platform, work with designer to develop and finalise overarching look & feel as master design, oversee creative execution of comms materials	220	12	\$ 2,640
Copwriting: creative comms materials	220	5	\$ 1,100
CEO: approvals throughout process	400	2	\$ 800
Business Director: project planning and mapping including defining overarching Field Trip participation mechanic and booking process, working with high profile Chef in each state as required on program requirements including recipe development, all client liaison regarding program, preparing creative concept, PR and creative comms briefs, brief and manage PR requirements for project, oversee and manage development of creative comms for competition, review & approve terms & conditions, manage all client feedback, reviews, approvals, etc.	200	60	\$ 12,000
Business Manager (creative, website integration, post Field Trips): support Business Director on day to day requirements, work with legal on program terms & conditions, co-ordinate uploading of program booking forms and content to main program website, testing, prepare reporting on interest & participation results, manage and post content gained from Field Trips, prepare and manage timings, financials, etc	150	50	\$ 7,500
Legal Fees: draft program terms and conditions			\$ 2,000
Design/Creative Layout: creative communications materials for Program. Eg. 2 pieces (master piece, plus 1 x adaptation), plus adaptation for each state	220	16	\$ 3,520
Artwork: final technical preparation of creative comms pieces x up to 8	150	8	\$ 1,200
Library Imagery - allowance of 4 per Field Trip	100	16	\$ 1,600
Hi Resolution Retouching: allowance	250	4	\$ 1,000
Supply artwork files	100	3	\$ 300
Colour Prints: comms materials for approvals	10	8	\$ 80
Work Administration Fee: set-up job in system, etc	200	4	\$ 800
Sundries: allowance for local travel, parking, phone calls, b&w prints, etc.	1200	4	\$ 4,800
TOTAL FEES			\$ 196,140

DELIVERABLE: Information fact sheets, recipe Sheets & videos			
DESCRIPTION: Source, review and reformat existing information in relation to 120-150 individual leviabe vegetables to assess outstanding information required and source additional information. Design template and create artwork for each workable to varying formats and viewing devices.			
	HRLY RATE	HRS	\$
INFORMATION FACT SHEETS AND VIDEOS			
Photography allowance for vegetables if required: 4 days (includes studio hire, props and ingredients allowance)			\$ 12,000
Videography allowance of prep for vegetables if required: 4 days (includes studio hire, props and ingredients allowance, all production costs inc. shooting & post production)			\$ 12,000
CEO: approvals throughout process	400	1	\$ 400
Creative Development: Develop overarching creative Idea for fact sheets, recipe sheets and videos. Includes presenting up to 3 creative territories (as conceptual designs or moodboards), and finalising preferred creative direction	300	3	\$ 900
Art Direction: Based on approved creative platform, work with designer to develop and finalise overarching look & feel for fact sheets, and oversee creative execution	220	10	\$ 2,200
Copywriting: develop key messaging, and content for fact sheets	220	24	\$ 5,280
Business Director: project planning and mapping including all client liaison regarding program, preparing creative concept, overseeing sourcing and review of all nutritional information, preparing final production briefs for informational videos, manage all client feedback, reviews, approvals, etc.	200	22	\$ 4,400
Business Manager: support Business Director on day to day requirements including, reviewing all available nutritional information available, identifying missing information, researching additional information required, preparing design briefs, reviewing designs and managing feedback through the design process, proof reading, prepare and manage project timings, financials, etc	150	46	\$ 6,900
Design/Creative Layout: Work with Art Director to develop templates for fact sheets to be rolled out by Artworker. Includes 1 round of changes	200	12	\$ 2,400
Artwork Rollout of final page designs for 120-150 vegetables (assume template design created and c. 30mins per veg (8-10 days)	150	80	\$ 12,000
Hi Resolution Retouching: allowance	250	3	\$ 750
Supply artwork files quarterly	100	4	\$ 400
Colour Prints: comms materials for approvals	10	8	\$ 80
Work Administration Fee: set-up job in system, etc	200	1	\$ 200
Sundries: allowance for local travel, parking, phone calls (inc. international), b&w prints, etc.	2000	1	\$ 2,000
RECIPE/PAIRING FACT SHEETS			
Still photography of champion chef recipes from video shoot allowance c. 4 days			\$ 6,000
Creative Director: Give final approvals on campaign look and feel	300	2	\$ 600
Art Direction: Still photography of champion chef recipes from video shoot allowance c. 4 days, design champion chef recipe sheet with method and prep notes plus considerations for use of the vegetables listed.	220	20	\$ 4,400
Copywriting: Developing copy for each recipe card	220	16	\$ 3,520
Business Director: project planning and mapping including all client liaison regarding program, preparing creative concept, overseeing sourcing and review of all nutritional information, preparing final production briefs for informational videos, manage all client feedback, reviews, approvals, etc.	200	16	\$ 3,200
Business Manager: support Business Director on day to day requirements including, reviewing all available nutritional information available, identifying missing information, researching additional information required, preparing design briefs, reviewing designs and managing feedback through the design process, proof reading, prepare and manage project timings, financials, etc	150	44	\$ 6,600
Artwork: final technical preparation of fact sheets	150	40	\$ 6,000
Supply artwork files	100	10	\$ 1,000
Colour Prints: comms materials for approvals	10	10	\$ 100
Work Administration Fee: set-up job in system, etc	200	1	\$ 200
Sundries: allowance for local travel, parking, phone calls (inc. international), b&w prints, etc.	2000	1.5	\$ 3,000
TOTAL FEES			\$ 96,530

Thos cost would be reviewed upon sight of all available documentation, information, photography etc.

DELIVERABLE: Seasonality database			
DESCRIPTION: Source, review and compile seasonality information and create a central searchable database for this information (downloadable to an app), with functionality and resource for ongoing updates.			
	HRLY RATE	HRS	\$
Content Development and Maintenance			
CEO: approvals throughout process	400	2	\$ 800
Creative Development: develop overarching creative name for seasonality database. Includes presenting up to 3 options and further development of preferred idea.	300	2	\$ 600
Art Direction: Develop overarching look and feel for front end interface of seasonality database	220	8	\$ 1,760
Copywriting: allowance for copywriting for introduction to seasonality database, and key campaign messaging for each season	220	8	\$ 1,760
Business Director: project planning and mapping including defining keydatabase requirements with client, preparing scoping brief for web team, all client liaison regarding website requirements, develop concept brief, manage concept/creative process, including all related client liaison and creative briefings / feedback / etc, brief web team,oversee development of design and copy rollout for database, oversee research and data compilation on seasonailty for each vegetable, review & approve design roll out, participate in testing of website, manage all client feedback, reviews, approvals, etc.	200	58	\$ 11,600
Business Manager: Support Business Director on day to day requirements including, reviewing all available seasonality information available, identifying missing information, researching additional information required, preparing design briefs, reviewing designs and managing feedback through the design process, proof reading, briefing developers on back end functionality and CMS requirements of database, prepare and manage project timings, financials, etc	150	72	\$ 10,800
Artwork: Design of front end of database, including landing page, search functionality etc	150	16	\$ 2,400
Work Administration Fee: set-up job in system, etc	200	1	\$ 200
Sundries: allowance for local travel, parking, phone calls (inc. international), b&w prints, etc.	2000	1	\$ 2,000
DIGITAL DEVELOPMENT			
Develop back end of searchable database, to be located on central website hub, with the functionality to continually add and update information in the back end. Includes testing and optimisation.		1	\$ 3,500
Potential to incorporate this information into a downloadable app. Costs include scoping of development only at this stage		1	\$ 5,000
TOTAL FEES			\$ 40,420

DELIVERABLE: Amplification

DESCRIPTION: To manage and oversee all unpaid for media and influencer relations with regard to the project. Including but not limited to: all industry/foodie media liaison to announce that the champion chef is working with Hort Innovation and the Australian Food Service industry to celebrate Australian Vegetables, encouraging their increased use to ultimately increase vegetable consumption for the nation positively impacting our health and supporting our local growers. Working with key foodie/food industry media to share the seasonal stories, behind the scenes, etc. to continue the interest and development of the project throughout year 1. Promoting website hub to drive traffic and engagement. Scoping out the competition and potentially looking for partners who could co-fund/manage the competition or house it at their event, then promote this to the industry and maximise exposure of the competition and resultant outputs. Scoping out and managing events such as the future forecaster/nutritionist (thought leader) events and initial PR launch/invitations. And the outreach from that/those. General ideas, reporting, media monitoring, project management etc. over a 12 month period.

	HRLY RATE	HRS	\$
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SPECIALIST

For project fees to cover: All industry/foodie media liaison to announce the high profile working with Hort Innovation and the Australian Food Service industry to celebrate Australian Vegetables, encouraging their increased use to ultimately increase vegetable consumption for the nation positively impacting our health and supporting our local growers; Working with key foodie/food industry media to share the seasonal stories, behind the scenes, etc. to continue the interest and development of the project throughout year 1. Promoting website hub to drive traffic and engagement there; Scoping out the competition and potentially looking for partners who could co-fund/manage the competition or house it at their event, then promote this to the industry and maximise exposure of the competition and resultant outputs; Scoping out and managing events such as the future forecaster/nutritionist (thought leader), industry events. And the outreach from that/those. General ideas, reporting, media monitoring, project management etc. over a 12 month period

\$ 200,000

PROJECT MANAGEMENT

CEO: approvals throughout process	300	4	\$	1,200
Business Director: Search and engage partner to undertake this activity. Oversee and coordinate project management and overarching view of project ad deliverables to report to Hort Innovation (based on 2hrs per month for Hort Innovation, 1 quarterly meeting to discuss each season and ongoing liaison)	200	90	\$	18,000
Business Manager: Assist Business Director in the above.	150	136	\$	20,400
Work Administration Fee: set-up job in system, etc	200	1	\$	200
Sundries: allowance for local travel, parking, phone calls (inc. international), b&w prints, etc.	2000	1	\$	2,000
TOTAL FEES			\$	241,800

Please note, fees would be negotiated up for for a yearly fee arrangement based on the resultant activities and KPIs required.

DELIVERABLE: Industry advertising

DESCRIPTION: To cost of media negotiations and creative content for launch activity in paid-for media aimed at Industry professionals to accompany any amplification (and can often guarantee additional editorial coverage due to "support" for media). This assumes large format placements for the launch and for each season as a reminder to go/revisit the website for the latest information released and provides a coverage in both print, web and email to ensure wide reach and visibility. Media cost does not include any complimentary coverage, e.g. Host Plus etc. However, the creative content produced within this quote could easily be re-distributed to other publishers at a minimal cos of file delivery only (\$100) and the media cost itself be negotiated in addition to this if deemed appropriate.

	HRLY RATE	HRS	\$
Media Planning/Buying: single insertion cost across the publications listed below for each season***			\$ 75,320
CEO: approvals throughout process including approvals of the first layout of each piece	300	6.5	\$ 1,950
Art Direction: Develop overarching look and feel for all advertising, to be rolled out across all pieces. Includes 3 initial creative directions, and one round of revisions to the final chosen direction	220	80	\$ 17,600
Copywriting: Allowance for development of key messaging to run across all advertising throughout the year	220	72	\$ 15,840
Business Director: project planning and mapping including all client liaison regarding program, preparing creative concept, overseeing media company bookings, developing creative briefs for all advertising, managing feedback and internal design reviews, managing all client feedback, approvals, etc.	200	40	\$ 8,000
Business Manager: Support Business Director on day to day requirements including preparing creative briefs, managing media company bookings and material specs, managing feedback and internal design reviews, managing all client feedback, approvals, prepare and manage project timings, financials, etc	150	96	\$ 14,400
Artwork: Work with Art Director to design and artwork of all advertising material, based on approved creative direction	150	76	\$ 11,400
Digital: Development of digital banners	150	32	\$ 4,800
Supply artwork files quarterly	100	4	\$ 400
Work Administration Fee: set-up job in system, etc	200	1	\$ 200
Sundries: allowance for local travel, parking, phone calls (inc. international), b&w prints, etc.	2000	1	\$ 2,000
TOTAL FEES			\$ 151,910

* All media costs would be negotiated as a package and reductions would be expected within that negotiation. Costs are based on rate card for 4 insertions.

** Creative development and production would be quoted once the agreed schedule is in place to allow for cost efficiencies, as it would be treated as a campaign as opposed to individual elements.

*** Details of the suggested media titles and insertions are listed below:

Publication:

	No of Insertions Recommended (12 Months)
Food Service News: Full Page	x 4
Food Service News: Front Cover	x 4
Food Service EDM Newsletter	x 4
Hospitality Magazine: DPS (centre spread). Or Front cover and inside front cover	Launch only
Hospitality Magazine: FPC	x 3
Hospitality Magazine Website Takeover: Skin, Leaderboard, Roadblock	Launch only (1 month)
Hospitality Magazine: EDM Newsletter (sponsored article, MREC 1)	x 4
Hospitality Magazine - solus EDM	x 4
Restaurant & Catering Magazine: DPS	Launch only
Restaurant & Catering Magazine: FPC	x 4 (consider advertising in Product Guides for longevity)
Restaurant & Catering Magazine: MREC A & Leaderboard	(Monthly period) x 4
Restaurant & Catering Magazine: EDM Newsletter Banner Ad 1	(4 inserts, 1 per week) x 4

DELIVERABLE: QSR/FCD Direct Marketing Piece			
DESCRIPTION: Create and distribute a direct mail piece to be personalised and sent out to key QSR/FCD decision makers, informing them of latest food trends, nutritional information, and thought started on including specific vegetables into their menu planning			
	HRLY RATE	HRS	\$
PROJECT MANAGEMENT			
CEO: approvals throughout process. Follow up contact with key targets.	400	9	\$ 3,600
Business Director: To research and compilation of key top 10 target list, current menu items and seasonal specials/developments, upcoming trends due for mass acceptance in the next 2-5 years. Brief and liaise with Home Economist and Nutritionist to approve and supply information on the proposed new menu items.	200	87	\$ 17,400
Business Manager: day to day support of Business Director and internal project management.	150	144	\$ 21,600
Art Direction: Develop look and feel for ten individual pieces to be included in the direct mail pack. Includes three initial design territories for an overarching design, and two rounds of revisions to the chosen territory.	220	80	\$ 17,600
Copywriting: Development of key communication to be included in mail out packs	220	180	\$ 39,600
Design/Creative Layout: Design and layout of 10 individual pieces based on the approved design territory	200	80	\$ 16,000
Artwork: Rollout of designs, and final technical preparation files	150	100	\$ 15,000
Work Administration Fee: set-up job in system, etc	200	1	\$ 200
Sundries: allowance for local travel, parking, phone calls (inc. international), b&w prints, etc.	2000	1	\$ 2,000
HOME ECONOMIST / NUTRITIONIST/PRODUCTION COSTS			
Home Economist: Brief Home Economist on leviabile vegetables and upcoming trends against existing menus. Home Economist to review and supply suggestions. (10 days)			\$ 8,500
Nutritionist: Recipe suggestions reviewed and approved by Nutritionist (3 days)			\$ 6,000
Production of 10 packs: Production of ten pieces (may include photography, ingredients and props)			\$ 5,000
Delivery allowance			\$ 1,000
TOTAL FEES			\$ 153,500

DELIVERABLE: Overall project concept and identity

DESCRIPTION: To cost of overall concept fee for the intellectual property of the project plan and identity creation. This includes the development of a name/identity guideline for use with any external supplier/representative to protect the integrity of the project and identity.

	RATE	HRS	\$
Concept Fee, logo design, assets and style guidelines (including project managem	20000	1	\$ 20,000
Work Administration Fee: set-up job in system, etc	200	1	\$ 200
Sundries: allowance for local travel, parking, phone calls (inc. international), b&w prints, etc.			\$ 500
TOTAL FEES			\$ 20,700

12 MONTH PERIOD

DELIVERABLE: Proposed food service industry plan of activity

DESCRIPTION: To devise a stand-alone product for Hort Innovation food service connection, with an identity kit. Enlist the services and advocacy of a champion chef, produce serving suggestions per season to reflect the leviabile vegetables, record 'how to' videos to demonstrate the use, prep and serving suggestion creation, record inspirational videos about connecting with vegetable growers and the community to mutual benefit, upload fact sheets and searchable seasonal information, alongside all video content onto a website that is named and IP owned by Hort Innovation. Launch a competition within the marketplace to encourage participation and content creation. Engage industry specialist to manage the communication, outreach and negotiations with key industry media and influencers and potential co-funding partners to amplify the impact of this project and maximise results amongst the industry across all levels of seniority and complexity.

	HRLY RATE	HRS	\$
Creative concept of overall program and IP to Hort Innovation including logo design, assets and style guidelines	\$20,700	1	\$20,700
Negotiation and management of contract detail - champion chef.	\$3,200	1	\$3,200
Champion chef engagement (12 months for all above mentioned activities including liaison and project management)	\$324,600	1	\$324,600
Website hub	\$142,660	1	\$142,660
Vegetable fact sheets	\$96,530	1	\$96,530
Seasonality database	\$40,420	1	\$40,420
Amplification	\$200,000	1	\$200,000
Video production (excl talent fees):			
How To' x 4 videos	\$63,225	4	\$252,900
Connection/Inspiration' x 4 videos	\$75,825	4	\$303,300
Competiton:			
Either 1 - including prepromotion, one-off prize, or 2 - mentoring panel prize for ongoing input (average cost for either 4 seasonal one-off prizes or a 12 month mentoring/panel)	\$167,810	1	\$167,810
TOTAL:			\$1,552,120
GST			\$155,212
Total inc GST			\$1,707,332

ONE SEASON PILOT

DELIVERABLE: Proposed food service industry plan of activity

DESCRIPTION: To devise a stand-alone product for Hort Innovation food service connection, with an identity kit. Enlist the services and advocacy of a champion chef, produce serving suggestions per season to reflect the leviabile vegetables, record 'how to' videos to demonstrate the use, prep and serving suggestion creation, record inspirational videos about connecting with vegetable growers and the community to mutual benefit, upload fact sheets and searchable seasonal information, alongside all video content onto a website that is named and IP owned by Hort Innovation. Launch a competition within the marketplace to encourage participation and content creation. Engage industry specialist to manage the communication, outreach and negotiations with key industry media and influencers and potential co-funding partners to amplify the impact of this project and maximise results amongst the industry across all levels of seniority and complexity. (for a 3 -6 month period only).

	HRLY RATE	HRS	\$
Creative concept of overall program and IP to Hort Innovation including logo design, assets and style guidelines	\$20,700	1	\$20,700
Negotiation and management of contract detail - champion chef.	\$1,600	1	\$1,600
Champion chef engagement (3 months for all above mentioned activities including liaison and project management)	\$80,350	1	\$80,350
Website hub	\$90,000	1	\$90,000
Vegetable fact sheets	\$96,530	1	\$96,530
Seasonality database	\$40,420	1	\$40,420
Amplification	\$75,000	1	\$75,000
Video production (excl talent fees):			
How To' video	\$63,225	1	\$63,225
Connection/Inspiration' video	\$75,825	1	\$75,825
Competiton:			
Either 1 - including prepromotion, one-off prize, or 2 - mentoring panel prize for ongoing input (average cost for either just one season one-off prize or a 1 season mentoring/panel)	\$75,000	1	\$75,000
TOTAL:			\$618,650
GST			\$61,865
Total inc GST			\$680,515