

Final Report

Sweetpotato Emerging Leaders Program

Project leader:

Peter Long

Report authors:

Bree Watson

Delivery partner:

Australian Sweetpotato Growers Inc

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PW21001

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Sweetpotato Emerging Leaders Program (PW21001)

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Level 7
141 Walker Street
North Sydney NSW 2060

Telephone: (02) 8295 2300

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Public summary

This program spanned three years and included highly successful professional development activities for a group of 14 emerging leaders within the sweetpotato industry. Activities included a Sydney supply chain study tour which followed an expression of interest process eventuating with 14 emerging leaders selected. The three-day Sydney study tour included a tour of the Flemington fresh produce markets, visits with market agents and exporters, a visit to Hort Innovation head office and in-store visits with national produce managers for Coles, Woolworths, and Aldi as well as a tour of an Aldi Distribution Centre. The growers also visited Hydro Produce's extensive vegetable packing facilities at the markets and Silverwater. This was followed by a visit to the Harris Farm store which included a manager's presentation.

Year two built on these activities to support participants to explore the complexity of leadership roles and styles including: leading self and others, leading strategy and implementation and leading engagement. Equally it focused on developing participant's leadership styles to improve health and effectiveness of their organisation / industry. Activities completed in Year 2 were delivered by Trainer Jill Rigney at The Right Mind and included webinars, one on one coaching and a two-day intensive effective communication and personal development workshop.

The final year of the program supported participants to explore the complexity of leadership roles and styles as they developed a work-based project. Equally it focused on developing participant's leadership styles to improve health and effectiveness of their business or organisation. Participants attended activities including webinars, one on one coaching and one-day leadership workshop where participants presented their work-based project.

Retention of participants throughout the three years fluctuated. Following the expression of interest process 14 emerging leaders were identified. Ten participants continued into year two activities and eight to ten participants attended year three activities. Six participants completed the entire program and all activities. Despite low retention across the full three-year program participants spoke positively of the program and the outcomes they received. Two case studies were developed to showcase the leadership journey of two specific leaders and the work-based projects they completed.

Keywords

Leadership; sweetpotato; emerging leaders; supermarket; business

Introduction

The Australian sweetpotato sector is a relatively small one producing approximately 100,000 tonnes of sweetpotatoes per year all produced primarily on family run farms.

The total number of commercial growers is estimated around 50. Farm size ranges from 10 to 400 hectares with most in the 15 to 80-hectare size. Queensland is the biggest producing state with over 90% of the area grown centred around Bundaberg. The second major producing area is around Cudgen in northern New South Wales. Sweetpotatoes are also grown on the Atherton tableland, Rockhampton and the Lockyer Valley, Perth, Carnarvon and Kununurra (WA).

Whether a family grower or larger business, there are several second-generation growers and employees who are aged in their early twenties to 40-year old's. They bring enthusiasm, different skill sets, tend to be more open to new technologies and have a thirst for knowledge. Emerging leaders want a career path in the industry, to go beyond the farm gate professionally, and even to run the home place better.

There are currently no structured opportunities for those in the sweetpotato industry to undertake professional development relevant to their industry and better understand the supply chain and opportunities that exist beyond the farm gate. The sweetpotato industry has several growers who are preparing for succession planning in their businesses and those successors participated in this program, as well as employees of larger enterprises. In addition to creating opportunities to develop the skills of the next generation of sweetpotato growers, equally, attracting and retaining competent and quality staff members is an ongoing challenge. This program provided an opportunity to grow participants' professional knowledge and skills, raise their awareness of innovation and, through a workplace project, gain insights in how to better manage their business.

Methodology

A project steering committee was created to assist in the development of planned activities as well as an expression of interest process to identify potential leaders for the program. The committee was responsible for formalising reporting, selection criteria and overseeing the project management aspects.

Year one of the program included a study tour for 14 selected emerging leaders which included a Sydney supply chain study tour involving a tour of the Flemington fresh produce markets, visits with market agents and exporters, a visit to Hort Innovation head office and in-store visits with national produce managers for Coles, Woolworths, and Aldi as well as a tour of an Aldi Distribution Centre. The growers also visited Hydro Produce's extensive vegetable packing facilities at the markets and Silverwater. This was followed by a visit to the Harris Farm store which included a manager's presentation.

Year two built on these activities to support participants to explore the complexity of leadership roles and styles including: leading self and others, leading strategy and implementation and leading engagement. Equally it focused on developing participant's leadership styles to improve health and effectiveness of their organisation / industry. Activities completed in Year 2 were delivered by The Right Mind and included webinars, one on one coaching and a two-day intensive effective communication and personal development workshop.

The final year of the program supported participants to explore the complexity of leadership roles and styles as they developed a work-based project. Equally it focused on developing participant's leadership styles to improve health and effectiveness of their business or organisation. Participants attended activities including webinars, one on one coaching and one-day leadership workshop where participants presented their work-based project.

Two case studies were developed to showcase the leadership journey of two specific leaders and the work-based projects they completed.

Photos/images/other audio-visual material



Participants exploring the Sydney Markets during the three-day supply chain study tour



Luke Dixon shares his insights on marketing sweetpotatoes



The sweetpotato emerging leaders on their three-day Sydney study tour

Results and discussion

The Sweetpotato Emerging Leaders project was designed as a tailored leadership and professional development program for emerging leaders who have a strong connection to the sweetpotato sector. The program was open to growers and related agribusinesses to skill and enthuse those who wish to become more involved in their farm, business, supply chain and industry organisation. Emerging leaders require a considerable set of skills and the confidence to draw on and knowledge to get things done in their business and the industry.

The program initially focussed beyond the farm gate along the supply chain to the consumer. This helped participants build a better understanding of marketing and the supply chain encouraging them to build stronger networks and spark the confidence needed to influence and contribute effectively to their business and industry. It also introduced them to other leaders on policy formation to broaden their understanding of the vast components that affect the success and viability of the industry.

Following the supply chain study tour participants attended four webinars with leadership professional and program Trainer Jill Rigney from The Right Mind. Here she introduced many concepts including the relationship between self-awareness, character, integrity and influence challenging them to identify habits as they happen in their workplace that affect communication and clarity on the type of leader each participant aspires to be. Jill regularly applied these concepts to real-life farming situations such as language barriers in multicultural workplaces to further enhance their application of theory to their work environment.

Whilst the program experienced some challenges with participant retention due to some participants moving on to different roles, post event surveys indicate participants found the course content to be very useful, and the skills, tools and knowledge they gained allowed them to be more resourceful and adaptable managers and future leaders. All participants agreed the coaching calls were useful indicating one-on-one time with new leaders is important in programs like this to allow the mentor or professional time to get to know the participants, their goals and to align and tailor the information to suit their needs.

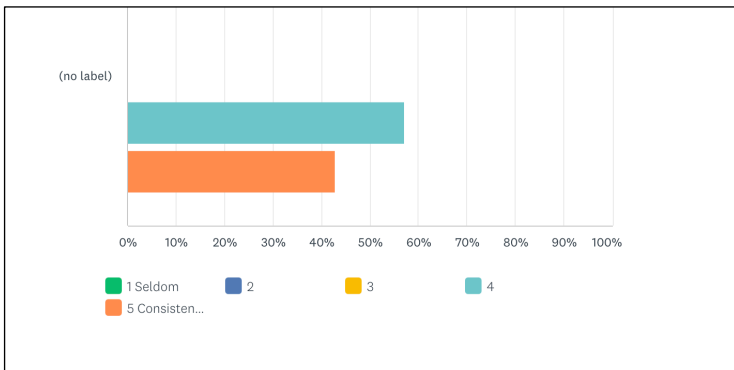
Following the supply chain study tour, workshops, webinars and one-on-one coaching sessions participants then worked to develop individual workplace projects to work on aspects of their leadership and learning. Participants presented their project to the group in the final workshop and demonstrated their new leadership skills, knowledge and communication tools. All participants presented professionally and responded to questions from their fellow participants and the trainer.

Two workplace project case studies were prepared following these presentations and share the knowledge and learning gained from the participants involved. One of the planned outcomes of the program was to equip the emerging leaders with the skills, knowledge and confidence in taking up positions in their business and or industry. This outcome has been realised with some of the successes including:

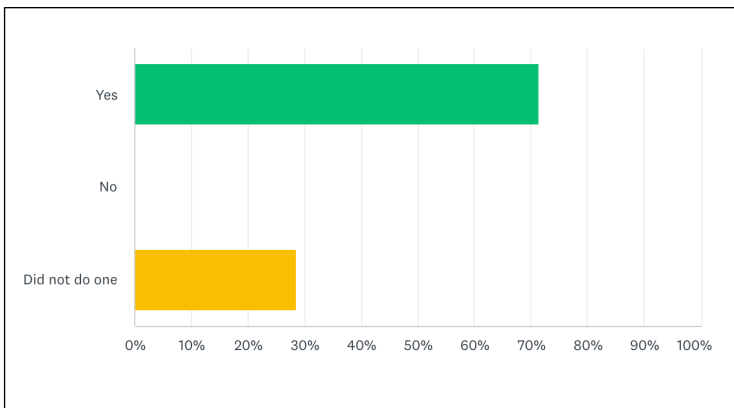
- One participant was elected to the ASPG Management committee in 2022 and re-elected in 2023
- Mentoring from the Trainer resulted in two participants who are partners in the family business to develop a succession plan which sees them move into management positions in 2025
- One participant has taken on a senior manager role for a major component of the business they work in
- One participant in a large organisation reported they now have the confidence to take on a senior leader acting role in the organisation

In August 2023 a survey was conducted with 12 participants to gain insights into their level of satisfaction with the program. Seven responses were received and are summarised below. Did you find the course content relevant to your

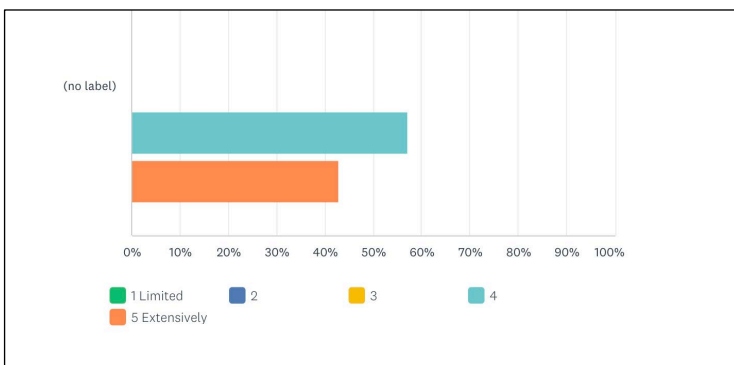
own professional life as an emerging leader?



Have the coaching calls been useful?



Did the workshop add to the skills, tools and knowledge to be a more resourceful and adaptable manager and future leader?



What are some things you can see yourself doing or doing better as a result of completing this program?

RESPONSES

Being aware of 1st 2nd and 3rd positions in conversation. Moving through the conversation pyramid.

Listening without judgement Using the triangle technique to build relationships to reach your main goal Delivering bad news using the 6 steps we were given

Implementing the new skills I learnt of better conducting tough conversations with workers and what language shouldn't be used

1.Pause 2.Listening without judgement

How to do disciplinary conversations easier with order

Saying no when needed Improving my physical health so that I can be a better person and continue to show up Listening without judgement

1st, 2nd, 3rd self speech Listen without judgement Questions - past, present, future

Outputs

Year 1 (targeting 15 participants)

Three-day supply chain and policy study tour to Sydney visiting the following:

- Sydney Markets with a focus on sweetpotato presentation
- Discussions with market traders
- Supermarket distribution centre
- Presentation by a supermarket program manager
- Vegetable packing facility (multi-commodity)
- Fresh food processor including sweetpotato
- Hort Innovation R&D and Marketing speakers
- Introduction to professional development speakers

Year 2 (Targeting 10 to 12)

- Two-day leadership forum with virtual follow-up.
- 2 Webinars
- One on one coaching sessions
- 2 media releases

Year 3 (Targeting 8 to 10)

- One-day emerging leader's workplace project presentation workshop in Bundaberg
- 2 webinars
- One on one coaching sessions
- 2 case studies

Table 1. Output summary

| Output | Description | Detail |
|---|--|---|
| Expression of Interest form | Sent all sweetpotato industry participants | Delivered in May 2022 |
| Sydney Study Tour | From the Expression of Interest process, 14x were identified as suitable for the study tour | 14 Emerging Leaders took part mid-August 2022 in Sydney. |
| Two-day professional development leadership program | Delivered to 10 of the original 14 Emerging leaders due to some participants leaving the program | 17-18/04/23 Topics included understanding self and others, goal setting, people management, marketing principles and application, how to measure success in business, identifying and engaging mentors and scoping your workplace project. |
| One-day professional development | Delivered to 6 of the original 14 Emerging | Delivered in Bundaberg 20/06/24 |

| | | |
|--|--|--|
| leadership workshop | leaders due to some participants leaving the program | |
| Workplace Projects | The 6 remaining participants worked individually on their projects applying their new knowledge and skills | Participant projects focused on: Improving workplace communication, establishing workplace values and vision, researching the trademark options and process and developing of product branding, improving business systems and processes to maximise labour utilization, developing a full digital document record keeping platform and building a strong workplace safety culture. |
| One on one coaching sessions | Available to all Emerging Leaders participants | 12 sessions delivered by The Right Mind Coaching |
| Webinars | Available to all Emerging Leaders participants | 29/11/22 20/04/23 12/10/23 21/03/24 |
| Participant evaluation | All | Completed following year three activities |
| Articles for PW21000 Sweetpotato Communication Project | | 2x completed Delivered in Spring and Summer editions of <i>The Vine</i> , the newsletter delivered as part of PW21000, also available on the ASPG website. |
| Case studies | | 2x completed based on participants workplace projects. Delivered in the Spring and Summer editions of <i>The Vine</i> , the newsletter delivered as part of PW21000, also available on the ASPG website. Case Study 1: Building a Strong Workplace Safety Culture – this case study was based on Emerging Leader Matthew Williams who identified that comprehension and learning outcomes are difficult to measure in workers that speak a language other than English as their primary language. As a result of Matt’s work-based project, he improved the work health and safety compliance profile of the business and improved learning, comprehension and upskilling outcomes for workers. Case Study 2: Trademark and Product Branding – this case study was based on Emerging Leader Kate Eden who identified a contributor to sales decline is variable quality of sweetpotatoes reaching stores. Kate’s research considered branding, packaging options, Trademarks and artwork among other components and combined this research with an US sweetpotato industry study trip. |

Outcomes

Table 2. Outcome summary

| Outcome | Alignment to fund outcome, strategy and KPI | Description | Evidence |
|---|---|--|--|
| Program awareness within the industry and its service providers | Strategic Investment Plan 2022-2026 'Strengthening industry leadership through initiatives and training' Outcome 3 Strategic Investment Plan 2022-2026 'Extension and capability – building capability and innovative culture' | Industry was made aware of the program through various methods including the e-newsletter, at industry meetings and via word of mouth | There were originally 14 participants in the program, this reduced over the years however all were still involved at various stages |
| Industry and participant engagement in the project | Strategic Investment Plan 2022-2026 'Strengthening industry leadership through initiatives and training' Outcome 3 Strategic Investment Plan 2022-2026 'Extension and capability – building capability and innovative culture' | Expressions of interest were sent to all participants in the industry, and these were reviewed by the Project Steering Committee. Participants were involved in activities across a three-year period. | Number of participants in the program, number of webinars attended, one on one coaching sessions, attendance at one-day and two-day workshops and participation in three-day study tour. |
| Knowledge of supply chains | Strategic Investment Plan 2022-2026 'Strengthening industry leadership through initiatives and training' Outcome 3 Strategic Investment Plan 2022-2026 'Extension and capability – building capability and innovative culture' | Leaders participated in supply chain study tour where they met key industry leaders who shared their knowledge and experiences with the group | Number of participants in three-day study tour |
| Awareness of leadership skills, increased confidence to contribute and influence others | Strategic Investment Plan 2022-2026 'Strengthening industry leadership through initiatives and training' Outcome 3 Strategic Investment Plan 2022-2026 'Extension and capability – building capability and innovative culture' | Leaders participated in 4x webinars and one on one coaching covering a range of leadership skills | Number of participants in webinars, one on one sessions, workshops. Participation in case studies |
| Creation of a culture of continuous improvement in farm and business practices | Strategic Investment Plan 2022-2026 'Strengthening industry leadership through initiatives and training' Outcome 3 Strategic Investment Plan 2022-2026 'Extension and capability – building capability and innovative culture' | Leaders developed their own work-based projects to apply their new knowledge and skills | Number of participants that developed their own work-based project |

Monitoring and evaluation

To what extent has the program achieved its expected outcomes.

Table 3. Key Evaluation Questions

| Key Evaluation Question | Project performance | Continuous improvement opportunities |
|--|---|--|
| <p>What is the extent of industry participation?</p> | <p>15 EOIs were received and reviewed by the PRG. One participant subsequently changed employers and did not participate (the available position was offered to their former employer who declined to nominate a replacement).</p> <p>14 participants completed the three-day Sydney supply chain study tour</p> <p>3 major retailers, Coles, Woolworths and Aldi participated in the study tour</p> <p>3 additional store visits were completed at Hydro Produce in two locations and Harris Farms</p> <p>1 Presentation by store manager</p> <p>1 visit to Sydney exporter agent</p> <p>6 discussions with market agents</p> <p>1 visit to Hort Innovation head office</p> <p>9 Marketing and Research presentations received</p> <p>2-day effective communication and personal development workshop attended by 10 participants</p> <p>4x professional development webinars held for participants</p> <p>One-on-one coaching sessions held</p> <p>1-day leadership workshop for presentation of work-based projects attended by 6 participants & two other leaders</p> <p>2 media releases developed</p> <p>2 case studies developed</p> <p>Feedback surveys completed</p> | <p>43 percent of participants attended all program events including the supply chain study tour, a two-day workshop, a one-day workshop, four webinars and completed their work-based project.</p> <p>Some participants were unable to attend all events due to time restrictions or competing interests.</p> <p>Incentives to encourage participants to prioritise attending all program activities could be explored.</p> <p>The case studies were difficult to obtain with participants reluctant to be involved, making participants aware of this requirement at the start of the program is suggested.</p> <p>Only half of the original 14 participants filled out the feedback surveys, incentives to complete these could be considered.</p> |
| <p>What is the willingness of stakeholders to participate?</p> | <p>Year one resulted in 14 participants</p> <p>Year two resulted in 12 participants</p> <p>Year three resulted in 8-10 participants</p> <p>Lots of industry stakeholders</p> | <p>Some participants were unable to attend all events due to time restrictions or competing interests.</p> <p>Incentives to encourage participants to prioritise attending all program activities could be explored.</p> |

| | | |
|---|--|--|
| | participated in the program by meeting with and sharing their knowledge with participants | A participant contract which outlines the expectation of their contribution to the program including attending events and pre-reading all materials supplied could be considered. |
| What is the Participant feedback? | <p>Post event surveys indicate participants found the course content to be very useful, and the skills, tools and knowledge they gained allowed them to be more resourceful and adaptable managers and future leaders.</p> <p>All participants agreed the coaching calls were useful indicating one-on-one time with new leaders is important in programs like this to allow the mentor or professional time to get to know the participants, their goals and to align and tailor the information to suit their needs.</p> | <p>Those that completed the surveys responded positively to the program particularly with the one-on-one assistance. This could become a bigger component of the program.</p> <p>Smaller feedback sessions could be completed after each activity to garner the most responses possible.</p> |
| What is the Trainer and Reference Panel feedback? | The Trainer and the Program Manager held a debrief and program outcomes shared with the ASPG Reference Panel. | This program requires the Program Manager to spend a considerable amount of time coaxing participants to contribute to all aspects of the program. |
| How does this form Stage one of an Industry plan? | <p>This program has resulted in several participants taking up leadership roles including:</p> <ul style="list-style-type: none"> • One participant was elected to the ASPG Management committee in 2022 and re-elected in 2023 • Mentoring from the Trainer resulted in two participants who are partners in the family business to develop a succession plan which sees them move into management positions in 2025 • One participant has taken on a senior manager role for a major component of the business they work in • One participant in a large organisation reported they now have the confidence to take on a senior leader acting role in the organisation | <p>Many leadership positions on committees include a need for governance skills, this could be included in the program to support those moving into representative positions.</p> <p>These successes are not often communicated, this could form another case study.</p> |

Recommendations

Some of the approaches from this course are relevant for any future courses in leadership and mentoring programs.

Recommendations for future programs include:

- Part time/flexible delivery and online to fit in with busy work schedules
- Small units of competency or modules to be incorporated to build participants resume and formal qualifications
- scholarships and internships could be promoted to further support development
- Governance courses can support participants to take up representative positions further supporting industry
- A combination of theoretical knowledge and practical skills is useful and maintains interest
- Incentives to encourage participants to prioritise attending all program activities could be explored.
- Significant time needs to be implemented by the Program Manager to ensure the participants remain engaged throughout the program and to ensure they have downloaded and accessed all required materials
- Promote the successes of the program including those that have taken up management positions and committee representations

Some constraints which impacted the program include

- Time factors to attend each session
- Dropout rate of participants between sessions
- Sessions tended to lose their momentum due to time between them
- The program did not contain sufficient 'buy-in' from the participants to ensure their participation in all events

Refereed scientific publications

Nil

References

Nil

Intellectual property

No project IP or commercialisation to report

Acknowledgements

ASPG acknowledges and thanks the participants of this program for being open to increasing their broader industry awareness, curiosity and desire for increased leadership capability in their businesses and representative organisations. We thank Hort Innovation for funding this program and seeing value in investing in our future leaders. We thank Jill Rigney at The Right Mind for her professionalism and mentoring of the participants and finally sweetpotato levy growers for investing back into their industry.

Appendices

1.1 Case Study One: Building a Strong Workplace Safety Culture



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Emerging Leaders Program CASE STUDY



ASPG facilitated a Hort Innovation funded three-year Emerging Leaders Program which offered a leadership program to sweetpotato industry personal aimed at upskilling future leaders (2022-24). The program was a professional and personal stretch for the participants. There was one primary activity each year which included: a Sydney supply chain trip, a two-day professional development workshop delivered by The Right Mind and a one-day workshop where participants presented their workplace project. The design of the program was to increase the broader industry awareness, curiosity and desire for increased leadership capability in their businesses and careers. This Case Study is based on one of the workplace projects.

| | |
|------------------------|---|
| Business | <p>McCrystal Agricultural Services</p> <ul style="list-style-type: none"> • Agriservices (sweetpotatoes) <ul style="list-style-type: none"> ○ establishment of 1st Generation Disease/Pest Free Seed. ○ Management of Agronomic Input's into Established Seed Beds. ○ Scheduling and Management of Planting Material Harvesting. ○ Managed Planting Services • Labour supply • Worker accommodation |
| Location | South Kolan via Bundaberg |
| Emerging Leader | Matthew Williams, Business Manager |
| Project title | Building a Strong Workplace Safety Culture |
| The challenges | <p>Inefficient traditional paper-based workplace health and safety systems (WH&S) Average staff exceeding 120 persons Workcover cost are significant</p> |

| | |
|--|---|
| <p>What we wanted to do differently</p> | <p>Comprehension and learning outcomes are difficult to measure in workers whose first language is not English across compliance and assurance frameworks Compliance evidence is slow and difficult to document</p> |
| <p>What we did</p> | <p>Comprehension and learning outcomes are difficult to measure in PALM workers whose first language is not English. Professional development to ensure best practice WH&S principles practices. Meet and exceed all assurance framework and statutory compliance requirements, using digitized data collection. Identify workplace hazards, conduct risk assessments and develop multi-lingual training material for Horticultural workers.</p> <p>1. Improve Organizational WHS compliance profile:</p> <ol style="list-style-type: none"> Completed Injury Prevention and Management Program (IPAM), a joint initiative by WHSQ and WorkCover QLD in consultation with certified WHSQ Inspector. Digitized WHS management system end to end inc. Hazard Identification, Incident Reporting, Risk Assessment, Control measure implementation and monitoring, and Safety Series Material. Compliance Library available digitally for easy access reducing administrative load of WHS management for us and our customer base. <p>Save on Workcover Costs and Injury related downtime for our Business and our customers:</p> <ol style="list-style-type: none"> Reduced Workers Compensation claims and work-related injuries by 100% in 2024 compared to previous year (zero injuries in 2024 and 289 days since last injury). Workers Compensation premiums reduced to 41% below industry average with quality data/ leverage to reduce premiums further in FY25. Customers enjoy qualified, at no cost WHS consultation. Workplace training material availability extends to our Host Employers. <p>Improve Learning, Comprehension, and Upskilling outcomes for workers:</p> <ol style="list-style-type: none"> Using advancements in AI technology to efficiently translate digital training material to 3 languages ensuring real comprehension of safety training. Implemented Industry leading training delivery model utilizing senior team leaders to deliver WH&S training in language reducing administrative load on senior management. Funded or co-funded upskilling opportunities in partnership with skills development fund to advance 8 workers from level 1 to level 2 positions in FY24 improving value proposition for our Host Employers. |
| <p>Whats next</p> | <ul style="list-style-type: none"> Recent wage increases of 3.75% are indicative that wage costs are only on the way up from here. Government support is diminishing for mandatory 88 days regional service for backpackers. Immigration policy is evolving to clamp down on the working rights of international student visa holders. Return prices are not increasing in line with input costs (labour, fertilizer, chemicals, seed etc.) Managing productivity in the new age of hyper compliance will be key to maintaining small business profitability. |

| | |
|--|--|
| | <ul style="list-style-type: none"> Plans to fill this gap with entry level, semi-skilled, and skilled labour solutions with digital productivity tools designed in house, driven by a compliance focus to maintain competitive market access for our customers. |
|--|--|

1.2 Case Study Two: Trademark and Product Branding



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Emerging Leaders Program CASE STUDY



ASPG facilitated a Hort Innovation funded three-year Emerging Leaders Program which offered a leadership program to sweetpotato industry personal aimed at upskilling future leaders (2022-24). The program was a professional and personal stretch for the participants. There was one primary activity each year which included: a Sydney supply chain trip, a two-day professional development workshop delivered by The Right Mind and a one-day workshop where participants presented their workplace project. Participants in the program grew their industry awareness, curiosity and desire to improve their leadership capability in their businesses and careers. This Case Study is based on one of the workplace projects.

| | |
|------------------------|---|
| Business | <p>AUS Sweetpotato</p> <p>Aus Sweetpotato produces 'low disease' first generation sweetpotato planting material with production across three farming locations. They produce the bulk of Australia's sweetpotato commercial planting material. While small in production volume, the provision of 'low disease' seed over the past 10 years has supported the Australian sweetpotato sector grows yields/hectare and significantly increase industry productivity and profitability. With industry support AUS Sweetpotato imports new sweetpotato varieties into Australia from the US.</p> |
| Location | Fairybower Road, Gracemere Via Rockhampton |
| Emerging Leader | Kate Eden, Business Manager |
| Project title | Trademark and Product Branding |
| The challenges | <p>Whilst Australian sweetpotato growers saw year on year demand growth from 2003 to 2018 where it reached over 100,000tonnes/year. However, it has now declined to approximately 80,000tonnes. Almost 99% of sweetpotatoes are consumed domestically with the majority being sold through the three major supermarkets.</p> <p>The majority (85 to 90%) of sales are loose premium gold sweetpotatoes. One contributor to the sales decline is the variable quality of sweetpotatoes reaching the</p> |

Hort Innovation SWEETPOTATO FUND

This project has been funded by Hort Innovation using the sweetpotato research and development levy and funds from the Australian Government. For more information on the fund and strategic levy investment visit horticulture.com.au

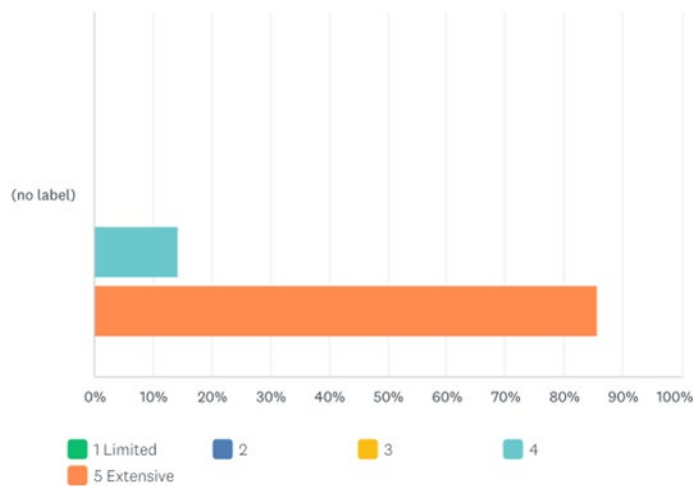
| | |
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| | <p>store displays which in turns dampens consumer demand. There is evidence that where quality is better managed through the supply chain consumers purchase more sweetpotatoes.</p> |
| <p>What we wanted to do differently</p> | <ul style="list-style-type: none"> <input type="checkbox"/> Growers take more control of what consumers see on the shelf (improved quality and presentation). <input type="checkbox"/> Shifting the current shelf presentation where the majority of sweetpotato sales are sold loose to bagged lines which provides the opportunity for variety and province branding. <input type="checkbox"/> Packaging that allows more control for growers to ensure their product is retail ready and protects the quality. <input type="checkbox"/> That growers shift from price takers to price makers. |
| <p>What we did</p> | <p>Researched</p> <ul style="list-style-type: none"> <input type="checkbox"/> Branding centred around purple purples (purple skin and purple flesh) <input type="checkbox"/> Purple sweetpotatoes were named international vegetable of the year <input type="checkbox"/> Identity – health, anthocyanin levels as high as blueberries, high fibre, high K, Vitamin A and C <input type="checkbox"/> Branding, packaging and recipes that could appeal for different meals and age groups (eg BBQ and children) <p>Packaging options explored included:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Tags <input type="checkbox"/> Stickers <input type="checkbox"/> Bands <input type="checkbox"/> Boxes <input type="checkbox"/> Bags <ul style="list-style-type: none"> <input type="checkbox"/> Paper <input type="checkbox"/> Plastic <input type="checkbox"/> Net <p>What was completed</p> <ul style="list-style-type: none"> <input type="checkbox"/> Registered Trademarks <input type="checkbox"/> Developed artwork <input type="checkbox"/> Undertook a US sweetpotato industry study trip <input type="checkbox"/> Sample bags were sourced but weren't quite right <div data-bbox="869 913 1177 1142" data-label="Image"> </div> <p style="text-align: center;">US example</p> |
| <p>Whats next</p> | <ul style="list-style-type: none"> <input type="checkbox"/> Finalise the most appropriate varieties to bag and promote <input type="checkbox"/> Finalize branding and artwork <input type="checkbox"/> Finalize packaging selection <input type="checkbox"/> Negotiate with buyers and the supply chain |

1.3 Survey Responses August 2023

| Email | First Name | Last Name | Sent | Responded |
|--------------------------|--------------------------|--------------------------|------|-----------|
| Confidential information | Confidential information | Confidential information | Yes | Complete |
| | | | Yes | |
| | | | Yes | |
| | | | Yes | Complete |
| | | | Yes | Complete |
| | | | Yes | |
| | | | Yes | Complete |
| | | | Yes | Complete |
| | | | Yes | |
| | | | Yes | Complete |
| | | | Yes | |
| | | | Yes | Complete |

How would you describe the course instructor's knowledge of the subject matter delivered?

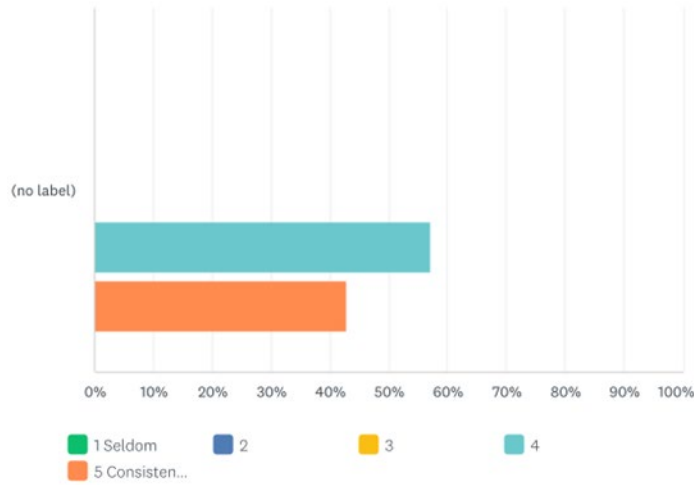
Answered: 7 Skipped: 0



| | 1 LIMITED | 2 | 3 | 4 | 5 EXTENSIVE | TOTAL | WEIGHTED AVERAGE |
|------------|-----------|-------|-------|--------|-------------|-------|------------------|
| (no label) | 0.00% | 0.00% | 0.00% | 14.29% | 85.71% | 7 | 4.86 |
| | 0 | 0 | 0 | 1 | 6 | | |

Were the concepts, principles and techniques explained in an understandable manner?

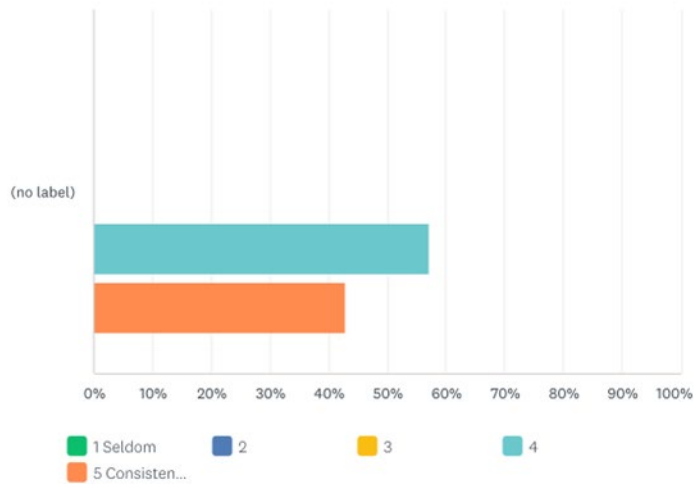
Answered: 7 Skipped: 0



| | 1 SELDOM | 2 | 3 | 4 | 5 CONSISTENTLY | TOTAL | WEIGHTED AVERAGE |
|------------|------------|------------|------------|-------------|----------------|-------|------------------|
| (no label) | 0.00% 0 | 0.00% 0 | 0.00% 0 | 57.14% 4 | 42.86% 3 | 7 | 4.43 |

Did you find the course content relevant to your own professional life as an emerging leader?

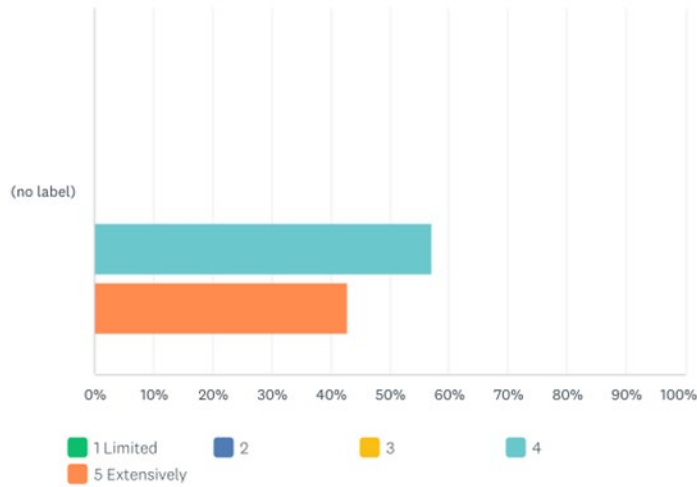
Answered: 7 Skipped: 0



| | 1 SELDOM | 2 | 3 | 4 | 5 CONSISTENTLY | TOTAL | WEIGHTED AVERAGE |
|------------|------------|------------|------------|-------------|----------------|-------|------------------|
| (no label) | 0.00% 0 | 0.00% 0 | 0.00% 0 | 57.14% 4 | 42.86% 3 | 7 | 4.43 |

Did the workshop add to the skills, tools and knowledge to be a more resourceful & adaptable manager and future leader?

Answered: 7 Skipped: 0



| | 1 LIMITED | 2 | 3 | 4 | 5 EXTENSIVELY | TOTAL | WEIGHTED AVERAGE |
|------------|-----------|-------|-------|--------|---------------|-------|------------------|
| (no label) | 0.00% | 0.00% | 0.00% | 57.14% | 42.86% | 7 | 4.43 |
| | 0 | 0 | 0 | 4 | 3 | | |

Q6 Can you state one, two or three things you see yourself doing or doing better as a result of completion of this workshop?

Answered: 7 Skipped: 0

| # | RESPONSES | DATE |
|---|---|--------------------|
| 1 | Being aware of 1st 2nd and 3rd positions in conversation. Moving through the conversation pyramid. | 8/22/2023 8:08 AM |
| 2 | Listening without judgement Using the triangle technique to build relationships to reach your main goal Delivering bad news using the 6 steps we were given | 8/18/2023 1:40 PM |
| 3 | Implementing the new skills I learnt of better conducting tough conversations with workers and what language shouldn't be used | 8/18/2023 11:53 AM |
| 4 | 1.Pause 2.Listening without judgement | 8/17/2023 4:24 PM |
| 5 | How to do disciplinary conversations easier with order | 8/17/2023 4:15 PM |
| 6 | Saying no when needed Improving my physical health so that I can be a better person and continue to show up Listening without judgement | 8/17/2023 3:59 PM |
| 7 | 1st, 2nd, 3rd self speech Listen without judgement Questions - past, present, future | 8/17/2023 3:56 PM |