NATIONAL DESIGN CHALLENGE

Food and Agri Sector

Central Coast

Food Manufacturing Innovation Hub

Design Review: Designing The Right Things



AUSTRALIAN DESIGN COUNCIL

CENTRAL COAST INDUSTRY CONNECT

CENTRAL COAST FOOD ALLIANCE

FIAL

The Food and Agribusiness Growth Centre

DESIGNING FOR IMPACT

1

The Australian Design Council's mission is to engage Australia's world-class design sector to help grow more globally competitive Australian firms, and in turn, national prosperity.

2

We know design adds significant value to products, services, systems and businesses across all sectors of Australia's economy.

3

The National Design Challenge is a framework to undertake a Design Review on nationally significant projects within a Priority Sector (Food and Agribusiness).

Design Reviews invites a panel of independent design experts to review a project, prior to funding through the lens of good design principles.

4

With funding from Food Innovation Australia Limited (FIAL), the National Design Challenge has been piloted with the Food and Agri Sector and their Project 2030 Vision that supports the sector's growth in annual value add capability from its current $59bn per annum to over $200bn by 2030.

5

The focus of this Design Review was the Food Manufacturing Innovation Hub, a project of significant value to the New South Wales Central Coast region. The Hub will be a commercially based, purpose-built facility that primarily caters for small to medium sized food and beverage manufacturers, to give them the tools to accelerate their growth and build strong business and management processes.

6

The Food Manufacturing Innovation Hub concept has been developed by a consortium of industry and government stakeholders who will become the project consortium for the delivery and operation of the Hub. A detailed business case and operating model had been developed by the consortium as a core element of a Central Coast Food Innovation Initiative.

7

Stage 1 of a Design Review was undertaken with the Board and stakeholders of the Food Manufacturing Innovation Hub to challenge project assumptions; identify amplification opportunities between government policy, sector priorities, regional ambitions, and business strategy; and define practical pathways for delivering greater impact through design capability.

8

This Design Review provided a forum for the design sector to bring clarity to a complex environment. Design Experts challenged assumptions enabling the Central Coast Food Manufacturing Innovation consortium to design a practical roadmap to deliver greater impact for the region and sector through a design led approach.

9

Using good design criteria, the project was reframed from a number of dimensions, specifically stakeholder value, customer impact, regional impact and sector impact. Recommendations for opportunities for enhanced impact by design were the key outcomes from the Design Review.

10

Our immediate next step is to continue the Design Review and work with the Central Coast Food Manufacturing Innovation Hub consortium to deliver their future roadmap designed through the inclusion of professional design capability.

Australian Food and Agribusiness Clusters

FIAL has been supporting the establishment and growth of Australian Food and Agribusiness clusters since 2018. FIAL's *Cluster Program*, was the first of its kind in Australia providing $3 million in funding, matched with an additional $3 million, allowing for the establishment of four clusters, including Central Coast Food Alliance. This funding strengthened relationships and established trust between businesses, leading to large infrastructure investment projects beyond what would be possible if operating in isolation.

CENTRAL COAST FOOD MANUFACTURING INNOVATION HUB

Strategically located, with excellent transport and logistic infrastructure and a unique mix of multi-national, national and local food and beverage manufacturers together with smaller artisan food and boutique producers, the NSW Central Coast has a regional comparative advantage of an established, innovative and high-quality food and beverage manufacturing industry.

A consortium led by Central Coast Industry Connect were instrumental in the development of the Central Coast Food Innovation Initiative to grow jobs, build regional business competitiveness, develop export opportunities and encourage national and international trade through innovation, education and research. Currently 2,405 people are employed in the Food Product Manufacturing sector on the Central Coast.

The development and delivery of the Central Coast Food Manufacturing Innovation Hub will be a key activity for the consortium. When finalised, the Hub will be a commercially based, purpose-built facility that primarily caters for small to medium sized food and beverage manufacturers, to give them the tools to accelerate their growth and build strong business and management processes. The hub will support other food manufacturers, small and large, through access to its facilities and programs.

The Hub is planned to be part of a broader Food Manufacturing Precinct within the region which aims to leverage the regional specialisation in the food sector to achieve economic growth through expanding and innovating the local food, beverage and agricultural industry.

THE DESIGN REVIEW FOCUSED ON:

- **Challenging project assumptions.**
- **Identify amplification opportunities between government policy, sector priorities, regional ambitions, and business strategy.**
- **Define practical pathways for delivering greater impact through design capability.**

"The power of people working together can make the impossible possible and is often the missing piece in an investment puzzle. The inclusion of professional design in a cluster's formation and in the development of large infrastructure projects is one of the critical pieces to amplify impact as it keeps teams focused and connected on solving the right problem"



Mirjana Prica
Managing Director, Food Innovation Australia Limited

“The design review provided a platform to engage with our key stakeholders at a much deeper level and as such I expected the participants to get a more informed understanding of the project and the concepts it was delivering.

As the developer of the project, it is easy to feel that you are being challenged in your thinking through a process like this and that sense was there, but this sense was overcome by the positive engagement and commitment of the group. The diverse thinking processes and experiences provided reinforcement of concepts of the project but also highlighted opportunities for improvement.

The highlight for me from this process was that, what I felt was a clear vision and way forward for the project and its outcomes, was not the case for some of the team and this highlighted the need to do a process like this early in the development phase of the project, to test my thinking processes and ensure clear communication and comprehension of the goals of the project”

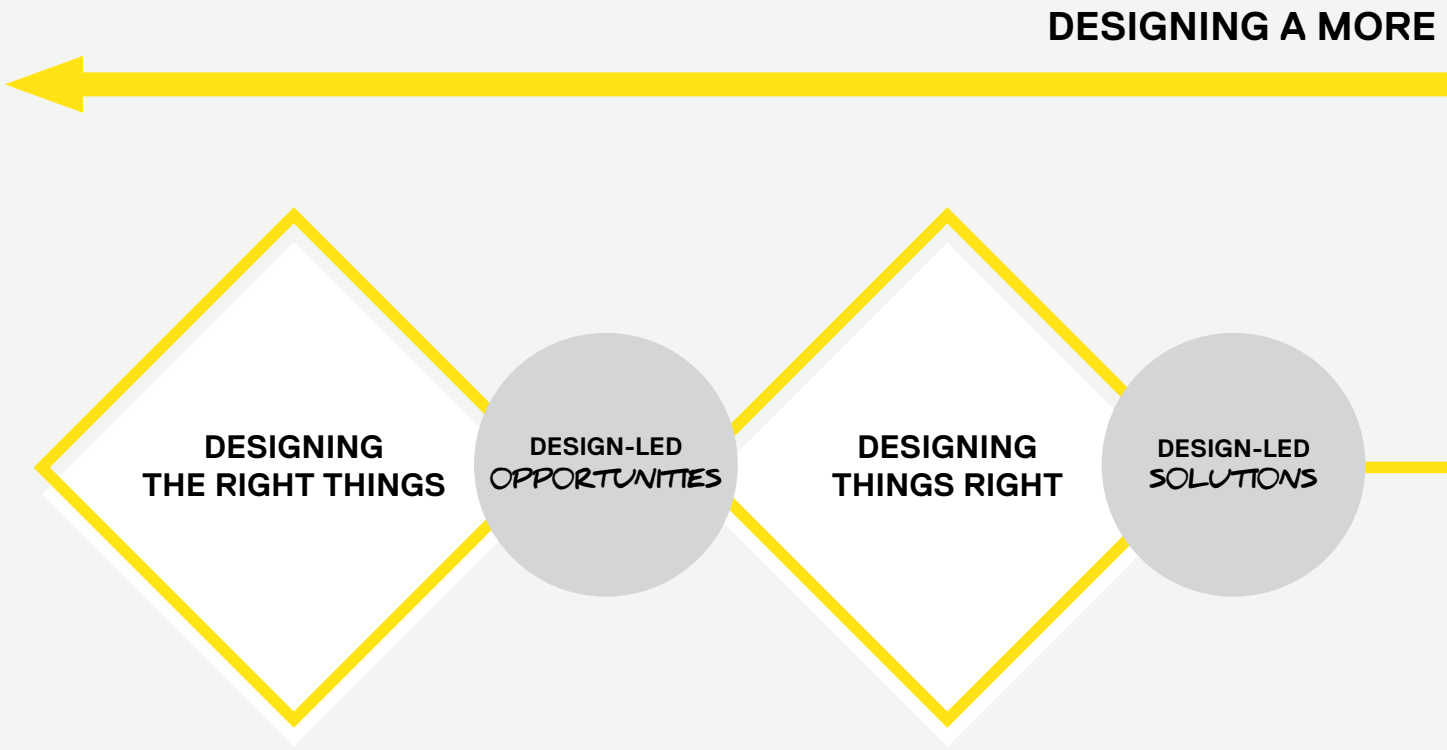


Frank Sammut
Executive Director
Central Coast Industry Connect



DESIGN REVIEW APPROACH

The Design Review focused on ‘Designing the Right Things’ diamond



ANALYSIS

The Australian Design Council undertakes Program or Project reviews to seek clarity on the problem definition, impact and alignment to government policies, ensuring we are designing the right things.

Australian Design Council Experts make recommendations on how the Program/ Project could be reframed to embed professional design capability to deliver a greater impact.

MARKETPLACE

Program or Project consortia connect with professional designers through the marketplace and engage their services to ensure things are designed right.

The Platform makes the process of identifying suitable design expertise and ensues connection to the analysis and transformation stages.

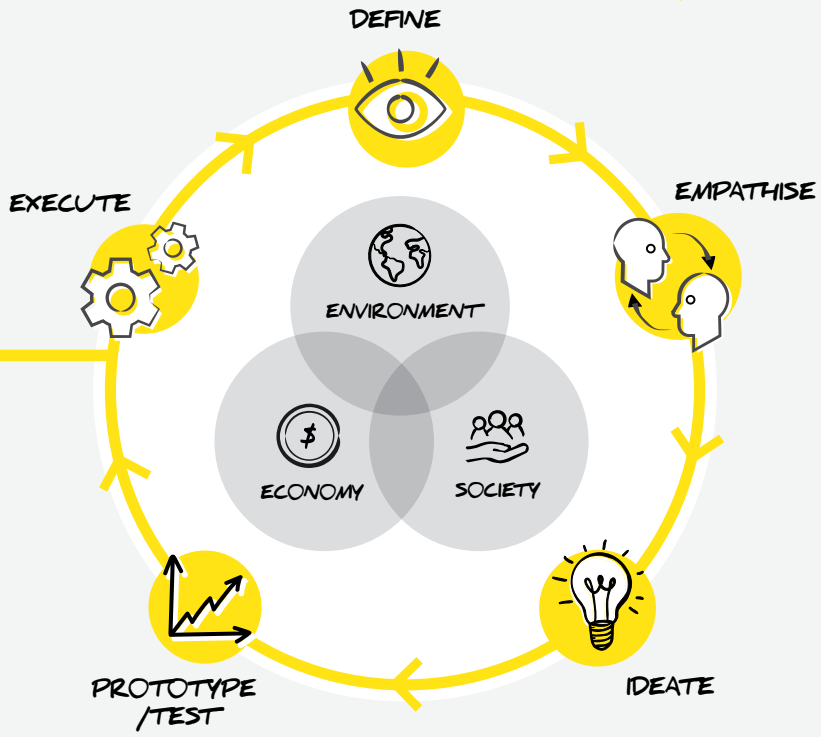
DAY 1 undertook a Discovery Phase to allow the Central Coast Food Manufacturing Innovation Hub stakeholders to present to the Design Review Panel their proposal and its pathway to impact. The Design Review Panel led a divergent analysis to critique the proposal against good design criteria and explore its alignment to government policy and customer value propositions.

DAY 2 reviewed the outputs of the Design Panel assessment and co-designed a revised strategy and pathway to impact, considering the opportunities to embed design to deliver greater ROI.

DAY 3 presented the co-design outputs to the wider stakeholders for endorsement and confirmation of next steps.

PROSPEROUS AUSTRALIA

DELIVERING BY DESIGN



TRANSFORMATION

Australian Design Council Experts provide independent design governance to the Program / Program Teams to ensure they are leveraging the design capability to deliver greatest impact and/or pivot delivery as necessary.

Data is captured as part of the review to demonstrate impact and wider sector benefits.

BENEFITS AND OUTPUTS

Growth in internationally recognised, design-led Australian firms with competitive advantage, improved profitability, increased exports and growth in jobs and skills.

At the sector level, wider economic growth, social impact and environmental benefits.

DISCOVERY PHASE

The Discovery Phase stepped the participants through a series of small activities to allow them to share current thinking on the Food Manufacturing Innovation Hub business case and operations.

The activities also allowed the participants to challenge individual perspectives to seek clarity and alignment on the original project assumptions.

To further stretch the discussion on the Hub's value proposition, a number of Food and Beverage manufacturing SME's, the potential customers of the Hub's services, were brought into the review to seek alignment on their understanding of the value proposition.

"It was valuable to have the space and time to be facilitated through a process that made me consider different perspectives"



ACTIVITIES

FOOD MANUFACTURING INNOVATION HUB TODAY

DESIGN FOR YOU

Understanding the Hub's alignment to each organisation's objectives and strategy.

DESIGN FOR CUSTOMERS

Outlining who is the Hub's target audience and what are their unmet needs and what value the Hub will provide.

DESIGN FOR SECTOR IMPACT

Outlining the wider Food and Agribusiness Sector needs and ambitions and how the Hub will amplify this.

DESIGN FOR REGIONAL IMPACT

Outlining the Central Coast's regional objectives and how the Hub will align to these.

DESIGN FOR BEST PRACTICE

Outlining how the Hub's planned operating model is an exemplar of innovation best practice.

Customer Value Proposition

Stakeholder Value Proposition

Sector Value Proposition

OPPORTUNITIES FOR GREATER IMPACT

CONVERGENCE DESIGN CRITERIA REVIEW

The Design Panel assessed the outputs of the Design Review against good design criteria. The assessment was to provide participants with a template of what a good design solution (Hub Design and Operation) would need to address. More importantly it identified how they could achieve this, by focusing their efforts to amplify the social, economic, and environmental impact and maximise return on investment through the inclusion of professional design capability.

Customer value proposition and alignment	Clarity on customers and stakeholder needs and motivations
	Product and service alignment to customer value proposition
Clarity of purpose	A clear purpose linked to customer value proposition, market and sector need
	All stakeholder (internal and external) understand core purpose of concept, its strategy and its delivery / implementation
Sector and Regional Impact	Products and services contribute to the long term prosperity of the region and the sector
	Products and services have clear measurable impact across social, economic and environmental outcomes for the region
Sustainable business model	A economically sustainable and 'fit for purpose' business model that can scale or be replicated
Design led culture	An adaptive governance approach, grounded in customer and beneficiary needs and prototyping and scaling innovative programs and services
	Embedded processes to co-design and prototype programs and services with customers and beneficiaries



Strong evidence of item being addressed/ embedded



Item acknowledged and response in development



Limited evidence of item being considered

DESIGN REVIEW OUTCOMES

Opportunities to amplify the impact of the Food Manufacturing Innovation Hub by design. A series of recommendations were then provided on how the Hub's Business Case could be strengthened by the inclusion of design capability in both the short, medium and long term.

These recommendations included:

1. **Customer needs analysis and product/service development**
2. **2030 Place Strategy**
3. **Year 1 Prototyping Plan and Implementation**
4. **Continue to embed a design-led culture**

"The Design Review is an impactful, efficient and cost effective process to leverage design capability to amplify project impact. It creates space, time for project teams to strategically reflect on a project's value proposition and identify opportunities to enhance its overall impact. It develops recommendations that are owned and understood by the project team and participation in the process itself builds the organisation's overall design culture and capability.

The process of critique is an essential part of design practice, but is often an unfamiliar experience for other professionals. Facilitating this Design Review highlighted the critical role of the Facilitator being able to establish a safe and constructive critique environment – where all participants understand the critique process and are supported through a reflective discussion that enables challenging conversations to occur.

I was impressed with how the project team embraced the critique process and would like to thank them for the gusto in which they embraced the process. I look forward to seeing the project team move to the next Design Review – Designing Things Right – as an effective and impactful way to further leverage design capability to amplify the project's impact."



Jennifer Mitchelmore
Chief Executive Studio THI & Design Review Lead

1 CUSTOMER NEEDS ANALYSIS AND PRODUCT/SERVICE DEVELOPMENT

Develop a holistic understanding of all customer and beneficiary needs (pains and gains), define a shared value proposition and align the Hub's product and service offer.

Design Expertise – User Research, Service Designer, Business Model Designer.

FOOD MANUFACTURING INNOVATION HUB CUSTOMERS			BENEFICIARIES	
Scale-up Food Manufacturing SMEs	**Large Scale Food Manufactures**	**Universities**	**Australia's Food Manufacturing Sector**	**Central Coast Region**
Enhance the Hub's product and service offer around building SME knowledge and capability and business acumen on sustainable growth	Define product, service and partnership opportunities that align with the needs of Large Scale Food Manufactures – beyond access to pilot facilities	Establish a stronger partnership relevant to universities	Strengthen the Hub's activity and impact to FIAL project 2030 Roadmap priorities	Consider opportunities for how the Hub could help realise the region's economic objective to specialise/be known for food manufacturing

"It could be a showcase/exemplar model of a regional innovation place"

2 2030 PLACE STRATEGY

Articulation of a place proposition and supporting strategies to realise a Scale-up Food Manufacturing SME Accelerator Place. Establish a clear 'flag on the hill' for the Hub's future and a roadmap for how to realise the ambition.

- **Design Expertise – Urban Strategist, Architect, Strategic Designer, Service Designer.**

2030 PLACE STRATEGY		
2030 PLACE PROPOSITION Purpose Statement, Customer and Beneficiary needs, Goals and objectives, KPIs (yr1, yr 3 and yr7)		
PARTNERSHIP STRATEGY	PROGRAM STRATEGY	SPACE STRATEGY
BUSINESS MODEL		
ORGANISATION DESIGN AND GOVERNANCE		

"We need to develop a broader purpose statement to anchor our thinking, decision making and communication of the Hub"

3 YEAR 1 PROTOTYPING PLAN AND IMPLEMENTATION

A data driven and methodological approach to test program ideas and alignment to market and explore business model and partnership approaches.

- **Design Expertise – Strategic Designer, Experience Designer, Business Model Designer.**

2030 PLACE STRATEGY		
2030 PLACE PROPOSITION **Purpose Statement, Customer & Beneficiary needs, Goals & objectives, KPIs (yr1, yr 3 and yr7)**		
PARTNERSHIP STRATEGY	**PROGRAM STRATEGY**	**SPACE STRATEGY**
BUSINESS MODEL		
ORGANISATION DESIGN AND GOVERNANCE		

PROTOTYPING PLAN

Define and implement a series of pilot initiatives **(focused on emerging programs or services)** to test and confirm:

- **Customer and beneficiary needs**
- **Shared value proposition**
- **Explore program alignment to market**
- **Partnership approach**
- **Business model**

Consider testing national and Central Coast focused audience

4 CONTINUE TO EMBED A DESIGN-LED CULTURE

Build your ecosystem of partners to progress the Hub's objectives and support your SME customers.

- **Branding Design**
- **Communication Design**
- **Experience Design**
- **User Research**
- **Industrial Design**
- **Packaging Design**
- **Business Model Design**
- **Strategic and Service Design**

Consider **design mentoring** for Board, Staff and Customers

Implement Australian Design Council **Design Review 2 – are we Designing Things Right** to review draft 2030 Place Strategy**.**

NEXT STEPS

Our immediate next step is to continue the Design Review and work with the Central Coast Food Manufacturing Innovation Hub consortium to deliver their future roadmap designed in a manner that they can communicate and connect and bring together the right stakeholders and partners in impactful ways.

PARTICIPANTS

Frank Sammut
Executive Director

Alex Blow
Manager Central Coast Food Alliance

Ian Hemphill
MD Herbies Spices

Steven Hyde
Executive Chair Person TrendPac

John Murray
Management Consultant

Mathew McInnes
R&D Manager Sanitarium

Emma Satchell
Product Development Manager Mars

Professor David Cameron Smith
Food Innovation, University of Newcastle

John Mouland
Chief Executive Officer
Regional Development Australia, Central Coast

Courtney Molloy
Director Innovation District Ecosystem,
Central Coast

Louise Fisher
Director The Grants Whisperer

Michelle Amor
Owner Spiralz Fermented Foods

Joel Twyman
Co Owner The Marshmallow Co.

Olivia Duff
Owner Duff's Icecream

Sarah Qian
Owner Compassion Creamery

Rachel Cofrancesco
Food Innovation Australia (FIAL)

Jennifer Michelmore
CEO, Studio THI

Sam Bucolo
CEO, Australian Design Council

LEVERAGING AUSTRALIA'S DESIGN-LED INNOVATION CAPABILITY

The Australian Design Council is a not-for-profit industry body advocating for a design-led future for Australia to deliver long term growth and national prosperity. It champions the role of design in addressing complex social, economic and environmental challenges.

australiandesigncouncil.org

+61 2 8015 6680 | info@australiandesigncouncil.org

AUSTRALIAN
DESIGN
COUNCIL