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NEW ZEALAND
FARMING SCHOLARSHIPS

**Global vision,
leadership and
innovation**

Mindset of Change

New Zealand's food and fibre sector faces a consumer that has changing expectations. How do New Zealand food and fibre producers develop a growth mindset that allows them to understand the values driving these changing expectations? Once the expectations are known, how do producers then innovate production models to deliver these values?

By: Ben McLauchlan | 2020 Nuffield Scholar

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Executive Summary

Life is a journey! On that journey we make decisions on the pathway we take, based on a large number of factors. Top of the list is mindset. It is the filter that we see the world through. Without harnessing the power of a growth mindset, we lose an important tool in navigating a path.

New Zealand (NZ) food and fibre producers are at an inflection point. We have the opportunity to take the path to a more secure future, focusing on values-based production. To achieve a secure future, we as producers need to understand what the consumer wants, and how they want it produced. Then, once we have this understanding, change our production systems, through innovation to deliver to the consumer.

NZ has undergone three economic transformations. From a focus on volume with strong regulation pre 1984, transitioning through Rogernomics to a focus on value, and we are now moving into an era where the focus is on values. This change is driven by how the consumer wants the world to function, and how they want their food and fibre produced. Our education models were developed to enable us to operate and thrive in a world that was focused on volume and value however, are challenged to support us to succeed in a values based world.

Food and fibre producers in NZ are not unique. We exhibit the same traits as can be found in the any population around the world. We like the status quo, it is comfortable and we only change if forced to. This change is usually bought about by regulation or significant global events. There are some who embrace change, leap into innovation and are always looking for the next big thing.

Idea diffusion through a population follows a predictable pathway, capturing the imagination and passion of different parts of a population. When an idea is new, innovators and early adopters capture and nurture the idea. When an idea is widely accepted the laggards may adopt the idea. The way and speed the idea or innovation flows through the population is based on an individual's engagement with the idea.

The rational part of our brain that uses data and facts only makes a small contribution to the decision. The biggest contribution to decision making is our emotions or how we feel about an idea. How we emotionally engage with an idea is based on those who we trust and share a bond with. We all like similar things to those we have an emotional bond with and are more likely to change or innovate if someone we trust shows us that it can work.

Our education system needs to support the transition to values based production. To do this we need to first understand the values our consumers are emotionally connected to. Forming the emotional connection to consumers has to be the basis of a new education model. Consumer insights are the light that will drive our new education system to better deliver innovative solutions, allowing our production systems to change and innovate.

Mindset is the filter we see the world through, it allows some of us to embrace innovation and some of us to be scared of it. Dweck's (2017) model of mindset states, a person with a fixed mindset believes intelligence is static and cannot be grown, while in contrast a person with a growth mindset believes that intelligence can be developed. The growth mindset embraces challenges, persists in the face of setbacks, sees effort as the path to mastery, learns from feedback and as a result reaches for an even higher level of achievement and embraces change.

I believe we have an opportunity to show great leadership and create a new model for change and innovation within NZ food and fibre industry. The model will help NZ Food and Fibre producers to embrace change through innovation, without the inflection or pain point that have been the catalyst for change in the past. Volume and value were the currency of the past, values are the present and future. The model I propose is powered by trust, engagement and allows for greater transparency and understanding between the producer and consumer. This in turn lessens the barriers to change and enhances consumer centric innovation.



Foreword

When my career altered path from the corporate world to viticulture I felt that there was so much potential for change by adopting technology and innovation from other industries, especially broad acre precision agriculture. It was just about finding the appropriate technology or innovation, tweaking it, and then implementing to meet viticulture's needs.

However, when I starting investigating the available technology and innovation, I found a number of ideas and technologies that with very minimal change, could already be adopted to viticulture. The issue appeared to be in the application, with very few of the available innovations and technology making it to the 'adopted to viticulture' phase.

Why was this not happening? In New Zealand the first Sauvignon Blanc vines were planted in Marlborough in the late 1970's, making it a relatively young industry in terms of New Zealand primary production. An industry that was built on innovation, that introduced Marlborough Sauvignon Blanc to the world, a product that was different and unique. So why was the industry not continuing to innovate and adopting new technology as fast as possible?

In thinking about why this would be, I kept being led back to individual factors, it seemed to come down to the attitude of the individual, their mindset. Could it be that, similar to the sport world, innovation and change came down to an issue with 'the top two inches' in all of us?

There are some people in viticulture, as with any other industry, that led the way, they are innovative and willing to try new things, change, adapt, and have a growth mindset. Of course, on the flip side many have a fixed mindset and are hesitant or resistant to change.

It is this question that has held my interest over the last few years and shaped my thinking, research and discussions during my Covid affected Nuffield Journey.

— Ben McLauchlan

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The Nuffield experience does not happen by accident but due to the passion and generosity of people willing to give their time and energy for the growth of others. There are too many for me to thank individually, so to those missed please accept this as acknowledgement. I would however like to highlight just a few key people who have been critical in this somewhat changeable, Covid impacted, incredible journey;

Thank you to my wife Helen for your ongoing support. From the phone call from my uncle suggesting that I take over the family farming operation, you have been my number one support on the journey we have taken together. Your ongoing support to enable me to contemplate, apply and complete a Nuffield Scholarship means a huge amount. Then to be my sounding board, coach, and chief editor for my project has enabled me to harness my thoughts in a cohesive report.

Thank you to my children; Harriet, Isobel and Fergus who ensure that I am always grounded with your constructive feedback. Also to Catherine and Joan and John for your ongoing support of our family and myself.

To Jason, Zac, Derek, Anne and Marieta, the team on farm who kept everything ticking over without me, thanks for your passion, energy and care towards our business every day.

The past two years offered the chance to challenge myself in the face of adversity and change and I have been privileged to share that journey with four great people, Shannon Harnett, Tracey Brown, Phil Weir and Ed Pinckney. Along with the 2021 Nuffield Scholars bonds have been formed that will last a life time.

Chris, Lisa and Hamish, and all the wider Rural Leaders team, thank you for the opportunity. Your continued drive and passion to resign the program (on the fly) in the face of a global pandemic which curtailed any international travel ensured that we had the best Nuffield experience possible.

I only had a very brief taste of the power of international Nuffield network but a special thank you must go to Jodie and Wayne Redcliffe for hosting the 2020 New Zealand Nuffield Scholars prior to the 2020 Contemporary Scholars Conference.

During my two years there were a few special people that really helped me out. Andy Elliot, for his support and encouragement during my application process. John Foley for a conversation that was to be on his project but really got me thinking about mine. This conversation opened many doors including putting me in touch with Gretchen McFadden who introduced me to a number of concepts used in this report. Also I would like to thank Mel Poulton for facilitating meeting over 20 ambassadors at a special evening in Wellington – as we could not see the world Mel bought the world to us. I was lucky enough to introduce Mel to the wine industry in Marlborough and had a first hand experience of her passion and inquiring mind.

Finally, I want to thank our New Zealand and International sponsors of the wider Nuffield Program. It is your faith in the value of growing people that makes this truly life changing opportunity possible.





Introduction

| *The only constant in life is change (Heraclitus)*

As a 2020 Nuffield Scholar the one constant throughout my experience has been change. When I was selected for the scholarship I set plans in motion to allow me to step out of my life, as a business owner, husband, father and director, for several months, to experience life changing scholarship through overseas travel. Of course, as we know, 2020 was a quite unexpected year with a global pandemic imposing changes across the world. It certainly altered the experience of a travel scholarship. I found myself with two choices, either embrace change, or rebel against it.

I choose to embrace change. At times I was tested, frustrated and mentally drained, however I can honestly say I have grown from this experience in more ways than I could have imagined.

How we deal with change is a personal choice and comes down to an individual's mindset.

The majority don't like change and are happy sticking with the status quo but without innovating and changing, we risk been left behind in a fast paced world.

Food and fibre producers in NZ are facing a similar challenge to the one I was faced with at the start of this journey, either adjust through innovation and capture value, or stick with the status quo, and the same or decreasing returns.

The majority of change is being driven by consumer demand. Today's consumer knows what they want and they have expectations around how those goods are produced.

Historically food and fibre producers have used innovation to make improvements in production models to produce more, cheaper. As we see an increasing transition to values based consumer behaviour, it is clear that just focusing on price and volume is no longer enough.

NZ food and fibre producers need to focus on the needs and wants of the international consumer and use their feedback to produce goods that are in demand and produced in line with consumer expectations. This will allow for greater profitability on farm through increased farm gate prices and in turn allow for further change through innovation

As we all know change is hard, therefore we need pathways that support change and innovation. During my travels throughout NZ I observed that NZ food and fibre producers are no different to farmers in the rest of the world when it comes to change. The challenge is that the current education models have not historically prepared producers in the implementation of innovation, nor harnessed the power of consumer directed innovation. In addition, the growth mindset, which enables individual producers to embrace new ways of doing things is currently the exception, rather than the rule. The industry needs to consider how alternate education models and other mechanisms can be utilised to support producers to be open to new innovation.

**Without transforming
the model we cannot
create profound long
lasting change.**



Nuffield Scholarship Journey



In 2018 I applied to be a 2019 Nuffield Scholar. I gained an interview and was really happy on how I presented myself – I thought I ‘sold’ my value to the trustee’s well. Turns out I was wrong, I was unsuccessful. Following the initial shock of not being chosen, I asked for feedback on why and how I could improve. Feedback that really stuck with me included, ‘You came across like a used car salesman’. Ouch! This was not me; this was not who I am, how dare they say that, bugger them, - all things that ran through my mind at the time.

I portrayed a version of myself that I thought the trustee’s wanted to see, I was not my authentic self. This spurred me on to apply again, to grow from the experience and feedback and in 2019 I was successful in gaining a scholarship for 2020. I had been my authentic self; I was vulnerable and opened up.



When I was confirmed as a 2020 Nuffield Scholar COVID had not even entered my mind as something that may impact my future, let alone my Nuffield scholarship. As we moved closer to the Contemporary Scholars Conference (CSC) in Australia in February 2020 the news media were reporting on COVID, its spread around the world and the effect it was having on people worldwide. New Zealand was still isolated from the effects however, the world was changing. As a group of 2020 scholars we had organized a trip from Sydney to Brisbane to gain an understanding of Australian primary industries and start our Nuffield Journey of learning and discovery before we joined the global CSC. We arrived in Brisbane after our five-day journey looking forward to the opportunity to meet like-minded Nuffield Scholars from around the world.

We had one day together as a group at the CSC and then it was announced that New Zealand was closing its borders due to the pandemic and that we had twenty-four hours to return to NZ or we had to self-isolate on our return. This sent shock waves through all at the conference, quick phone calls, hurried plans and booking of flights. I returned home to Marlborough just before grape harvest one, of the most critical times of the year for Marlborough, not wanting be ground zero for a COVID outbreak. I self-isolated for 14 days even though I was not required to by law. I was not going to be the one to derail harvest!

This was our first example of the many disruptions in our scholarship years.

We had signed up for eighteen weeks of international travel in 2020 – set up our family life, our businesses to ensure this would be possible. We were to experience the world to learn about different models of primary production, to broaden our horizons and to gain insights in our chosen area of study and bring these back to New Zealand and wrap them into a report.

During the first level four lock down in 2020 it became very apparent that international travel was not going to be possible and we would have to adjust our thinking on what our scholarship would look like. As with everything in life we were left with a choice – either embrace the opportunity and adjust our thinking on what was possible or to invest our energy into mourning the loss of what might have been.

I really struggled to continue my motivation for the scholarship – I did mourn the loss, the opportunity to travel and grow. The management of Rural Leaders in association with Professor Hamish Gow (Lincoln University), took up the challenge head on to re-invent the program in the face of adversity. The 2020 scholar's year of study and travel turned into two years of New Zealand based travel and insight gathering, with opportunities to partner with Nuffield Australia on a number of Zoom based learning opportunities and presenting to an UN conference – 'Food as a force for good focused on Education'.

To not be fully immersed in Nuffield for an intense twelve-month period and to dip in and out of twenty four months has been challenging and not what we expected. In reflection the adapted program has still allowed me to grow my understanding about myself and my subject area, the key aspects I was looking for when I applied for the scholarship.

As a 2020 Nuffield Scholar I have been able to live my subject area of mindset change, adaptability and innovation in one of most challenging periods of change the world has seen in generations. Dramatic change inevitably uncovers fresh insight, and points to opportunities for growth.

'Never let a good crisis go to waste'
(Churchill, 1945)

The insights report in collaboration with the 2020 and 2021 Nuffield New Zealand Scholars, presentation to the UN conference and my personal journey, all contribute to this report as they have helped frame my thinking around mindset change.



Career - Back to Farming

| My journey to becoming a farmer has not been typical.

I started my first horticultural business at age ten – growing gherkins. I was fortunate that my parents helped set up my first business; helping with ground preparation, watering, and then the picking the produce. Once the plants were established and the crop growing, I then needed to think about sales and marketing.



In our local area we had a community newsletter and it cost fifty cents to advertise. I wrote the advertisement focusing on the important things that I thought the consumer wanted to know; my age, what I was going to use the money for, but nothing about the product or how it was grown. Despite this the orders started coming in. I learnt about customer requirements and demand management. I sold all my products and made two hundred dollars in the first year.

The following year we planted more area and had more product than demand so I needed a new market. I went to a wholesale market (a small green grocer in the village near my parent's farm), I was able to sell all my produce but, the margin was less than the year before having a wholesaler between me and the consumer - still, I made three hundred and fifty dollars that year.

This business which required taking a product all the way through the supply chain from production to selling to the consumer, taught me several things;

- Understanding of where the margin was made or eroded
- Importance of people in primary industries
- What interested the consumer
- Importance of staying close to the consumer
- Being adaptable and willing to change your production to meet consumer demand





At the time I didn't really think about lessons or what this meant but looking back it really sowed the seed for my interest in business and understanding the needs of the consumer.

Fast forward to University and I brought together my interest in commercial activities and primary production in qualifications in commerce and viticulture.

After university I embarked on a career in sales and marketing for alcohol companies around the world – never thinking I was a salesman but finding out that I was actually good at it – the business acumen I gained through selling my produce set me up for success in a sales career. The key was again, understanding my customer and beyond that their consumers, then coming up with solutions that were a triple win - for my employer, the customer I was selling to, and the end consumer.

I discovered a huge amount about my motivations and mindset over this time – with one piece of feedback really having an effect on my development. One particular manager at a critical point in my career challenged me but in doing so, helped me become more authentic in everything I did. At the time it was really hard to take and process – but looking back it was a true gift. I was successful gaining a job as a Sales Manager, leading a team of Sales Executives.

I felt that I needed to act in a certain way, to be tough and uncompromising, rather than be my authentic self. I thought that is what you did it when you worked for the big boys. I felt I had to suppress who I was and what I stood for in favor of the image I had of success.

As a manager I felt that you needed to be the subject matter expert – know everything (I now understand this as fixed mindset, finite thinking). My manager identified that I was not acting as my authentic self and gave me the feedback to that effect – this was extremely hard to take and took me a long time to absorb and then act on. It was not until many years later when I had left that role that I really started to understand I did not need to know everything and it was alright to put my hand up, be vulnerable, ask the silly questions, be my authentic self and be willing to grow.

After an international sales role, I returned to Blenheim to take up a role in banking and my wife and I purchased a vineyard in Marlborough that neighboured my uncle's vineyard.

Both of these roles and industries were new to me and it required all the skills and learning from feedback I had gained in my career to embrace the change in responsibilities. Balancing two new jobs, a move from Auckland to Blenheim, and a young family was a challenging time however, looking back it was something I really enjoyed.

The challenge and growth in knowledge and outlook were fantastic. With feedback ever present – living my authentic self and being open to new ideas and feedback - I really enjoyed the opportunities to learn and discover Marlborough through the banking and grape-growing view. Both areas offered a different perspective on the same situation, the same game. Again adding to my understanding and also reinforcing how much I didn't know.





I resigned from the bank and was a full time grape-grower.

Due to poor health my Uncle started a succession process for the family business and we purchased the operation and land in 2017. I still remember the day we took over; it was a huge relief as the process had been long and emotionally challenging. This was the start of a new challenge both exciting and scary – dependent on how we looked at it!!

With the purchase of the business, I resigned from the bank and became a full-time grape-grower. I had little experience but a huge appetite to learn and make sure I built on the hard work of my family before me. I was not the expert and could not hope to be, so I had to work with others that knew a whole lot more than me, work collaboratively and navigate a way forward.

This was a very different way of working to my father. I recall, my father asking about vineyard canopy spraying and how it worked and who did the work. I explained that I helped co-ordinate the plan however others executed and we discussed problems, issues and came up with solutions together. He could not understand that

I did not have all the answers, that I was not the subject matter expert. I explained that is why we have a team and we work together to solve problems.

This was my first insight into the traditional model of primary production (I now know this as a fixed mindset but at the time I just thought of it as the way it always has been).

When I took over the business the vineyard operations team and I changed the operating model. A lot more operations were completed by the team internally rather than using contractors. We adapted our processes and our operating procedures, through seasonal reviews. We had wins and loses along the way, some things worked, others didn't but, we always learnt and reviewed as we went, growing our skills along the journey.

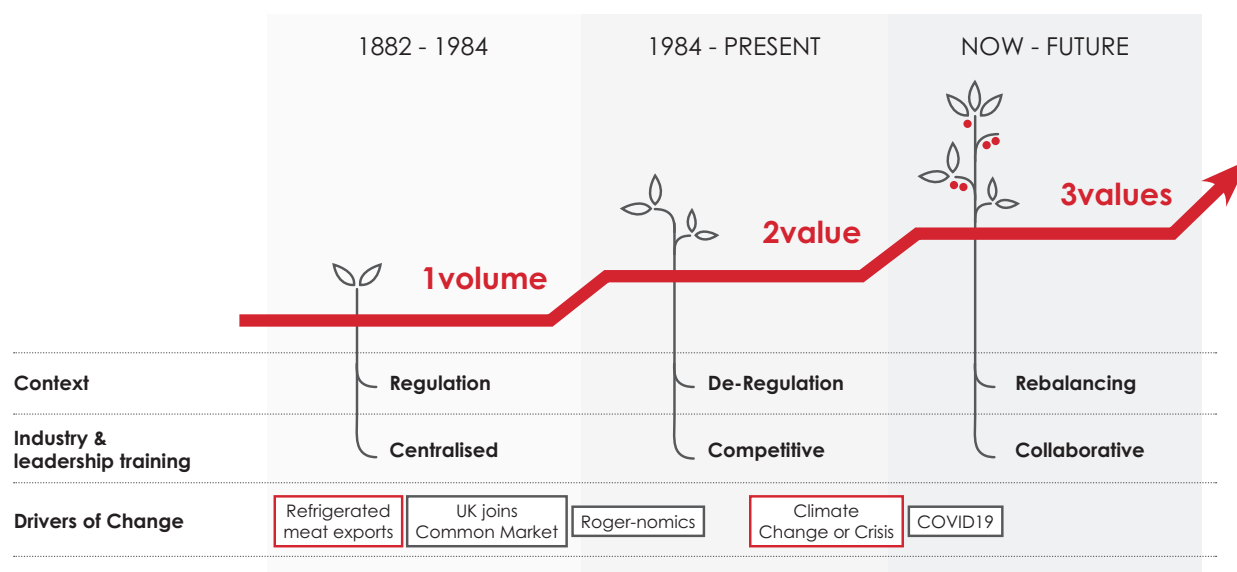
It's remarkable looking at my journey in viticulture so far, which at times feels like it's been a long one, and other times like it's rushed by. It's this background in a variety of sectors related to the wine trade that heavily influences the way I view some of the key topics within the NZ food and fibre industry. I hope that an appreciation of my journey helps to put some context to my analysis of these current issues.



New Zealand Food and Fibre Producers

Historical Context: Economic Transformation

Phil Weir (Nuffield Scholar 2020) and I presented to the United Nations Virtual Conference 'Food as a Force for Good' on the 23rd November 2020, the title of the presentation was - Farmers education as a key pillar of Oceania's Food System transformation. This was part of the 'New Nuffield Journey'. The presentation gives a historical overview of the economic transformation of NZ including key inflection points that have been the reason or catalyst for change. It is important to understand where we have come to be able to plot a path forward. (Weir, Mclauchlan, 2020).



Adapted from H. Gow, C Parsons, 2021

Stage 1 - Volume

- Regulation was the overriding context, mainly from Government in NZ however, it was present right through the supply chain
- NZ was a colonial outpost of the United Kingdom with fundamental links (financial, trade, customs, regulations, legal framework) back to the mother country
- Centralization of all training and learning activities
- Research was all based around physical sciences, production systems – maximizing the system but using inputs
- The NZ Government was dominant in the market supporting direction of growth and production through subsidies
- Information was constrained and controlled by the few – centralized
- The main drivers for change were the technological advances that brought us closer to the mother country and reduced the tyranny of distance – such as refrigerated exports

The inflection point that brought us to Stage two was United Kingdom entering the European Union and then the NZ governments fundamental change in policy via Roger-nomics

Stage 2 - Value

- Deregulation (Roger-nomics) – removal of subsidies, government stepping back for active participation in the supply chain
- A fundamental shift in market focus driven by market entry challenges and the rise of the Asian Tigers (Hong Kong, Singapore, South Korea, and Taiwan)
- Huge growth in global consumption of NZ products and competition for markets driving innovation
- Development of brands – moving away from pure commodity production
- Privatization – Government talking a back seat to private enterprise
- Decentralized information – information moving from Government and Institutions to the masses with the continued growth of the internet

The inflection point that brings us to Stage Three is happening to us now – COVID 19 Pandemic and the climate crisis.

Stage 3 - Values

- A rebalancing of our collective needs and wants – it is not just about volume and value we need to be values driven – taking into account the needs and wants of the consumer
- Collaboration rather than win/loss mindset – working together for the collective good
- Hyper transparency – whatever we do is known or if not known consumers want to know – so how is this facilitated and understood?
- With the explosion in the internet and the power and volume of information, the use and validation of that information is now more critical than simply access to information

Current Educational Models

With the insight into our history as primary producers and how the various authorities have influenced the way we learn this links strongly with behavior traits of our present-day farmers.

To illustrate these traits, I developed two fictitious personas:

Introducing Two Kiwi Farmers.

Steady Eddy Volume

- 90% of Farmers
- Secondary School Education
- Learn by doing, learn from the past - what has previously worked
- Localised knowledge network with Steady Eddy's and Progressive Penny's
- Volume Focused
- Important part of the fabric of food and fiber sector but not innovation leaders
- Can't afford to spend time away from farm, work in their business not on their business

Progressive Penny Value

- 10% of Farmers
- Tertiary Qualified
- Engaging in learning opportunities off farm - such as Rabo EDP and Nuffield
- Engaging both on and off farm mentors
- Thinking about the end consumer and focusing on farm activities to deliver higher value products to the consumer
- Innovation leaders
- Involved with industry groups leadership roles at local, national and international levels to broaden their thinking and networks.
- Have their food and fibre business structured to focus on value and enable strategic thinking - working on - not in their business



What have been historical pathways for Penny?

Historical Learning Pathways for Penny

Pre 1980's

- All progressive Penny's were linked together through Government agencies
- Linked through university to other Progressive Penny's - forming a network stretching from industry to government
- Became Top Farmers, Government Advisors (MAF), Researchers across industries
- Linked the Food and Fibre sector together and ensured cross pollination of thinking and innovation

1980's to the present

- Privatisation - Progressive Penny's became siloed due to learning through private industry focused institutions
- Driving on farm productivity within each silo
- Extremely good at driving productivity however only so many gains can be realised.

Pre 1980's was volume focused – Post 1980's it was a combination of volume through systems driven gains and value through specialization.

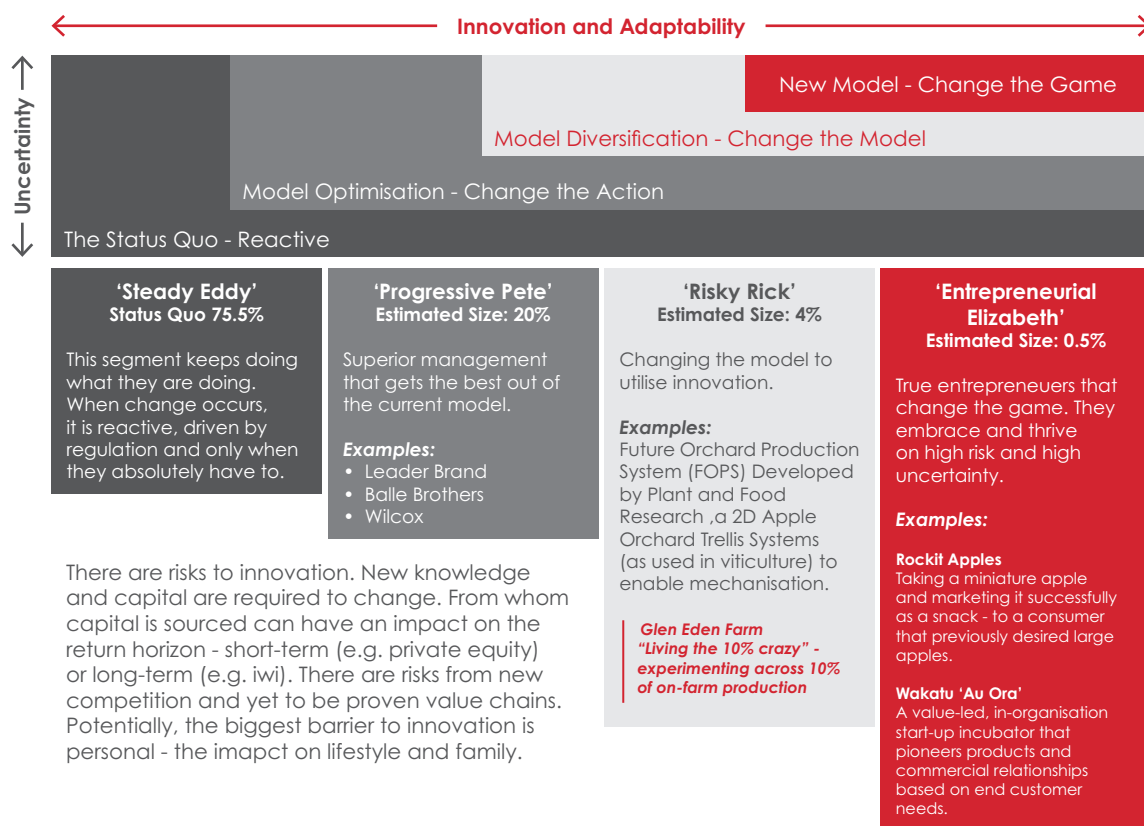
The current primary production education pathways are not set up to drive the requirements of the present day and the mindset change that is required to deliver outcomes for the consumer. Outcomes that deliver products which fully capture the values and requirements consumers are asking for.





Innovation Persona Matrix

The Innovation Persona matrix is based on observations and conversations with food and fibre producers in NZ, it captures the thought processes and mindset of those producers.



Adapted from H Gow, 2021

Why are a large proportion of food and fibre producers in the Steady Eddy category? The biggest barrier to innovation is mindset and the perceived impact on family and lifestyle. I am very deliberate in using 'perceived' to describe the impact.

Steady Eddy or Status Quo is the predominant mindset we find in NZ Food and Fibre producers and they don't search out or allow themselves to experience change and thus do not understand the consequences – positive or negative. It isn't a mindset that allows us to be open to grow from experiences.

Mindset Change

How we change - Innovation Adoption

The Harnett & McLauchlan (2021) Innovation Persona matrix developed through observations and insights from interviews with a number of different people and organisations around NZ identified a number of ways that primary producers could embrace change and grow. However it was felt that only a very small percentage of the population were doing this.

A question arose from this, was this particular to our country? Was NZ's perception and willingness to change and innovate different to the rest of the world? After a number of interviews with industry and academic experts it became clear that New Zealand producers are not unique.

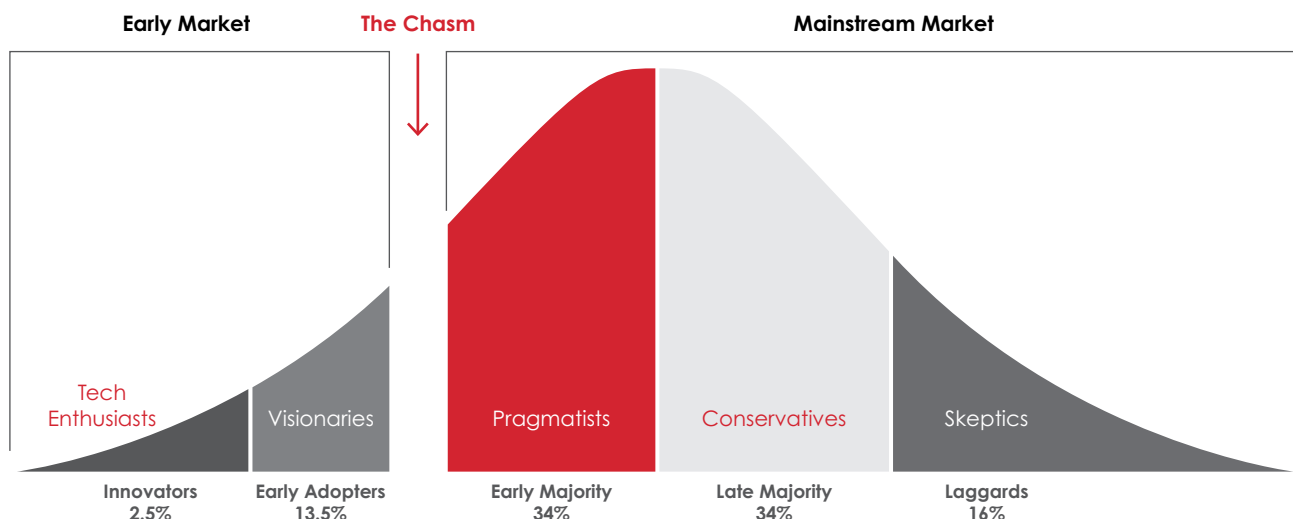
The Innovation Adoption Model (Rogers, 1962) based on research into the adoption of technological advancement in corn cultivars in the USA in the 1960's provided a model that help explain what we had observed in New Zealand.

The Rogers curve closely aligns to what we had observed from our insights tour of NZ.

Even though the percentages within each category in our model that we created are different to the Rodgers model, the intent is the same.

The development of the Rogers adoption curve was initially based on the adoption of technological advancement in corn cultivars however, follow up work in differing industries and with innovative solutions, showed that the definition and percentage of the population that fitted into each segment was consistent across all industries.

By being able understand the traits of each segment within the Rogers Adoption Curve and how they interact, there is an opportunity for the targeted introduction of innovation solutions to the appropriate segment within the curve, to then facilitate the widespread adoption.



Diffusion of Innovation (DOI) Theory, developed by E.M. Rogers in 1962



Innovators

Innovators are willing to take risks, have the highest social status, have financial liquidity, are social and have closest contact to scientific sources and interaction with other innovators. Their risk tolerance allows them to adopt technologies that may ultimately fail. Financial resources help absorb these failures

Early Adopters

These individuals have the highest degree of opinion leadership among the adopter categories. Early adopters have a higher social status, financial liquidity, advanced education and are more socially forward than late adopters. They are more discreet in adoption choices than innovators. They use judicious choice of adoption to help them maintain a central communication position.

Early Majority

They adopt an innovation after a varying degree of time that is significantly longer than the innovators and early adopters. Early Majority have above average social status, contact with early adopters and seldom hold positions of opinion leadership in a system.

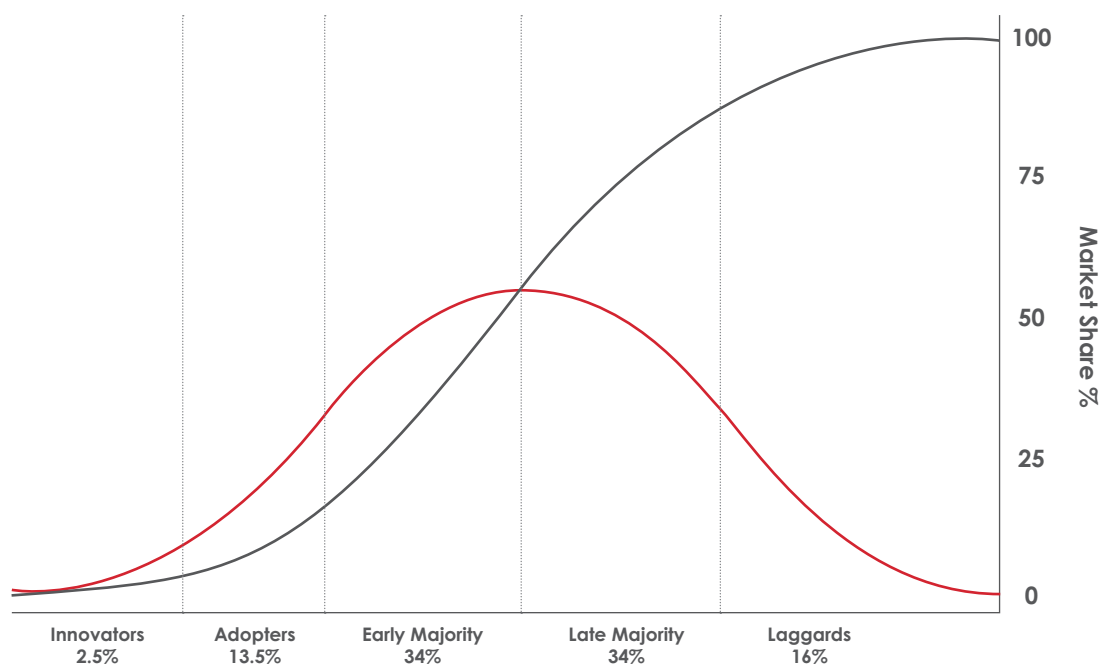
Late Majority

They adopt an innovation after the average participant. These individuals approach an innovation with a high degree of skepticism and after the majority of society has adopted the innovation. Late Majority are typically skeptical about an innovation, have below average social status, little financial liquidity, in contact with others in late majority and early majority and little opinion leadership.

Laggards

They are the last to adopt an innovation. Unlike some of the previous categories, individuals in this category show little to no opinion leadership. These individuals typically have an aversion to change-agents. Laggards typically tend to be focused on "traditions", lowest social status, lowest financial liquidity, oldest among adopters, and in contact with only family and close friends.

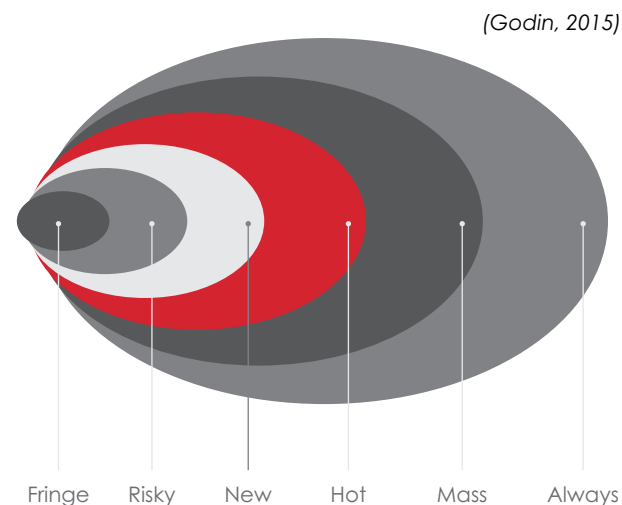
Another way of looking at this information is the market share each mindset occupies within a population. If you are marketing change and you capture each segment from left to right the large changes in market share are gained with the change of behavior of the Majority (or the middle group of the population).



Once we understand each personality type within the adoption model and how they are influenced we then need to understand how innovation travels through a population. How an idea travels from early market – through the chasm to the majority.

Idea Diffusion

The work by Seth Godin (2015) on idea diffusion helps illustrate the movement of an idea or innovation through the innovation diffusion model.



Every important idea starts out on the fringe. It's not obvious, proven or readily explained. And a tiny group of people, those who like the fringe, engage with it.

If we think back to the Innovation personal matrix this is entrepreneurial Elizabeth, or within the Rogers Innovation curve these are the Innovators.

Sometimes, that fringe idea begins to resonate with those around the fringe.

Now it's risky, but there are more people doing it.

Risky Rick (Early Adaptors) are the kind of people who like to seek out things that are risky, both new and hot ideas

Sometimes, more rarely, the risky idea is seen by some culture watchers as a 'new thing'. They alert their audience, the folks that want to be in on the new thing, but can't risk being wrong, so they avoid the risky. This is the start of the Early Majority.

When enough people embrace a new thing, it becomes a hot thing, and then the hot thing might go mass, this is when the product crosses the great divide within the Rogers adoption model.

There are more people in the mass group! There are people who only buy pop hits, who only go to restaurant chains, who only drive the most popular car. In fact, it's the decision of this group in aggregate that makes the thing they choose the big hit. This is where Progressive Pete sits – he is willing to adopt the new big hit, but it needs to be proven and then he uses it to further enhance the way he does things, the way he optimises his system

Finally, when enough people with the mass worldview accept an idea, they begin to pressure the rest of the steady Eddies around them, insisting that they accept the new idea as if it's always been the right thing to do, because that's what this group seeks, the certainty of the idea that has always been true. This is where the accumulated wisdom comes in.

You can apply this cycle to, the role of various genders and races in society, political movements, and so on. Things that are accepted now, things that virtually everyone believes in as universal, timeless truths, were fringe practices a century or less ago. With the advent of the internet and especially social media the process of change is speeding up.

One of the key learnings from understanding innovation adoption through the models of Rogers and Godin that I have identified is:

- The mistake organisations make is that they bring their new innovative fringe ideas to majority, instead of taking their time to identify the key innovators and early adaptors and then targeting the innovation to those segments. Once the innovation is accepted by the target segment, identify and introduce the innovation to the other segments in turn
- Everyone wants the silver bullet – however there is no such thing, it is only by hard work and learning that success comes.
- Ideas and innovations need to be introduced to people within a population at the correct time and place to ensure the adoption process is followed as per Rodgers and Godin models.



Emotional Engagement to Change

The challenge of innovation adoption can be seen as just a lack of access to information that can be fixed by just seeing it working, by touching and feeling it, rather than the more complex issue of how the diffusion of the idea through the adoption curve can be sped up.

The thought process within the innovation vineyard field lab (see Case Study 1) was that if they displayed the innovative solution working, the members of the two cooperatives would understand and adopt the innovation.

However without the understanding of who our key market (personality type) to inform was and then, how the information on the innovation would disseminate to the rest of the population, the project was being flying blind.

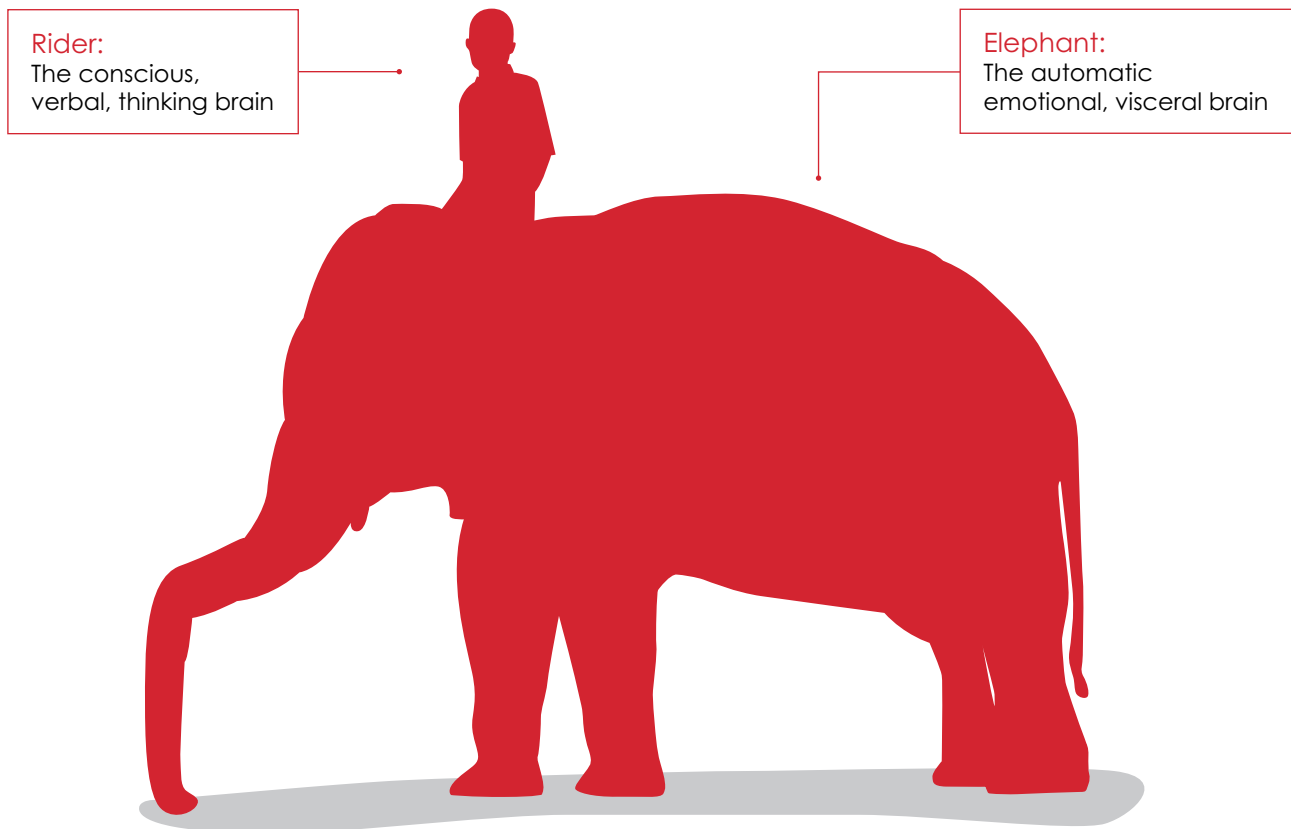
The models of Rodgers and Godin help explain the innovation diffusion process however, the next step is what is communicated and how it is communicate to the target segment to help them change.

Gretchen McFadden (Organisational Development and Change Specialist at Evolutio). Introduced the process of how new innovation is introduced, how to engage with people and what is important in that engagement. The importance of relationships, trust and understanding to build an emotional connection to the innovation were key insights she shared. The conversation was based on her observations from work she was undertook for an innovation supplier to the food and fibre sector.

I also observed in interviews with food and fibre producers the importance they all placed on trusting relationships. The stock agent, the fertiliser representative, the farmlands rep and farm consultant (and others) were all cited as trusted advisers. They all were seen as important to ensure the production system was optimised. They were also the key source of information about innovation due to the trust within the relationship. Imagine what could be achieved if the consumer could be bought into the trusted adviser status with food and fibre producers. Allowing the producer to truly understand what the consumer wants and how they want it produced.

The adoption of innovation would then be safer both financially and emotionally. The risk of innovating in the wrong place would be reduced.

The Elephant and Rider analogy by Psychologist Jonathan Haidt 2006, illustrates the importance of emotional connection in change.



Haidt's analogy has it that the Rider is rational and can therefore see a path ahead while underneath him, the Elephant provides the power for the journey. However the Elephant can be irrational and driven by emotion and instinct. Chip and Dan Heath (2010) also reference the rider and the elephant in their book *Switch: How to change things when change is hard*. They explain:

"Perched atop the Elephant, the Rider holds the reins and seems to be the leader. But the Rider's control is precarious because the Rider is so small relative to the Elephant. Anytime the six-ton Elephant and the Rider disagree about which direction to go, the Rider is going to lose. He's completely overmatched."

Using this analogy it's clear why adopting new behaviours can be so hard. The concept applies to changing behaviour from an individual point of view, but can also be applied to leading change in organisations.

What should we do to keep in control of the Elephant?

As the rational Rider we might know where we want to go, but we need to motivate the Elephant by tapping into emotion.

Then to improve the chances of the Elephant staying on course, the journey must be direct with a minimum of obstacles.

The three key aspects of this theory are:

1. Give direction to the rider

Rational information – fact, figures, - the why

2. Motivate the elephant

Give the emotional connection through building relationships and understanding the personal side of the why

3. Shape the path

Make it as easy as possible to see and walk the path to change

In an article by Scott (2022) 'Regen ag will drive future of Farming' Annette mentions an address given by Gwen Grelet from Landcare Research. Gwen talks about Regenerative Agriculture (RA) and says 'RA is a shift in the mindset and attitude, complex but adaptive in circular systems' and she goes on to say that the driver for change will come from the ground up by farmer-led innovation and transformation.

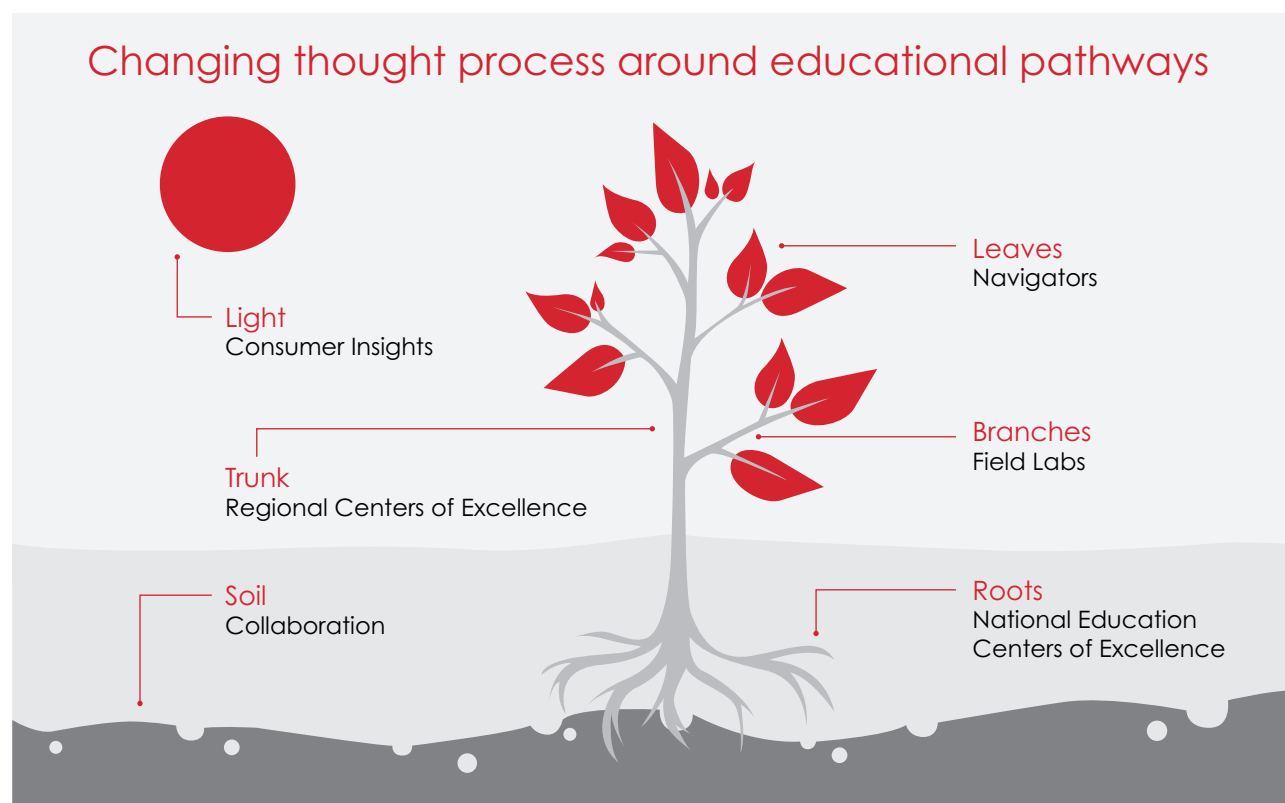
This article reinforces findings from the past two years of interviews and conversations that producers of food and fibre in NZ need to change their mindset and be more open to change.



Education System

The current primary production education pathways are not set up to drive the requirements of the present day and the mindset change that is required to deliver outcomes for the consumer. Outcomes that deliver products which fully capture the values and requirements they are asking for.

Weir & McLauchlan (2020) proposed a new educational model in a presentation titled Food as a Force for good in 2020, that addresses the needs of primary production education to empower change and a focus on the consumer for today and the future.



Consumer Insights – the light that adds energy to the system

By gaining insights about and from the consumer we can learn what needs to change to deliver the highest value products. This informs us of what we need to be learning, the direction change needs to take, and then any potential innovation within our production systems we can employ to deliver this change.

As with any natural system without light it fails. We need illumination in the form of consumer wants and needs, to enable us to shape our education system to facilitate a workforce in the primary industries to deliver this.

Navigators – the leaves of the tree

The Navigators are the key stakeholders, the innovators and early adopters of thought and innovation from around New Zealand. The Navigators take the Consumer insights and synthesize this information into a plan. They are the Progressive Penny's, reaching across our primary industries.

Field Labs – the branches of the tree

This is where the Navigators gather, working together to ground test innovation that is focused on changing the production model to better cater for the international consumer. The field labs take the light provided by the international consumer insights, synthesized by the navigators, and help distribute the information through the soil. The Field labs can be supported by extension services but the key to being successful is that they need to be a group of willing, interested innovators and early adopters, who want to share their learnings with the majority.

Regional Centers of Excellence – The trunk of the tree

Within this model the role of the regional centers of excellence are different to the current thinking. Currently the centers rely on contestable funding to establish research programs which may or may not be focused on solving a consumer's problem.



In this model they are focused on linking to international markets and most importantly consumers, to uncover the consumers' needs and wants, and research the ways to deliver this through new innovation and process change. This information is then given to the field labs to ground truth and disseminate via navigators to the general population of primary producers.

National Education Centers of Excellence – Roots

The National Education centers of excellence form the roots of the model. They form the linkages for all the regional centers of excellence and link internationally. Allowing for international collaboration and sharing of ideas and actions, reducing replication of thinking.

The national centers are both state owned as with the current seven crown research institutes and also tertiary education centers – such as Lincoln and Massey Universities.

To ensure the focus is on the right area the roots have to add in the nutrients gained from the soil in the form of collaboration. However, they need to understand the real power and energy comes from the sun, or in this case international consumer insights and help the tree to grow toward the light.

Collaboration – Soil

Collaboration is the key aspect to ensure the model works. Working together across different part of the model or tree is critical. As with nutrients flowing from the leaves from the energy of light (consumer insights) energy from the soil – (collaboration) ensures the tree grows to its fullest potential. The more activity in the soil the more growth is achievable.

Forest – Pan Industry and Country Thinking

Vertical and Horizontal Collaborative Problem solving form a forest of trees. This model is usually focused on a specific primary industry however to truly maximize the value of this model cross pollination between trees to form a forest of collaboration between industries is critical. Through this cross pollination and the growth of a forest using the light of consumer insights innovative problem solving can grow and flourish.

As with any tree or living organism without light they cannot grow and flourish. This is the same in our model – without consumer insights driving the educational pathways we don't know what to learn – what we need to understand.

As I said at the start of this section, I thought the relevance of this work was limited for my research however the idea of consumer insights came up again and again as I went on my journey, I noticed that in the vast majority of conversations I had, conferences I attended and literature I read about mindset change in primary industries the consumer was never involved. It was all based on production systems and how these could be improved working within constraints of legislation and environmental concerns.

How do we as producers change? How do we innovate towards values-based production to satisfy the consumers' needs and wants if we do not change our mindset?

Case Study 1 - Innovation Vineyard

Innovation Vineyard Collaboration Project
Marlborough Grape Growers and Farmlands

<https://www.innovationvineyard.co.nz>



When sharing new ideas and thoughts a critical way people learn is by seeing, touching and doing.

Within the model developed by Weir & McLauchlan (2020), field labs are a critical way to disseminate innovation within a population, a way to ground truth new innovations that help the food and fibre producer to cater for the needs and wants of the consumer.

When sharing new ideas and thoughts a critical way people learn is by seeing, touching and doing, this is especially true of New Zealand primary industries

Marlborough Grape Growers Co-operative (MGG) in 2017 initiated a strategic overview of the business and thought about the main drivers of success for their members.

One of the key aspects was delivering high quality grapes to the winery to be able to create a bespoke product to customers that meet the consumers' needs and wants.

To continue to increase the quality it was seen that innovation and continual improvement was a key component.

A number of avenues were investigated – model vineyard (to highlight financial and operational excellence), discussion groups (to share advances of individual, or outside agencies with small groups of growers). However, it was decided that the best way to disseminate information to the owners of the co-operative (the growers/members) was to give them a hands-on experience of what innovation and continual improvement could deliver.

Marlborough Grape Growers Co-operative (MGG) were focused on the greater good and collaboration and looked to suppliers that would be able to complement their organizational skills and areas of expertise and also shared their philosophy. After discussions internally and externally Farmlands was chosen as the perfect partner in the project.

The Innovation Vineyard project was born.

The next key aspect was selecting a site and most importantly an owner/operator that was open to new ideas, vulnerable enough to be open to sharing success and failure, transparent and willing to share and shared the mindset of the MGG and Farmlands.





The selection process was the most critical step in the formation of the process, an invitation was sent to all owners of the MGG and one person volunteered. Initially they were seen as a progressive, invested partner of the project however it quickly became apparent that it would not work for either party. An alternative site was arranged with an owner that had the correct mindset, that was open to change and ready to share both success and failures from the project and their business.

The establishment phase of the project was challenging a number of aspects needed to be addressed, the below is a short list of some of the questions that needed to be answered:

- Direction of the project – overall strategy – What did great look like for MGG, Farmlands and Rothay Vineyards (Our family business)
- Funding
- Outside agencies and companies to partner with
- Practical projects V blue sky thinking
- Risk to vineyard production and infrastructure V ability to showcase the true new tech
- Scientific experiment V showing the practical use of equipment and techniques
- Engagement of Regional and National centers of excellence in trail and extension
- Matching time and energy that partners in the project give with financial and marketing return.
- Time of foundation partners to deliver outcomes
- Tangible results to show success/failure of the innovation vineyard projects
- Who had access to the information outputs of the project
- How best to 'show the results'
- How do we maintain momentum?



Once these questions were discussed and answered we arrived at a mission statement

'The Innovation Vineyard Project aims to implement management systems that are considered current 'best practice'. In addition, we are able to overlay some blue-sky technologies and then demonstrate process and outcomes to MGG and Farmlands Cooperative Members' (Marlborough Grape Growers Co-operative 2017)

The project was initiated.

Challenges

The time and energy to establish and run the project was taxing on already extended companies involved

The selection process of companies to partner with to showcase innovation was challenging as there was a huge amount of technology to choose from. We needed to ensure it was relevant to the two co-operatives and that the ethos of the companies involved was compatible

The selection of projects that were going to give impact to MGG and Farmlands members and the best chance of successfully achieving the aims of the project.

How to engage members of both co-ops to make the most of the opportunities to come to field days?

Who to invite to the days – just co-op members or to the general grape grower population?

Successes

Engagement with a wide cross section of suppliers

Field days with over 100 people to show case technology

Collaboration of all suppliers of leaf plucking equipment to viticulture showcasing equipment at an innovation vineyard field day

Engagement of New Zealand winegrowers, Brageto Wine Research, Nelson Marlborough Institute of Technology (NMIT) in project delivery

Blue Sky projects initiated

Delivery of tangible results that have been used and implemented by co-operative members

Raised the profile of both MGG and Farmlands within the Wine Growing Industry in Marlborough showing a focus on innovation and quality

Continued rise in quality of output from MGG culminating in,

'MARLBOROUGH SAUVIGNON BLANC 2019 Awarded a Grand Gold medal in the International Bulk Wine Competition 2017'



**Marlborough
Sauvignon
Blanc 2019**

**Grand Gold
International
Bulk Wine
Competition
2017**

Learning Opportunities

Engaging in too many projects.

Not having more robust measurement of outputs – showed the results, captured the emotion however were not able to follow up with the data to back this up.

Not having robust enough criteria for field days. The criteria and briefing before the leaf plucking were not detailed enough for the suppliers, this led to damage to vines and crop was damaged leading to a financial impact on the bottom line of Rothay Vineyard.

Time, resources, energy and drive available from the members of the project to deliver the projects and field days.

Timing and delivery of field days to ensure the maximum amount of people can attend.

Thinking back to the elephant and rider analogy, the project only addressed the 'shape the path' aspect by showcasing of new technology and innovation. Using the new technology or innovation in a working vineyard where the bugs have been ironed out and practical information on how and where it could be used was given – shaping the path to change.

What was not been done was to give an emotion connection to change, the project could of also being better in giving the rational information to the rider, the facts and figures.

Future

Innovation vineyard projects all focused on production and making the production model better, more efficient.

The innovation vineyard project addresses the information flow from innovation providers to the primary producer and shows how and when this can be used.

The key areas that need to be developed in the future to help facilitate step change in innovation

- Linking the innovation/change in process in the farming operation to the needs and wants of the consumer – via consumer insight
- Understanding the personality types of the target market for innovation and how to form an emotional connect to foster change
- Understanding the mindset of change and how to help people on that journey



How we maintain change

Growth Mindset

To be able to change something you first need to understand it. There is a large body of literature on this area to truly understand the power of a positive mindset.

Dr Carol Dweck in her book "Mindset: Changing the way you think to fulfil your potential" (2017), presents a theory that talks of two major groups of mindsets Growth and Fixed, individuals can move between both groups' dependent on the situation and external stimulus they experience. The key is to understand both perspectives and be open to change.



Growth Mindset

I can learn anything I want to
When I'm frustrated I persevere
I want to challenge myself
When I fail, I learn
Tell me I try hard
If you succeed, I'm inspired
My effort and attitude
determine everything



Fixed Mindset

I'm either good at it or I'm not
When I'm frustrated, I give up
I don't like to be challenged
When I fail, I'm no good
Tell me I'm smart
If you success, I feel threatened
My abilities determine everything

(Dweck, 2017)





According to Dweck (2017), “In a fixed mindset, people believe their basic qualities, like their intelligence or talent, are simply fixed traits. ... Alternatively, “In a growth mindset, people believe that their most basic abilities can be developed through dedication and hard work—brains and talent are just the starting point.

The mindset of the individual has a large bearing on the implementation of innovative practices, capital equipment, operation of equipment, and adoption of business practices and procedures.

Identifying that mindset and historical settings have a huge bearing on adoption of innovation and bringing about change are two very different challenges.

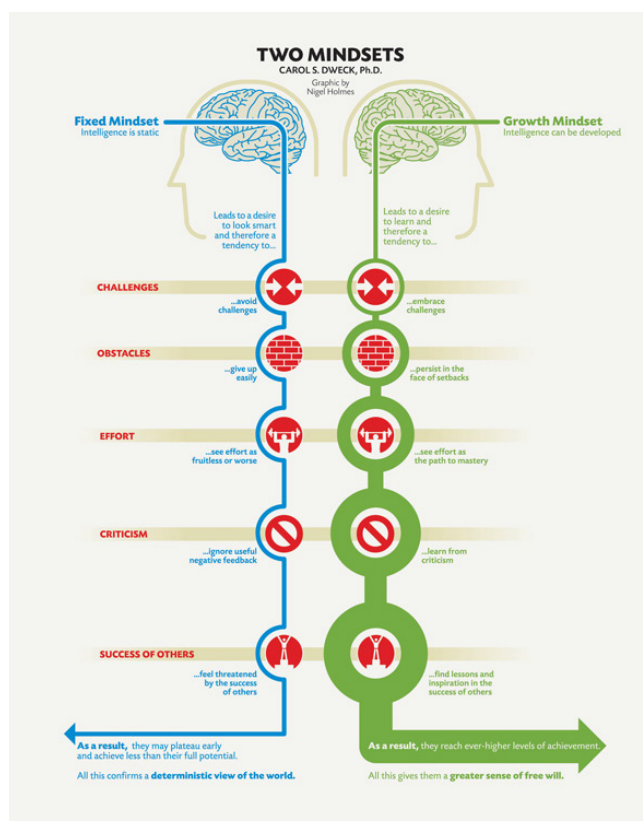
Dr Carol Dweck's graphic (below) demonstrates a pathway I believe has real value in showing how to enhance a growth mindset.

When we encounter each of the below areas, we have a choice in how we react. How we react is a direct result of our mindset.

As Dr Dweck states in the model the key to success is our response to each challenge.

The challenge we face as a sector is how we can help our farmers to understand their own mindset and start the journey from fixed to growth and to make the most of the learning opportunities in front of them.

Jono Frew (Co-founder of a network Quorum Sense which brings farmers together to share knowledge about regenerative farming systems) spoke at the Organic Wine Growers winter symposium in Marlborough recently and one of the key things I took away from his speech was to ensure that our minds are always open to new ideas.



(Dweck, 2017)

That we allow ideas to enter and sit in our minds, to ponder the idea, to see if it resonates with our situation and problems we may be encountering. By doing this we may find a solution to a past problem or a better way of doing something.

This really talks to the Growth mindset, embracing challenges, not giving up, accepting feedback, finding inspiration in the success of others. It is so much easier to say no and lock ideas out of your mind as too difficult or too outlandish to work. Only by understanding that we are always learning and that ability can be developed through hard work and dedication that we will truly grow.



Case Study 2

**The Growth and Fixed mindset lens
– My personal Journey**

Using Dweck's model to reflect on my own career, I started out with very much a fixed mindset. Success came easily – I never felt I was a sales person however I was good at it. My natural skills allowed me to succeed.

I judged myself worth on my successes, and when I was challenged on my abilities or given constructive feedback on how I could improve or change I took it as a personal slight on my abilities. Looking back even though I thought I was open to feedback and willing to change my mindset was very fixed.



It was not until later in my career with the move to banking and then into farming where my practical knowledge of the industry was limited that I had to be more open to new ideas and feedback.

I have now made a conscious decision to foster a growth mindset in my business and was confident I did not have to have all the answers. We created a team who did know the answers in areas that I was less strong and I learnt off them. The challenge was old habits die hard, and I found myself reverting to my old ways of fixed mindset. With failures of crops, I saw it as a sign that my skills were lacking, rather than a taking the failure as a learning opportunity, a chance to get feedback and continue to build my knowledge.

With anything we do in life we take pride in doing a good job, exceeding expectations and farming is no different. When things that we cannot control, namely the weather, impact our business we take this a slight on our abilities and our skills as a farmer.

This thought process then re-enforces the fixed mindset and becomes a downward cycle. This same cycle has an effect on our willingness to try and then adopt innovation. If you feel your abilities are the determining factor that you are either good or not, then trying something new that might fail or not live up to expectations will damage your self-image and you will also assume it will change how others see you. On the flip side with a growth mindset if you have the attitude of challenging yourself and an understanding that your effort and attitude determine your success then you will be more willing to innovate, take on new challenges and, through this, succeed.





One of the other key factors I found in my conversations and research was a correlation between time in industry and willingness to change. It seemed the more historical knowledge (the longer the individual and family had been farming in the same industry) the more likely they were to have a fixed mindset – of course this is a generalization and there are a number of intergenerational farming families that have a growth mindset, however the predisposition to embrace change if the farming system has 'worked' for past generations is not strong.

My personal journey is an example of this – I had the theoretical knowledge of growing grapes through my tertiary education, I had the business 'smarts' through my business career but the practical knowledge of farming was a childhood memory from my time growing up on a farm. This gave me a unique opportunity to ask a lot of naïve inquiring questions, to investigate alternative ways of doing things, to be understanding of the status quo, but challenging this and introducing different ways of working.

Some examples of the innovation I was able to bring to our business without the 'historical baggage' included;

- the introduction of recycling sprayers to lessen environmental impact and reduce chemical costs dramatically
- treating the relationship with wine companies that purchased our grapes as a commercial sales relationship and negotiating a win, win relationship that recognized the strengths both parties brought to the table.

These are two examples of the changes to our family business that were possible by bringing complementary skills from outside primary industries into the business, without the historical farming knowledge. This process takes great courage from the owner or family member in charge but, without this courage the business may be in danger of losing relevance in a quickly changing world.



Conclusion

The clearest finding that I have had through my discussions, research and thinking on mindset change is that there is nearly always an inflection point – a big issue, a challenge a failure that brings about the desire to change.

Looking back through history at major technological advancements a number were bought about through wars (major inflection points) – one of the best examples is the development of Nuclear technology in World War Two. At present we are in the midst of two major inflection points a Global Pandemic (Covid 19), and a climate crisis, both creating the impetus for change.

We have already seen a vaccine developed for Covid 19 in a matter of months through collaboration and concerted effort by nations and individuals from around the world. The perfect example of what can be achieved when the world is faced with a major issue.

The climate crisis has not mobilized such a quick 'fix' however with the spotlight being shone on the issue, and change is slowly been made.

One of the big questions that I have struggled with during my research is how can we have positive constructive change for the food and fibre sector in New Zealand without the need for inflection or pain points. How to create the desire to change and innovate.

To do this we need to capture both the rational and emotional energy of people. We need to convince the food and fibre producer why to change. Food and fibre producers need to be given rational fact-based reasons, while understanding that the real driver for change is emotional. The emotional needs must be understood and then satisfied through forming trusting relationships between food producers and consumers.

Once a trusting relationship is formed the barriers to fully understand the needs and wants of the consumers and how-to deliver these are reduced if not eliminated.

For this to happen there needs to be a fundamental step change in how we as food and fibre producers view the 'things' we produce and how we connect with our consumers to ensure we are delivering what they want/need in the format that is asked for.

We need to show Great Leadership and create a new model.

As James Parsons (Nuffield Scholar 2008) said 'Great Management is optimising the model - Great Leadership is creating a new model'

The leadership needed is the creation of a model that is based on our consumer (the person that consumes our final product, wine, bread, steak, cheese) to deliver to them a product that satisfies their needs and wants and is produced in a manner that fits with their ethos and world view. This may be using sustainable processes, organic processes or regenerative process – until we form a trusting, transparent relationship with our consumer we just don't know.



Recommendations

The resonating theme now is change. The impact of weather events and changing climates, the essential nature of water and the growing consumer voice around sustainability. These challenges are being faced head on by our food producers with adaptability and innovation.



Four flips (or rapid changes) NZ food and fibre producers need to make to embrace uncertainty, innovation and adaptability:

Fixed to Growth Mindset

The ability to look past the next quarter and focus on the long term good. Look at the game differently. Be driven by values and belief in the product.

Production based to Consumer lead

The importance of a deep understanding of the consumer and the creation of products to match consumer trends, rather than a singular focus on improving the production model.

Optimisation to Transformation

moving from great management to great leadership

Selling from inside farm gate to value chain control

There is power in companies and people who have insight and control through the value chain from production to consumer. They don't wave goodbye to the product once produced as so many of the status quo do.

Change of mindset and change to consumer-based thinking were key areas that are focused on by the operators succeeding in the market place – these are the operators that have growing and flourishing businesses.

Taking into account the flips in mindset that need to be undertaken, how do we get to the Nirvana of a true consumer based production model that embraces innovation and change?



New Model – Change without crisis

1. Sunshine of Consumer Insights

Invite the consumer in – connect internationally – fully embrace their views as the sunlight that makes the model grow.

2. Consumer led decisions

Form emotional connections with the consumer but doing so with intention. The Rodgers Adoption curve suggests targeting the innovators and early adopters and through their networks by inviting the consumer in, form the emotional bonds to understand what the consumer is looking for and how they want it produced. The emotional connection will be the energy from the consumer insights to lead change.

Proactively teach consumer insights in food and fibre sector courses – to help everyone understand the importance of the consumer to food and fibre production.

3. Control the value chain

We need to get closer to the consumer of our goods, we need to form a relationship with them to fully understand their needs and wants. To do this we need to reduce the length of our supply chains. This is easier said than done, however, if possible, the lead-time to change to address a consumer's wants is reduced dramatically. The decision to invest in innovation and change is easier if we as producers have a greater understanding of what is required and how we create value.

4. Targeted diffusion of innovation

By understanding that within any population the participants fulfill different roles and acceptance of innovation it helps with the implementation of change. The challenge is to identify where each person sits within the continuum and then once this is understood how the innovation diffuses through the population.

We need to accept that change is a process and to create change we need to understand how to engage with each person at the right time with the right information.

To help ensure that the primary industries have enough innovators and early adopters to adopt the fringe or risky ideas we need to proactively recruit people into primary sectors that have complementary skills but no experience in 'farming' to really question what we do and bring fresh, innovative problem solving to the big problems we face.

5. Mindset change

Be honest, be transparent, be open to feedback – As Steve Smith (Master of Wine and Chair, Sustainable Food and Fibres Future Fund) said at the Winter Organic Wine symposium 2021 – the only real way to build trust with consumers is to be 100% transparent – tell them when you do things well, when you exceed expectations but also tell them when you fail – but most importantly what you learnt and will do differently next time

6. Emotional Engagement

When innovation and change is proposed, discussed or implemented always understand that the facts, figures, graphs – the rational arguments are important but are only a small part of the process – the 'elephant in the room' the emotional connection is the most critical – we need to:

- Give direction– rational information – fact, figures, data - the why
- Motivate– give the emotional connection through building relationships and understanding the personal side of the why
- Shape the path – make it as easy as possible to see and walk the path to change

7. Optimizational to transformational

Change the narrative around our businesses – in the vast majority of conversations that I have had or listened to over the past two years at all levels from Board rooms to grass root production it is always about the production model – how do we make more, how do we spend less, how do we supply more efficiently. This conversation needs to include the consumer – what do they want. We obviously need to be producing efficiently but there is no point having the best production model if we are not producing what the consumer wants in the manner, they want us to.

8. Field Labs

For the new model of change that I propose to resonate and engage with thought leaders throughout the spectrum of people within the primary industries there needs to be a way for the message to be relayed. There are many ways to communicate with the people that work in primary industries and most are ineffective as they do not take into account the importance placed on relationships. Trust is critical component in building relationships both with the consumer and also within farming communities.





The original model Phil Weir and I created to show a different educational pathway shows the importance of Field Labs to share innovation at a grass roots level – through trusting relationships of like-minded people.

The key aspects we discovered with the innovation vineyard project that need to be captured when planning and executing an innovation field lab are:

- Understanding the personality types of the target market for innovation and how to capture their attention
- Linking the innovation/change in process in the farming operation to the needs and wants of the consumer – international consumer insight
- Understanding the mindset of change and how to help people on that journey

**There is never one thing, one silver bullet,
that will cause significant change.
By understanding the problem, what success
looks like, it helps build a pathway to success.**

**Positive, progressive change without the pain
point, the inflection point is what success looks
like and the problem is mindset. My proposed
model can help build the pathway to success;
the challenge is now selling the vision!**



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