



# Our Land and Water

Engaging Agribusiness Report



November 2020

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He rāangi maunga tū te ao, tū te pō. He rāangi tangata e hinga nei, e hinga nei, e hinga nei. Toitū te whenua, Toiora te wai, whatungarongaro te tangata. Tihei mauri ora!

E pari nei ko ngā tai o mihi, ko ngā tai o oha ki a koutou te hunga kua pīkautia ngā mātātaponu o te kaitiakitanga. Me whakahīhi ka tika i te ahua ki te wero kua hīkina e koutou.

Anei matou o KPMG e tautāwhi ana i a koutou, e pai ai te koke whakamua o a koutou mahi, mō te āpōpōtanga o Aotearoa te take, mō te taiao te take!

Kia eke ai te kōrero, toitū te whenua, toiora te wai!

Kei aku rangatira, tēnā koutou.

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KPMG deeply values this opportunity to continue to partner with Our Land and Water.

Our mission is to fuel the prosperity of New Zealand for all New Zealanders, Tītokona to tātou tōnuitanga, mō Aotearoa, mō tātou.

Your journey is fundamental to the future of New Zealand and KPMG admires you for all that you have achieved, and the future that you are creating for the agribusiness sector. We know the impact and the important role that Our Land and Water plays in steering the direction of maintaining and improving the quality of the country's land and water for future generations.

In this context, the engaging agribusiness report is a small contribution to your purpose, but one we consider a privilege to deliver.

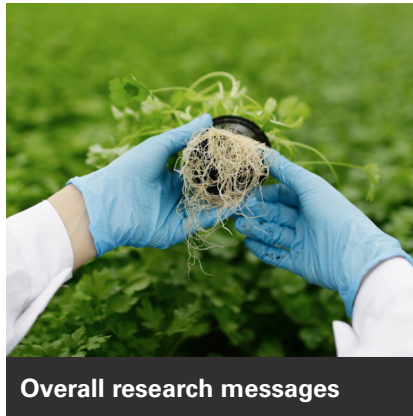
Tēnā koutou, tēnā koutou, tēnā rā koutou katoa.

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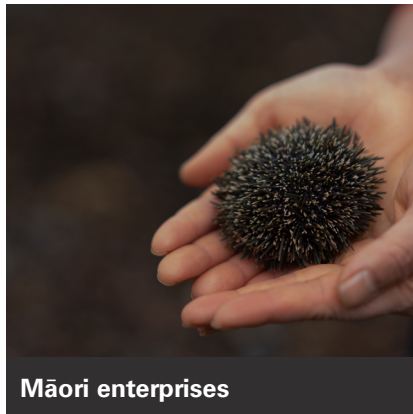
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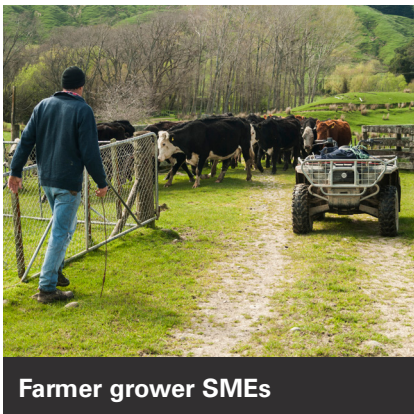
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# Introduction

Our Land and Water, Toitū te Whenua, Toiora te Wai is one of 11 National Science Challenges and leads transdisciplinary, mission-lead research programmes that require relationships between researchers, government and industry organisations to achieve their objective. Our Land and Water's objective set by Government, is to enhance the production and productivity of New Zealand's primary sector, while maintaining and improving the quality of the country's land and water for future generations.



# Purpose

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The purpose of this report is to deliver advice that will support Our Land and Water, Toitū te Whenua, Toiora te Wai to engage with agribusinesses and deliver new knowledge to leaders who are transforming New Zealand's primary sector.

The content in this report has been developed with the aim of providing recommendations that will amplify the knowledge uptake and impact of the Our Land and Water research programme 'Rewarding Sustainable Practices'.

The recommendations provided may also provide insight for future research programmes by Our Land and Water and

other New Zealand science and research organisations, particularly in relation to consumer and value chain research.

Regardless of external research goals and ambition, industry-good research should align with the principles in Te Tiriti o Waitangi and ensure that the principles of Partnership, Participation and Protection with Māori are embedded in any research conducted. These key inclusions are to provide a guideline only, and comprehensive consideration of Te Tiriti o Waitangi in each individual piece of research work should be undertaken.

**Partnership** is early and ongoing opportunity for Māori to engage and contribute to shaping research, particularly

research such as the Rewarding Sustainable Practices programme which involves a connection between protection of natural capital and economic achievement of business activities.

**Participation** means Māori are involved in the development of the content of research and any deliverables arising from the result of research.

**Protection** includes an assertion that cultural concepts, values and practices are protected, and can be used in the pursuit of stronger outcomes for Māori. This is again of particular importance in relation to the Rewarding Sustainable Practices research programme and consideration of the cultural importance of natural assets.

# Summary

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New Zealand's food and fibre sector is a diverse landscape of organisations operating in a variety of industries, different sections of the value chain, and at a range of scales.

There are some overarching insights that can be implemented in the development and delivery of research. However, to maximise research impact, a tailored approach to engagement through the research design process and in subsequent research communication must be followed which is specific to the type of business being approached.

Four key business types with distinct preferences for research engagement have been identified. Each of these business types: Māori enterprises, corporate SMEs, farmers and growers, and large enterprises are included in the report, with targeted recommendations for engagement. These business types have been defined based on a grouping of the results KPMG received through interviews with the organisations.

This report itself has also been designed in a format as a demonstration of recommended design when delivering research in a document form.

## **Business Types**

**Māori Enterprises** – Organisations of any size that are Māori owned and/or operated by iwi, hapū or trusts.

**Corporate Small & Medium Enterprises (SMEs)** – Organisations with fewer than 50 employees.

**Farmers and Growers** – Businesses with fewer than 50 employees which conduct primary production as their main operations.

**Large Enterprises** – Organisations with more than 50 employees.



# Overall research messages

The key overall research messages are broadly applicable across the food and fibre sector, however for comprehensive engagement and impact, specific recommendations for each of the four identified business types should be followed.

## Why?

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The greatest value in consumer and value chain research is empowering agribusinesses with actionable insight in a timely manner that will provide a **competitive advantage**.

## Who?

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Industry bodies are a critical component of the research ecosystem, and their involvement enhances **visibility, trust**, and **perceived relevance** of research.

## What?

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Final research should be delivered in a **visually appealing** report format that includes clear infographics (if relevant) and concise actionable messages. This must be preceded by engagement.

## How?

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Research should be communicated initially in email format and disseminated through industry bodies while also being **easily accessible** through industry body websites.

## When?

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Agribusinesses should be engaged at the **start line** and the **finish line**, involved during the initial research development process (start line) and then again during information dissemination (finish line).






# How KPMG prepared the research

KPMG combined an introductory survey with multiple in-depth interviews across the four identified key business types. Our contributors represent several industries, organisational scales, and parts of the value chain. This cross-section of the industry has enabled us to gain a broad understanding of consistent messages from across the industry, whilst also being able to deliver targeted recommendations based on specific types of agribusinesses.

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## Agribusinesses Interviewed

- 4x Farmer/Grower SMEs
- 4x Large Corporates
- 4x Corporate SMEs
- 4x Māori Agribusinesses
- 2x Industry bodies

8+ 

## Industries Represented

- 5x Dairy
- 6x Horticulture (including vegetables)
- 4x Red Meat
- Also, Pork, Apiculture, Wool, Forestry, and Agri-tech

ALL 

## Value Segments

- 7x Primary
- 8x Processing
- 8x Marketing
- 3x Support

## Key survey results

1. Both consumer and value chain research were scored equally as 'highly important' by the agribusinesses surveyed. This demonstration of the perceived value of the two research topics indicates that willingness to engage in both types of research will be high, if engagement method and communication are appropriate.
2. The agribusinesses also placed a higher value on consumer and value chain research when the research methodology has been conducted externally. Not being involved in the actual research process reduced the perceived bias of agribusinesses, and this highlights a key value proposition of research delivered externally by Our Land and Water.
3. Agribusinesses scored the opportunity to receive a greater amount of consumer and value chain research as 'highly valuable', though 43% stated that they were only moderately-well or poorly equipped with adequate resources to implement recommendations of research. This highlights a need for research to be delivered in a format that guides or directs methods of implementation.







# Actionable research results

## Key summary action

Our Land and Water is relatively unknown and unrecognised by agribusinesses across the New Zealand food and fibre sector. When the Our Land and Water name is recognised, the challenge is often misinterpreted or misunderstood. Our Land and Water is often associated with environmental research, particularly water quality, and it is very difficult for agribusinesses to link the challenge to consumer and value chain research.

With research being just one of many extension components agribusinesses engage with and are connected to, these

time-poor organisations reach out to those industry organisations with which they are most familiar. For many, there is also an internal resourcing limitation for interpreting and understanding research, in addition to a resource limitation in the ability to design strategy and identify actions based on research.

Therefore, it is recommended that research should be distributed through familiar organisations such as key industry bodies within an industry, in a targeted, clear and actionable format. Where possible, this should be customised for relevance to each sector. It is also recommended

that Our Land and Water consider opportunities to raise their profile and communicate their involvement in consumer and value chain research. This includes showcasing previously delivered research work and examples of implementation success stories and case-studies through industry bodies, direct to agribusinesses, and in media platforms.

**Māori Enterprises** Should be engaged before research planning begins. Māori enterprises are more receptive to partners they trust, therefore the establishment of a strong and respectful relationship is critical. Research should be communicated *kanohi ki te kanohi* (face-to-face), with practical and visual delivery of results that are reliable.

**Corporate SMEs** Should be engaged during the research planning process, but only limited engagement is expected for the purpose of ensuring relevance. Research should be delivered in clear and concise summary documents.

**Farmers and Growers** Should be engaged with research through processors, industry bodies and extension services. Research should be delivered as clear actionable messages.

**Large Enterprises** Should be engaged as research collaborators, assisting in both research design and in the development of research results (while still enabling researchers to deliver their independent insight). Research should be delivered in detailed report format.





## research must be distributed through familiar organisations such as industry bodies, in a targeted, clear and action-based format

One of the most prominent findings in this research was the importance of early engagement in perceived relevance, uptake and impact of research. It is acknowledged that early engagement with hundreds or thousands of potentially relevant agribusinesses would require significant resource and may be unrealistic.

KPMG's recommendation is that planned research projects clearly articulate the problem researchers are trying to solve alongside key intended research areas in a short one-two page document. This document should be sent to agribusinesses through industry bodies or directly, with an opportunity for agribusinesses to express

their interest in involvement and provide feedback. Respondents and non-respondents alike have a much greater likelihood of engaging and implementing research actions if they have heard about the research proposal during early research stages.



# Māori enterprises

**Why? – Regardless of scale, Māori Enterprises are seeking a transition from primary production, to owning and operating integrated value chains.**

Both value chain research and consumer research empower Māori enterprises to capture greater value and grow into processing and marketing. The overarching goal for Māori enterprises regardless of scale, is to have successful businesses that create valued and highly educated employment opportunities within their communities, to deliver profit for economic enhancement and to display examples of kaitiakitanga (custodianship).

This goal of transitioning to greater value chain integration also arises from a distrust in down-stream processors and marketers and their ability to maintain the mana and the mauri of their products, activities, and systems delivered by the business.

Māori enterprises are receptive to research and analysis to support their aspirations and have a strong desire to work and share knowledge collectively.

**Who? – Respected individuals directly connected with the Māori Enterprise or that have established a relationship must facilitate engagement.**

A trusted relationship can be built when there is an understanding of Te Ao Māori, customs and protocols, alignment in values and respect. Developing and

exhibiting respect through appropriate attitude, manners and methods of operating are important for an individual and the organisation they represent to achieve maximum engagement when working with Māori enterprises.

Researchers or designated research communicators within any organisation are able to perform this role, and specific collaboration requirements of additional industry organisations has much less importance for enabling engagement in comparison with a strong direct relationship.

Directly working with or employing an individual within an iwi for liaison purposes can support relationship maintenance and longevity. Iwi or hapū may be key partners in reaching Māori enterprise and disseminating research. Māori enterprises are most receptive to recommendations when they come from a trusted advisor.

**What and How? – Engagement and research delivery should involve in-person communication with clear visual presentation and concise messages.**

For Māori enterprises, the research delivery channel and format are directly linked. Māori enterprises often seek opportunities for further upskilling, and find visual learning methods can result in faster uptake and buy in. Building a common understanding of concepts and key words, and using relatable scenarios is

valuable for knowledge transfer.

When engaging with hapū who are early in the business development journey, capability building and educational development prior to communicating research can empower greater engagement and implementation of research results.

There must also be recognition of the complexity of the relationship that Māori have with land and water, and this should be reflected in processes and dialogue.

**When? – The start line is before the start line.**

Engagement with Māori enterprises should begin in the form of relationship development before the research planning begins. Genuine engagement both prior to research design, and during the research planning process is critical to initiate any engagement. Involvement during the actual research process is less important, but preparatory engagement to ensure an understanding of research results may be required in advance of delivering final research results.

Key note: Promoting key partnerships and success stories with Māori enterprises can assist to build the mana for Our Land and Water, enhancing the reputation and trust in a research organisation which can support and accelerate future relationship development.



This includes delivering research programmes that will have sustained long-term impact



## Expert insights

John Reid & Jessica Smith

John Reid is a senior research fellow at the Ngai Tahu Research Centre, and Jessica Smith is involved in Māori agribusiness governance and consulting. Both have significant experience in developing multi-disciplinary research and development programmes.

**Short-cycle and “stop-go” research doesn’t align with Māori values, ambitions or world-view.**

For maximum engagement and research impact, research timelines and progression are important. This includes delivering research

programmes that will have sustained long-term impact, or have successive research programmes planned to enable continued progression.

**Māori Enterprises have a range of capabilities, which must be considered during engagement and communication.**

The ability to interpret, uptake and implement research varies considerably amongst Māori Enterprises, ranging from large successful international enterprises, to small hapū and whanau groups. In some instances, there may be

a requirement to support or facilitate education and skill development alongside the research process to ensure all groups have the capacity to understand and implement research.

**Promote stories of success to improve visibility and trust.**

Promoting key partnerships and success stories with Māori enterprises can assist to build the mana for Our Land and Water, enhancing the reputation and trust in a research organisation which can support and accelerate future relationship development.



# Corporate SMEs

**Why? – Consumer and Value chain research empowers corporate SMEs to remain on the leading-edge of business performance.**

Corporate SMEs do not have the scale and scope to conduct their own consumer and value chain research, and therefore rely on support from the industry or collaborative initiatives to access these important insights. The research ultimately enables corporate SMEs to maximise profit through opportunities of capturing greater value in market, and through each segment of the value chain.

**Who? – Consumer and Value chain research should be delivered to agribusinesses through industry bodies.**

Industry bodies are the key source of information for corporate SMEs seeking consumer and value chain research. Industry bodies are known and understood by these businesses, they are perceived as approachable and unbiased, and they are known to represent the best intentions for the industry.

Government agencies, in particular the Ministry for Primary Industries (MPI), but also the Ministry for Foreign

Affairs & Trade (MFAT), and New Zealand Trade and Enterprise (NZTE) are secondary sources of information, and research that is conducted in collaboration with these entities is perceived as more accurate and of greater value.

**What? - Corporate SMEs want clear and concise research summaries**

Summary data and information is more powerful when presented visually in clear infographics.

For larger research pieces, there is high value placed on workshop-based delivery of research, which also provide an opportunity to open dialogue with researchers and discuss the research and its implementation with peers.

**How? – Research should be delivered in email format containing summary information only. Additional detail should be accessible but only if desired**

Research reports even when delivered with concise summaries are perceived as overwhelming and too content-heavy if embedded in a large document. Though the accessibility of supporting information such as methodology and justification can be important, it should be separated from the key messages and actions in a separate large document that can be accessed on demand, rather than delivered directly.

Consumer and value chain research have distinct



differences in relevance and application for corporate SMEs

Consumer research outcomes must be communicated in a timely manner, in relation to when the research was conducted. Consumer research that has been delivered over long time-periods is quickly considered outdated by these agribusinesses. If delivered slowly, this research is used as validation of a strategy as opposed to informing it, which

reduces the impact value.

Value chain research is seen as valuable, but resource intensive to understand and implement. For this reason, value chain research should not be delivered more than annually (including value chain research from other industry good sources), and should include very clear action and implementation points, including worked practical or theoretical examples.

**When? – Corporate SMEs should be engaged early to reinforce relevance, but involvement can be limited**

There was a clear recognition amongst corporate SMEs that their own involvement should be limited in the initial research development stage. Though some involvement is critical to ensure perceived relevance, agribusinesses acknowledged the value of researchers bringing unique perspective and insight.

## Scenario example - Fresh Pork transformation

### Lynden Glass

**Freshpork** was established in 1985 and is New Zealand's leading pork processor and wholesaler. With the recent international and domestic disruption Freshpork is looking to use this as a catalyst to pursue transformational change in its business. A clear understanding of consumer behaviours and trends, protein trends and value comparatives, and the structure of its value chain are key to Freshpork making well informed decisions.

Freshpork is currently focused on a single industry (pork), a single market (New Zealand) and key parts of the value chain (predominantly processing). However, Freshpork is currently exploring opportunities for its

future business operations and growth, which could include new operations, products and international markets.

Despite being a medium-sized enterprise, Freshpork doesn't have the scale of resources to conduct all of its own research to inform and empower the transformational change it is seeking. The limited scale of Freshpork also means that it doesn't have a dedicated internal research team that can cover investigating, interpreting and implementation of research.

Industry-good research on value-chains and consumers can deliver significant impact for Freshpork and provide a platform to leverage resource. With a

strong general research delivery from a research programme such as Our Land and Water's Integrating Value Chains and Rewarding Sustainable Practices work, Freshpork will then be able to use this research platform to drive decision-making and explore some of its more specific technical research requirements such as a comparative nutritional analysis across different protein sources.

Key requirements when engaging with Freshpork include: Early engagement to ensure relevance, collaboration with other industry bodies to increase perceived applicability, and opportunity for interactive dialogue when research is delivered.



# Farmers and growers

Though segmentation can occur in each of the four business types, segmentation in relation to research engagement is particularly strong within Farmers and Growers, who exhibit three general profiles:

1. Businesses actively involved and engaged with research
2. Businesses willing to engage with research
3. Businesses unwilling to engage with research

Businesses profiles one and three (above) are significant minorities. Businesses in profile one exhibit the characteristics and preferences of corporate SMEs and targeting this profile should follow business type recommendations outlined in that section of this report. Businesses in profile three require direct in-person engagement with extension services such as industry bodies and private consultants to uptake and implement research, or incentivisation through regulation. The majority of farmers and growers are categorised in profile two, for which the following recommendations are focused.

**Why? – Farmers and Growers want to align their decisions on the land with the expectations of the organisation(s) they supply, and the consumers who purchase their products**

The focus area for Farmers and Growers in relation to research is operational efficiency within primary production operations. Consumer and value chain research is still acknowledged as important, but to the extent that it ensures Farmers and Growers are delivering good-practice expectations to maintain their social

license to operate, not as a core focus for driving their individual business and profitability growth.

**Who? – Consumer and value chain research is viewed as critical, but most farmers and growers rely on their processors to implement action from the research**

For most Farmers and Growers consumer and value chain research is viewed as somewhat irrelevant and instead a responsibility of those larger organisations which they supply.

Farmers and Growers do seek clear messages from their supply organisations or industry bodies in relation to consumer expectations, so those expectations can guide decision making for on-farm practices. More pro-active farmers will seek out consumer trends themselves through desktop research.

For those Farmers and Growers that do seek additional research to support their activities, or do not solely rely on suppliers, they will seek expert opinion through consultants.

Resources such as those available through levy bodies, MPI and sometimes tertiary institutes such as Lincoln and Massey Universities may also be used in broad desktop research.

**What? – Farmers and Growers want clear, concise and actionable research summaries**

Consumer market research for Farmers and Growers that are wanting to engage directly with consumers and identify potential markets for their products, research must be highly targeted, and deliver

detail that is relevant to identifying niches in specific and accessible domestic or export markets.

Farmers and Growers do not want to be overwhelmed with large volumes of information. They seek clear and concise messages in the form of actionable points delivered in simple language.

**How? – Research should be accessible and delivered in interactive forums**

Consumer and value chain research should be available on a platform where it is accessible to farmers when they are seeking it. When important industry-good research is sought to be delivered by researchers for wide-spread uptake, interactive forums such as district workshops and/or involvement in large industry events and conferences are the preferred communication method, which may be delivered in collaboration with industry bodies.

For more general information, disseminating information through podcasts can be a valuable communication platform for more proactive farmers and growers who are time-poor, but able to listen to audio communication of research while conducting other on-farm activities.

**When? – Farmers and Growers do not want research pushed at them**

Rather than directly receiving research, Farmers and Growers prefer to be able to actively seek out research as needed. It is critical that research is easily accessible, and available at key source locations such as industry bodies.





## Scenario example - Landowner and farmer

### Henry Pickney

Henry Pickney is a farmer based in Canterbury and runs an integrated farming system that includes sheep and beef production, forestry and more recently, dairy sheep genetics.

Consumer research is viewed as critically important to Henry, who attempts to keep up to date with international consumer trends through using a diverse set of reading resources from New Zealand's Farmers Weekly to international vegan publications.

Henry seeks value chain and

consumer research to assist him in capturing maximum value from his operations, while also positioning his business for future success as consumer trends evolve. The Rewarding Sustainable Practices research programme presents potentially exciting opportunities for Henry to capture more value from the environmental initiatives he invests in his farming business.

For Henry, research is valued highly, but key requirements when engaging with him include:

Research must be delivered in clear, understandable and plain language, with actionable messages that can assist in informing his on-farm decision-making. Value of research can be enhanced if it is through collaboration with industry bodies, and can be used in communication with banks, as the bank is a key stakeholder in his farming business.



# Large enterprises

## **Why? – External research is valuable to facilitate the collaboration and alignment of large enterprises with each other, and the whole food and fibre sector**

Though large enterprises generally have their own internal research capabilities, engagement with external research is viewed as an opportunity to achieve additional insight, leverage internal resource, and deliver industry or sector-wide alignment. For many large enterprises, a clear value-proposition for primary producers (farmers and growers) is essential, as these businesses form a critical component of their own value chains, therefore this must be considered in the beginning of research design.

## **Who? – Large enterprises prefer to engage with reputable research organisations and/ or groups of organisations that can collaborate and combine research strengths for large-scale projects**

For large enterprises to engage with research, important industry organisations must be involved in the research process to ensure alignment across the sector. For any research relevant to connected primary producers, extension organisations such as levy bodies, other industry organisations and consultants must be engaged. Collaborative engagement ensures that large enterprises can scale the facilitation of developing actions and/or communicating decisions to connected primary producers.

## **What? – Comprehensive research reports that deliver highly-relevant and actionable results for implementation**

Internal research capabilities of large enterprises provide the opportunity for internal knowledge dissemination. A prerequisite step is engagement between the research organisation and the research team of the recipient organisation. This relationship greatly increases the strength of engagement, particularly when facilitated through direct communication either in-person or online formats. Research can then be delivered in a report format, without requirement for a high-level summary, as key actions can be identified and determined by the internal research resource of these organisations and then communicated internally to the organisation's decision-makers.

## **How & When? – Research should be conducted and delivered in collaboration, with input opportunities available for draft iterations of research to ensure relevance**

To maximise engagement, it is essential for large enterprises to be involved in the development of the original research brief, to ensure their perception of relevance and subsequent implementation of results. There is an important distinction that large enterprises still place a high value on the independent insight of researchers when scoping and delivering research work, though opportunity for feedback

on initial research planning is still important.

Though involvement of large enterprises in the actual conducting of research is not required, the opportunity to give feedback on early results and research drafts ensures these organisations maintain a sense of ownership and the guarantee of relevance. The scale of these organisations means that despite still exhibiting traits of being time-poor, there is resource available for direct and ongoing two-way communication during beginning and end-stages of research. Large enterprises prefer to be engaged in discussion-based conversations either in-person or through an online format, and welcome opportunities to engage with research organisations.

**Key note:** It is recommended that the first contact within a large enterprise for research organisations is through a senior executive or research and innovation managers. If communication with these identified individuals is challenging, it can be valuable to execute initial communication in conjunction with a known collaborative partner, especially if they also have involvement in the research process.



## Scenario example - Ravensdown

**Mike Manning**

Ravensdown is a New Zealand farmer co-operative organisation that provides essential farm inputs alongside advisory services. Ravensdown has over 650 employees, with a dedicated internal research team that has a strong ability to develop, interpret and implement research.

For Ravensdown, industry-good research is still seen as highly-valuable, providing an opportunity to complement their own research, while aligning the sector for maximum impact to their farmer shareholders.

For Ravensdown to be actively involved in research implementation and impact, it is critical that they are involved in the inception of research planning and design. This allows the organisation to ensure research relevance, and make early plans for implementing results. For Ravensdown, knowledge dissemination to their farmers is key, and the company would be happy to work alongside Our Land and Water in research programmes such as Rewarding Sustainable Practices while also utilising their farm extension team

to deliver research actions and opportunities to farmers for maximum impact.

Key engagement requirements for Ravensdown include: Engagement during the research design process and an opportunity to provide feedback to early research drafts. Discussion-based delivery of final research to co-design research execution models. Collaboration with industry bodies to ensure no misalignment between research groups, corporates and the industry bodies themselves.



# Industry bodies

The commercial expectations on industry bodies across the sector is increasing, especially from smaller industry members. Members are looking to industry bodies for their market intelligence often linked with government organisations such as NZTE or Crown research organisations. Therefore, many industry bodies are actively seeking opportunities to collaborate and engage with research programmes such as the Rewarding Sustainable Practices programme.

Industry bodies need to be knowledgeable on relevant and valuable research that is

applicable across the sector and particularly if relevant to primary producers, where they can be used as a vehicle for delivering research.

Providing an opportunity for follow-up questions and engagement is important through industry body channels to empower maximum engagement, as this is often the first organisation that all business types will seek to engage with when looking at sector-wide research, particularly those in the farmer and grower business type.

Researchers should engage with levy bodies before they begin to design the scope and

delivery plans of research, so that it can be integrated into other engagement planning and events that industry bodies are preparing.

Industry bodies also have a high expectation that research be delivered to a very high-quality standard and by individuals and groups that are recognised as leading in the field of work proposed. This can be enhanced when research is developed in collaboration with more than one research organisation and different organisations are able to contribute their strengths and skills.



# Evaluating research success

## Agribusiness interview insight

Agribusinesses themselves aren't concerned with looking backwards to evaluate whether prior industry-good research has been successful. The focus of agribusinesses and their measurement of success is the extent to which research has supported or facilitated changes that improve profitability or other business performance metrics. Implementation and impact of research is integrated in a complex web of other business operations and attributing any quantitative value to a particular research programme on an individual basis can be difficult. However, success could be measured by determining whether the research has informed decision

making and resulted in new business operations, products, or markets. In addition to this, agribusinesses did perceive research programmes to have been successful if they have been directly presented with the research once a programme has been completed and if there has been wide uptake across industries.

## Recommendations for monitoring and evaluation of research programmes

The below framework provides a recommended process for monitoring and evaluating the success of an example research programme. This framework has been developed by integrating interview insights with KPMG's previous experience in success evaluation models.

Because the example research programme has already been started, this recommendation focuses on evaluating the final stages of a research programme: research execution and knowledge delivery.

The measures included provide an opportunity to compare between research programmes and evaluate both anticipated and actual success.

These drivers and measures outlined are indicative suggestions. The specific drivers and measures should be customised specifically to each piece of research.

| Area   | Driver   | Measure  |
|--|--|--|
| <b>Equity</b><br>(extent to which outcomes are delivered, used or accessed equitably amongst a population) | <ol style="list-style-type: none"> <li>1. Research enables Māori agribusinesses to succeed</li> <li>2. Research delivers positive socio-economic outcomes</li> <li>3. Research delivers positive environmental outcomes</li> </ol> | <ol style="list-style-type: none"> <li>1a. Number of Māori agribusinesses engaged in research process.</li> <li>1b. Number of parts of research that Vision Mātauranga is fulfilled (goal should be 100%).</li> <li>2. Estimated economic value delivered to communities with socio-economic need including financial gain in New Zealand dollars, and additional employment opportunities.</li> <li>3. Estimated reduction in environmental footprint including greenhouse gas emissions and pollution to land and water such as nutrient loss and non-recyclable waste.</li> </ol> |

|  |   |  |
|--|---|--|
| <p><b>Economy</b><br/>(financial costs and inputs)<br/><br/>*For measuring success of research management planning rather than research impact</p> | <ol style="list-style-type: none"> <li>1. Internal research resource use – researchers</li> <li>2. Internal research resource use – expenditure</li> </ol>                          | <ol style="list-style-type: none"> <li>1. Hours budgeted for research programme in comparison to the actual hours completed.</li> <li>2. Cost budgeted for research programme in comparison to the actual costs incurred.</li> </ol>   |
| <p><b>Efficiency*</b><br/>(Outputs relative to inputs)</p>   | <ol style="list-style-type: none"> <li>1. Financial surplus achieved</li> <li>2. Leveraging of resource through collaboration</li> </ol>  | <ol style="list-style-type: none"> <li>1. The estimated additional revenue achieved by agribusiness implementation, in comparison to the cost of research and implementation. This should be recorded for several time horizons including short-term (1-year), medium-term (3-year and 5-year) and long-term (10 year).</li> <li>2. Estimated monetary value of collaborative contributions during research and dissemination process as a function of costs for Our Land and Water to have implemented themselves.</li> </ol>   |
| <p><b>Effectiveness</b><br/>(engagement outcomes)</p>  | <ol style="list-style-type: none"> <li>1. Extent to which individual agribusinesses are engaged.</li> <li>2. Extent of outcomes delivered relative to inputs and outputs</li> </ol> | <ol style="list-style-type: none"> <li>1a. Percentage of industry engaged in research and/or research dissemination process, as estimated by total industry value represented within each agribusiness business type.</li> <li>1b. Engagement score (e.g. on a 10-point scale) delivered by agribusinesses who have been engaged through research process and research dissemination.</li> <li>2a. Number of industry bodies, government agencies, universities and large enterprises hosting or disseminating results of research programme.</li> <li>2b. Number of conferences and events and/or estimated total audience across all executed speaking opportunities.</li> </ol> |



**He aha te kai ō te rangatira? He Kōrero, he  
kōrero, he kōrero.**

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What is the food of the leader? It is knowledge.  
It is communication.

# Contact us



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