

*Project 2009/702 – Douglas:
Seafood Success - Entrepreneurship & Innovation Program
- Seafood CRC Professional Diploma*

Seafood Success: Entrepreneurship & Innovation Program - Seafood CRC Professional Diploma

Professor Evan Douglas

Final Report prepared by: Associate Professor Meredith Lawley



**AUSTRALIAN
SEAFOOD
COOPERATIVE
RESEARCH CENTRE**

Project No. 2009/702

Very few ideas are turned into commercial successes. A great many of them have potential, and significant investment is usually directed to overcoming any technical issues that may be encountered. The resulting innovations still need to be commercialised. It is this commercialisation process that can make the difference between an innovation succeeding or failing.

The good news is that there are a number of tools and techniques that can be learned that will increase the chance that an innovation can become a commercial reality.

The Seafood Success/Seafood CRC Management Development Program was initially designed to focus on the commercialisation process and consequently refined to upgrade and develop management and decision making skills.

Seafood Success: Entrepreneurship & Innovation Program - Seafood CRC Professional Diploma

Professor Evan Douglas

December 2012

*This series of seminars was run by the
University of the Sunshine Coast.*



Copyright Australian Seafood CRC, the Fisheries Research and Development Corporation and the University of the Sunshine Coast 2012.

This work is copyright. Except as permitted under the Copyright Act 1968 (Cth), no part of this publication may be reproduced by any process, electronic or otherwise, without the specific written permission of the copyright owners. Neither may information be stored electronically in any form whatsoever without such permission.

The Australian Seafood CRC is established and supported under the Australian Government's Cooperative Research Centres Program. Other investors in the CRC are the Fisheries Research and Development Corporation, Seafood CRC company members, and supporting participants.

Important Notice

Although the Australian Seafood CRC has taken all reasonable care in preparing this report, neither the Seafood CRC nor its officers accept any liability from the interpretation or use of the information set out in this document. Information contained in this document is subject to change without notice.

Acknowledgements

Professor Evan Douglas would like to thank the Australian Seafood CRC for the opportunity to design and deliver these seminars. It was a very challenging experience (getting people to attend) and a very rewarding one (in terms of the reactions and obvious delight many participants exhibited in the seminars). He would like to thank Jayne Gallagher for her support and feedback on design and delivery, and most importantly Emily Mantilla for her efficiency, her 'can do' approach and her continual cheerful disposition no matter what the circumstances.

Acknowledgement and thanks must go to all the presenters: Dr Robert Dew, Adjunct Professor Richard Thorning, Adjunct Professor Noel Lindsay, Professor Su Mon Wong, Dr John Whiteoak and Mr Aubrey Warren: their expertise was essential to creating a stimulating and empowering program. Professor Douglas would also like to thank the attendees for their enthusiasm and contribution to discussion. The contribution of the administration team of the Faculty (and now School) of Business at the University of the Sunshine Coast who made sure everything ran smoothly must also be acknowledged.

Finally, I would like to thank Judy Watson, the USC research assistant who has contributed greatly to putting together this final report – from setting up online surveys of past attendees, collating and analysing results, through to formatting and design of the report itself – without Judy this report would not have been completed on time and would certainly not look the way it does!

Table of Contents

1. Non-Technical Summary	- 1 -
1.1 Objectives	- 1 -
1.2 List of Outputs	- 1 -
1.3 Outcomes achieved to date	- 1 -
1.4 Keywords	- 1 -
2. Background	- 2 -
2.1 Rationale	- 2 -
2.2 Target Audience.....	- 2 -
2.3 Learning Outcomes.....	- 2 -
3. Need	- 3 -
4. Objectives	- 3 -
5. Methods.....	- 4 -
6. Results.....	- 7 -
7. Discussion.....	- 13 -
8. Benefits and Adoption	- 14 -
8.1 Short term benefits.....	- 14 -
8.2 Medium term benefits.....	- 14 -
8.3 Long term benefits.....	- 14 -
9. Further Development	- 14 -
10. Planned Outcomes	- 14 -
Public Benefit Outcomes	- 15 -
Private Benefit Outcomes	- 15 -
11. Conclusion	- 16 -
Appendix 1: Workshop Evaluation 2012.....	- 17 -
Appendix 2: Final survey for 2009 participants	- 18 -
Appendix 3: Final survey for 2010 participants	- 21 -
Appendix 4: Final survey for 2011 participants	- 24 -
Appendix 5: Final survey for 2012 participants	- 27 -
Appendix 6: Feedback from 2009.....	- 30 -
Appendix 7: Qualitative feedback from final course evaluation	- 31 -
Appendix 7.1: Please describe how successful your new venture has been.....	- 31 -
Appendix 7.2: Thinking about the dinner talk on CRC Consumer Research (Meredith Lawley), what was the impact on your knowledge and thinking?.....	- 32 -
Appendix 7.3: Why didn't you make any changes?	- 33 -
Appendix 7.4: Briefly describe the changes you made.....	- 34 -

*Project 2009/702 – Douglas:
Seafood Success - Entrepreneurship & Innovation Program
- Seafood CRC Professional Diploma*

Appendix 7.5: On reflection, how useful were the seminars in furthering your understanding and knowledge? For example, did the information reinforce what you already knew or challenge any preconceived assumptions you may have had?. - 36 -

Appendix 7.6: Why did you not attend all the seminars? - 38 -

Appendix 7.7: Any other comments. - 39 -

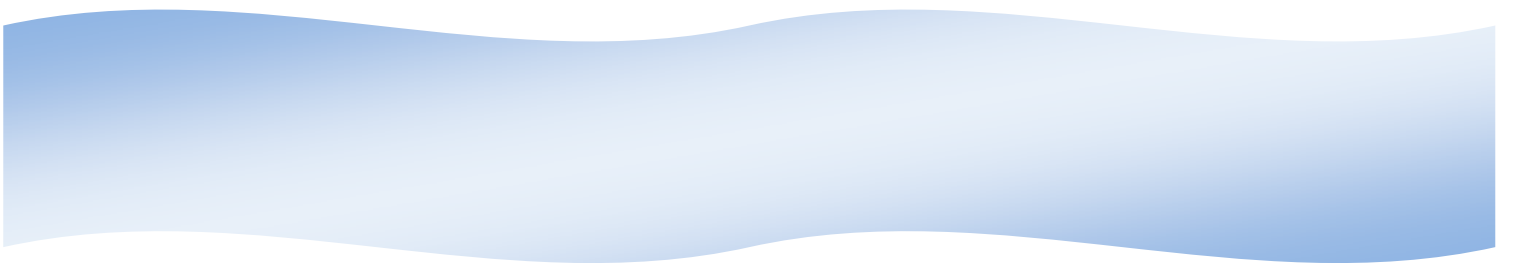
Appendix 8: Planned vs Actual Attendance 2012 - 40 -

Appendix 9: 2012 - What suggestions would you make to improve the workshop? - 41 -

Appendix 10: Independent email feedback..... - 43 -

Appendix 11: Feedback from 2011 - Any specific comments? What were the strengths of this course? How could we improve future Seafood CRC development programs?..... - 44 -

Overview



1. Non-Technical Summary

Seafood Success:
Entrepreneurship & Innovation
Program
- Seafood CRC Professional
Diploma

PROJECT NUMBER: 2009/702

PRINCIPAL INVESTIGATOR:

Professor Evan Douglas

NOTE:

This final report has been prepared by Associate Professor Meredith Lawley – School of Business, University of the Sunshine Coast

1.1 Objectives

1. Support commercialisation of Seafood CRC innovations by developing and delivering, by 2011/2012 the Seafood Success program at least two times.
2. By 2014 have at least 20 CRC participants complete the Seafood Success program with investor ready business plans for product, market and processing innovations.

1.2 List of Outputs

The project has delivered the following outputs:

- New Seafood CRC Professional Diploma (Entrepreneurship).
- Course notes and materials for both formats of the course (Seafood Success - 8 weekends per year; Seafood CRC Management Development Program - 4 day course).
- 6 new investor ready business plans.
- 11 new innovative ideas with a clear pathway to commercialisation.
- 104 people trained with skills in entrepreneurship and/or business management.

1.3 Outcomes achieved to date

The project has delivered the following outcomes:

- 6 participants achieved the new Seafood CRC Professional Diploma (Entrepreneurship).

- 41 people attended Seafood Success seminars delivered in 6 locations throughout Australia (Adelaide, Brisbane, Hobart, Melbourne, Perth, and Sydney), during 2009/2010.
- 63 people attended Seafood CRC Management Development Program seminars delivered in 4 locations throughout Australia (Adelaide, Brisbane, Perth, and Port Lincoln), during 2011/2012.
- In 2012, immediately after each seminar, participants rated the seminar on a scale of 1 to 10 where 1 = not satisfied/unhappy and 10 = very happy/satisfied. Consistently high scores were achieved, two seminars were rated at 9.4 (n=11 and n=10), one was rated at 9.1 (n=12) and one was rated at 8.8 (n=11).
- Those who evaluated the seminars between 1 month and 3 years after completion reported a range of outcomes including improved sales, improved profitability, improved relationships with consumers, extension of industry networks and project outcomes, improved business methodology, improved understanding of issues facing small businesses, improved motivation and the implementation of new business/enterprise.

1.4 Keywords

Innovation; business plan; new venture; management development; entrepreneurship

2. Background

One of the original aims of the Seafood CRC was to create opportunities for industry (especially) and research participants to expand their knowledge and to encourage further education opportunities. To enable individuals to take innovative concepts right through to a business plan via an educational process that expanded their horizons with regard to what could be achieved would be ground breaking for the seafood industry and the CRC.

2.1 Rationale

The process was a part of all the original plans for the CRC Education and Training Programs. Program Manager 2, Jayne Gallagher, identified a need to have people with well thought out business development strategies achieve success with their ideas. The same people would then help drive achievements in the CRC research programs, particularly but not only those in Program 2.

2.2 Target Audience

The primary target audience for the program was people with an idea, and the enthusiasm and resources to support the development of a business plan.

In its second year the course was evaluated as being limited to 'entrepreneurs' therefore, as most CRC managers view themselves as more 'conventional managers' rather than entrepreneurs, the course was modified and the target audience was extended to include seafood industry managers who recognise the need to upgrade their management and decision making skills.

2.3 Learning Outcomes

The proposed learning outcomes were:

- To have investor ready business plans for seafood product, market and processing innovation;
- To increase the skills and knowledge of participants enabling them to help guide the development of additional innovations of other CRC participants and management;

- To learn how to apply creative decision making skills to all aspects of existing business as well as to new products or services that might be developed
- To upgrade management and decision making skills of seafood industry managers; and
- On completion of the course to have access to a comprehensive business reference library.

“The Entrepreneurship & Innovation Program gave me lifelong relationships and facilitated strategic thinking that my MBA did not cover. The field trips allowed me an understanding of the industry that texts books can’t teach and the quality of sessions was beyond approach. This thinking and education has assisted me in all aspects of business management.”

(Michelle Christoe,
Seafood Services Australia, 2009)

“This was an engaging, challenging and action provoking course. So thank you so much for the opportunity to participate.”

(Dan Machin,
Azure Consulting Group, 2012)

“Would appreciate to attend further training in seafood management programs.”

(Venkata Pallakila,
Abalone industry, 2011)

3. Need

Very few ideas are turned into commercial successes. A great many of them have potential, and significant investment is usually directed to overcoming any technical issues that may be encountered. The resulting innovations still need to be commercialised. It is this commercialisation process that can make the difference between an innovation succeeding or failing. There are a number of tools and techniques that can be learned that will increase the chance that an innovation can become a commercial reality therefore a program focusing on the commercialisation process was required.

“The seminars increased my scope of understanding business development and management. Some ideas were reinforced, but the main benefit was the ability to identify alternative strategies for business development and have a framework to evaluate the best option and set priorities.”
(David Stirling, 2009)

“Great use of my time. I would be interested to take part in any thing that the CRC are taking part in.”
(Phillip Clark, Focus Fish, 2012)

“Great series and of high value in a number of areas.”
(Alistair Douglas, Seafood Services Japan, 2010)

4. Objectives

The objectives of the project were to:

1. support commercialisation of Seafood CRC innovations by developing and delivering, by 2011/2012, the Seafood Success program at least two times.
2. have at least 20 CRC participants complete the Seafood Success program, by 2014, with investor ready business plans for product, market and processing innovations.

“Thank you heaps for the opportunity to attend the seafood development program it was much appreciated and I believe will be a great help in the future, I wish I had been to something like that years ago. Once again thank you.”
(Robin Green, 2012)

“The presentation was professional and entertaining whilst imparting knowledge.”
(Anon, 2011)

“The seminars were very useful in furthering my knowledge, and my understanding of each of the areas covered. The informative sessions reinforced my thinking, and I came away from this more confident with the decisions that I was making, in trying to improve the business as a whole, and my own contributions within.”
(Verne Lindsay, Australian Bight Abalone, 2012)

5. Methods

This education module was designed to be **practical and widely assessable**, fulfilling a nationwide need.

- The course was initially designed to focus on refining the participant's innovation project with attention then shifting to the design of the business model and the details of the business plan. Once the business model was established the program was designed to address the fundamentals of marketing, production, and people management that are critical to business operations and how these are incorporated into a business plan.

"I found them [the seminars] to be uplifting in a way. They also managed to help me think outside the box and explain certain points which in affect opened my eyes to innovation and entrepreneurship."
(William Ferguson, Ferguson Australia, 2009)

- Participants were required to have completed the assigned pre-reading materials and to have applied these in the context of their own industry experience and/or their innovative project prior to the monthly session. Each session was designed as a building block leading towards the culmination of a viable business plan for the introduction and implementation of the innovation project.

"The course materials & presenters were above my expectations."
(Anon, 2009)

- The participants had the opportunity to learn how to present their business concept effectively and finally had the opportunity to present their business concept to representatives of the CRC members and other interested parties.

"I managed to raise \$250k to get my venture under way."
(William Ferguson, Ferguson Australia, 2009)

- The course was delivered in a mix of capital cities (Adelaide, Brisbane, Hobart, Melbourne, Perth, Port Lincoln, and Sydney) to maximise exposure to industry.

To maximise learning outcomes, the **teaching** team focused on:

- transformative learning based on participants' self reflection and self assessment; and
- collaborative learning within a socio-constructivist paradigm through group interaction and discussion.

"I was previously a business adviser, working for the UK and SA Governments. The seminars went beyond my existing understanding and helped me to consider alternate options in developing my business concept. The supportive feedback certainly helped foster confidence."
(Martin Hernen, 2009)

Project 2009/702 – Douglas:
Seafood Success - Entrepreneurship & Innovation Program
- Seafood CRC Professional Diploma

Initially **delivery** was planned to be:

- Monthly residential sessions consisting of eight weekend learning modules each totalling 12 hours of classroom time, plus several hours of social networking opportunities.

“More assessment of progress at each session would have reduced workload at the end.”
(Anon, 2009)

“Interactions with other course participants” (Anon, 2009) was nominated as being one of the three best things about the course.

“Give out reading course at conclusion of previous session for more time.”
(Anon, 2009)

- Based on participant feedback (2009 and 2010) this model was modified for 2011/2012 and condensed into a four (consecutive) day program each held in a major city (Brisbane, Adelaide, Port Lincoln and Perth).

- In 2012 a course dinner with a dinner speaker was added to the programme. The dinner speaker (Assoc Prof Meredith Lawley) gave a talk overviewing CRC consumer research and presenting some key research findings. Discussion of the research continued over dinner.

“Go to sites where (participants) come from – flexibility of location according to group.”
(Anon, 2009)

“The information presented [at the dinner] and the subsequent discussions have influenced our business’s approach to the market in terms of product mix, also the merchandising and promotion within the store has changed to adapt our offer to better suit the needs of the market.”
(Andre Gorissen,
Noosa Junction Seafood Market, 2012)

“Melbourne must be included – very central, good seafood market, visit icons (of the industry).”
(Anon, 2009)

- Course modules and materials were revised and updated on a yearly basis (based on participant participation and feedback) to ensure enhanced alignment with the evolving needs of the course participants.

“The information [at the dinner] was very relevant to my venture and caused me to have a huge change in my thinking.”
(Kristen Worrall,
University of Tasmania, 2012)

Project 2009/702 – Douglas:
Seafood Success - Entrepreneurship & Innovation Program
- Seafood CRC Professional Diploma

Evaluations were undertaken at various stages throughout the program. The feedback was utilised to ensure that the program met the needs of the participants both by extending their learning experience and meeting their availability requirements.

- Feedback taken at the conclusion of the program in 2009 highlighted the need to change the format of the program in later years – “Go to sites where (participants) come from”; “Base venues on where participants come from.”
- In 2012, participants completed a questionnaire at the end of each seminar/workshop. This assessed their level of satisfaction with the workshop and gathered qualitative data on the most useful and least useful aspects of the workshop together with suggested improvements. (See Appendix 1)
- A final follow up survey was conducted in November 2012 (1 month to 3 years after completion of the course) to measure the results of any changes implemented as a result of the course. Each year group was sent a survey modelled specifically to the course for their year of attendance (See Appendices 2, 3, 4 and 5).

“Evan Douglas - insightful, huge depth behind the work, large scope to adapt his teachings into planning. Rob Dew - inspiring, if a little non-PC. John Whiteoak - had barely considered his area as important, so this was an eye opener. Su Mon Wong - loved his Australian expression use, and his insights into marketing were way beyond anything I had considered prior.”

(James Harris,
Flinders University, 2011)

The presenters included:



Professor Evan Douglas
University of the Sunshine Coast



Professor Su Mon Wong
Queensland University of Technology



Dr John Whiteoak
University of the Sunshine Coast



Dr Robert Dew
Coriolis Pty Ltd

6. Results

Results are presented for each of the initial project objectives next.

6.1 Support commercialisation of Seafood CRC innovations by developing and delivering, by 2011/2012 the Seafood Success program at least two times.

In brief, while changes were made in response to feedback from the first two years of the project (see Appendix 6), this objective was met.

Initially, delivery for each year was planned as monthly residential sessions consisting of eight weekend learning modules each totalling 12 hours of classroom time, plus several hours of social networking opportunities. Though this model of the Seafood Success program was delivered twice, as noted above, the model was amended over the period of the project with comments noted as below.

Table 1 Planned verses actual delivery

Year	Delivery model	Comments
2009	1 wkend/mth (8mths) 4 different locations (Adelaide, Brisbane, Perth and Sydney) 12 hrs/wkend 12noon Fri–3pm Sun	Six participants completed the course on schedule and each was awarded the Seafood CRC Professional Diploma. Seven other participants attended one or more workshop weekends but were unable to attend the latter three or four sessions, and thus did not complete the program. The 'drop-outs' cited pressure of work and costs of attending the sessions in distant cities as their reasons for not continuing with the program.
2010	1 wkend/mth (8mths) 4 different locations (Adelaide, Brisbane, Hobart and Melbourne) 12 hrs/wkend 12noon Fri–3pm Sun	The 'Seafood Success' program was well received by those who attended the modules, but was positioned and structured in a way that deterred wide participation by Seafood industry managers. The concept was re-examined and the program subsequently re-designed to appeal to a wider sub-set of Seafood managers, as well as structured in a more cost-effective way.
2011	4 consecutive days in major (airline hub) city (Brisbane and Adelaide) One course per day	The program was well received by those who attended the modules. Attendance at the Brisbane workshops varied from 20 (Thursday) to 9 (Saturday/Sunday). There were a number of 'no-shows' who had indicated their intention to attend. About half the participants did not 'stay the course' apparently being willing to give up weekdays but not weekend days. A few of the 'drop-outs' were explained due to participation in one or more of the 'Seafood Success' events in the preceding two years. Prior to the Adelaide workshop presentations Emily Mantilla worked hard to recruit more serious participants and to impress upon them the importance of synergy available by attending the entire four-day workshop. Retention was much better due in no small part to the work of Emily Mantilla.
2012	4 consecutive days in one major city (Perth) and one seafood centre (Port Lincoln) One course per day Course dinner with speaker	The program was again well received however attendance fluctuated over the four days of each offering. It should be noted that, due to positive word of mouth reports from previous attendees, a number of people from Qld and NSW were prepared to travel to access the course and attended the seminars in Port Lincoln.

6.2 By 2014 have at least 20 CRC participants complete the Seafood Success program with investor ready business plans for product, market and processing innovations.

As noted previously, 6 investor ready business plans were completed during 2009 and though, in this respect, this objective was not fully achieved (30% of goal), in 2010 a minimum of a further 5 participants developed an innovation or business idea during the seminars. 88.89% of those who developed a business plan/idea and completed the final evaluation survey had implemented their plan/idea. Most are still in the planning or start-up stage and considered to be viable opportunities (Appendix 7.1).

“Still in very early stages. In terms of planning for the new venture it is a success as I feel very prepared.”
(Anon, 2010)

It should also be noted that, as indicated in Table 1, participants who were unable to complete the course in one year frequently accessed the modules they had missed in later years resulting in a greater number of participants completing the course than those who produced a business plan/idea. Furthermore, after two years of delivery, the concept of the course was re-examined and the program subsequently re-designed with the creation of a business plan no longer being a focal point of the course. As can be seen in Table 2, a total of 104 people accessed the course.

Table 2 Number of Attendee Registrations

Year	No. of Registrations
2009	13
2010	28
2011	34
2012	29

Other important aspects, such as the impact the seminars and field trips had on the knowledge and thinking of the participants, must be considered. In the format the course was run in 2009/2010 all

modules were considered to have a moderate or high impact. The shorter course format also positively impacted on the participant’s knowledge and thinking but to a slightly lesser degree. Creative thinking and entrepreneurship, and marketing new products and services were consistently seen as having the most impact. Table 3 shows the impact the various seminars had on participant’s knowledge and thinking with Table 4 showing the impact of the field trips. It should be noted that the field trips were only run in 2009.

Impact was assessed on a 5 point scale where the higher the score the greater the impact.

Table 3 Impact seminars had on participants knowledge and thinking

2009/10	n	mean
Creative Thinking & Entrepreneurship	6	5.00
Marketing for innovative new products and services	5	5.00
Business Plan presentations and Short Pitch to CRC community (2009 only)	4	4.75
Opportunity recognition, viability screening and risk analysis	6	4.67
Business models and strategy to most effectively introduce the innovations (2009 only)	3	4.67
Financial statements analysis and principles of effective presentation	6	4.67
Human resources management and planning	7	4.57
Business planning for new ventures	7	4.29
Effective oral and written presentation (2010 only)	1	4
2011/12		
Entrepreneurship & Creative Decision Making	22	4.27
Marketing Products & Services	28	4.00
People Management & Leadership	23	3.96
Value Innovation, Viability Screening and Risk Analysis	21	3.90

Scale 1 = no impact to 5 = high impact

*Project 2009/702 – Douglas:
Seafood Success - Entrepreneurship & Innovation Program
- Seafood CRC Professional Diploma*

Table 4 Impact field trips had on participants knowledge and thinking

2009	n	mean
South Australian barramundi farm	3	4.67
West Australian seafood operation	2	4.50
Gold Coast prawn farm	4	4.50
Sydney Fish Market	3	4.00

Scale 1 = no impact to 5 = high impact

In 2012, participants assessed their level of satisfaction with each seminar or workshop. *Overall, of those who evaluated the course on completion, the average rating was 9.0 on a 10 point scale.* As seen in Table 5, the results for each seminar indicate a high level of satisfaction.

Table 5 Overall level of satisfaction with each seminar/workshop in 2012

2012	n	mean
Entrepreneurship & Creative Decision Making	11	9.4
Marketing Products & Services	10	9.4
People Management & Leadership	12	9.1
Value Innovation, Viability Screening and Risk Analysis	11	8.8

Scale 1 = not satisfied/unhappy to 10 = satisfied/very happy

In 2012 a course dinner with a dinner speaker formed an optional part of the program. Of the 29 attending the course 19 attended the dinners (see Appendix 8). In terms of impact the dinner speaker was rated at 4.3 (on a five point scale, that is a moderate to high impact) with comments indicating two key benefits, firstly being made aware of what research was available and secondly the insights provided by the research results (see Appendix 7.2).

“Where I got most of the value [at the dinner] however was simply by finding out that these resources are readily available to us all we have to do is ask or find it our self online.”
(Phillip Clark, Focus Fish, 2012)

“Provided a valuable insight into the results of the market research [at the dinner]. Especially important given that I was not previously aware of this information.”
(Stephen Pahl, SARDI, 2012)

In brief, while the target for numbers of participants completing the Seafood Success program with investor ready business plans for product, market and processing innovations was not met, a number of plans have been implemented and the consistently high level of impact of the seminars is likely to influence participants management and decision making skills into the future.

“Great confidence booster and to relearn forgotten skills in study and presentation which is an unforeseen spin off. I do relate back to the course quite often when dealing with business and government matters in the industry.”
(Anon, 2012)

In order to measure the success of the seminars a number of other aspects were evaluated in a final follow up online evaluation conducted in November 2012. Each year group was sent a survey modelled specifically to the course for their year of attendance (see Appendices 2, 3, 4 and 5 for copies of the evaluations and Appendix 7 for qualitative responses). While 104 people attended the seminars only 80 useable email addresses were available for the survey. Of the 80 emails sent out, 38 people responded giving a response rate of 47.5%. Year on year response rates can be seen in Table 6.

Table 6 Year on year response rates for online evaluation

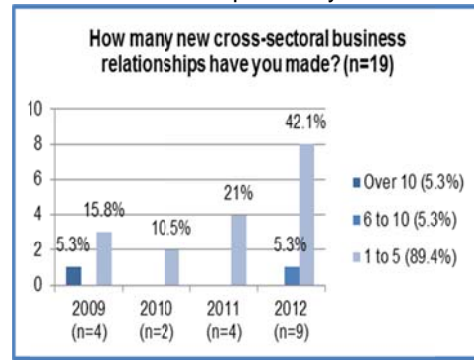
	Emails sent	Number of responses	Response rate
2009	8	4	50%
2010	16	6	37.5%
2011	26	10	38.5%
2012	30	18	60%

*Project 2009/702 – Douglas:
Seafood Success - Entrepreneurship & Innovation Program
- Seafood CRC Professional Diploma*

This response rate is high indicating a high level of interest by participants, which indeed is reflected in the very positive feedback received.

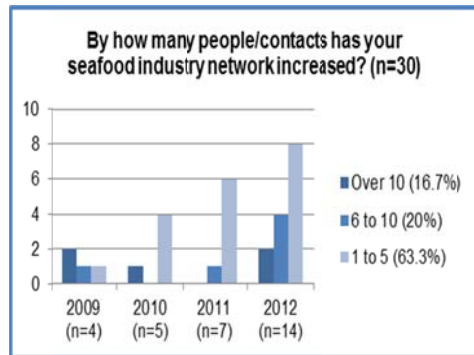
“Great program. Fantastic, knowledgeable, passionate presenters who were all very good communicators/educators.”
(Verne Lindsay, Australian Bight Abalone, 2012)

Figure 2 How many new cross-sectoral business relationships have you made?



Participants were asked to consider whether the networking opportunities within the seminar environment had resulted in a) their seafood industry network being extended and b) an increase in their cross-sectoral business relationships. 81.1% (n=30) suggested that their seafood industry networks had grown with 63.3% expanding their network by between 1 and 5 contacts, 20% increasing the network by 6 to 10 contacts and 16.7% adding over 10 new contacts (Figure 1).

Figure 1 By how many people/contacts has your seafood industry network increased?



Interestingly far fewer participants increased their cross-sectoral business relationships (51.4%, n=37) (Figure 2).

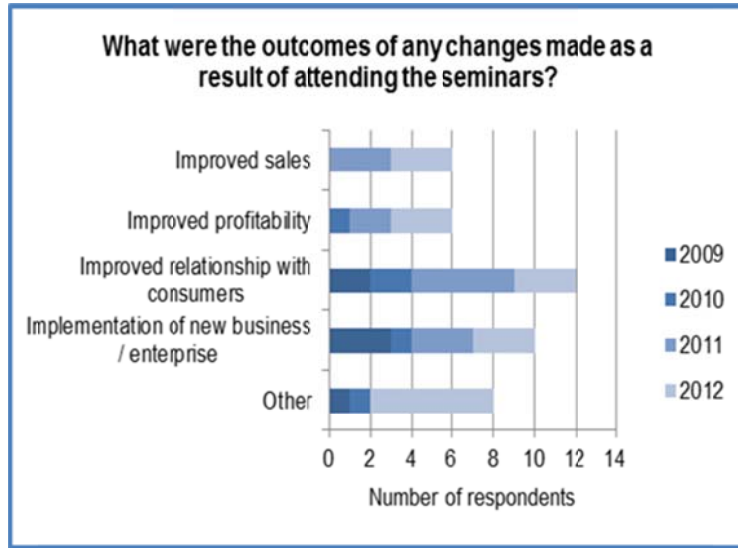
Notable exceptions to this generalisation are the participants who completed their business plans and achieved their Seafood CRC Professional Diploma (Entrepreneurship). 100% of this group of respondents reported an increase in cross-sectoral business relationships (75% 1 to 5 new contacts, 25% over 10 new contacts).

“In addition to knowledge and competence I gained very useful contacts with colleagues in the industry (who I now count as friends).”
(Martin Hernen, 2009)

Organisational changes were also measured. 60.5% (n=23) of those who responded to the final evaluation had made changes within their organisations. Of those who did not make changes the most frequent reason given was that it was not applicable to do so for reasons of the type of business or the participants role within the organisation. The reasons included lack of opportunity or inappropriate time to date, given that some respondents only attended the seminars a month previously this was understandable. Others stated that future changes were planned (see Appendix 7.3).

Most changes (28.6%, n=12) related to the improvement of relationships with consumers, however almost as many (23.8, n=10) cited change in the form of implementation of new business or enterprise (see Figure 3).

Figure 3 What were the outcomes of any changes made as a result of attending the seminars?



*Multiple responses possible

“My brother and I are now undertaking the sale of our seafood and implemented some of the strategies we learned on a trip to visit our existing and potential buyers. We have also made internal changes to our business utilising things we had learnt.”
 (Jonas Woolford, Abalone Diver, 2011)

Three respondents nominated improvement across all areas which included sales, profitability, consumer relationships and the implementation of new business or enterprise.

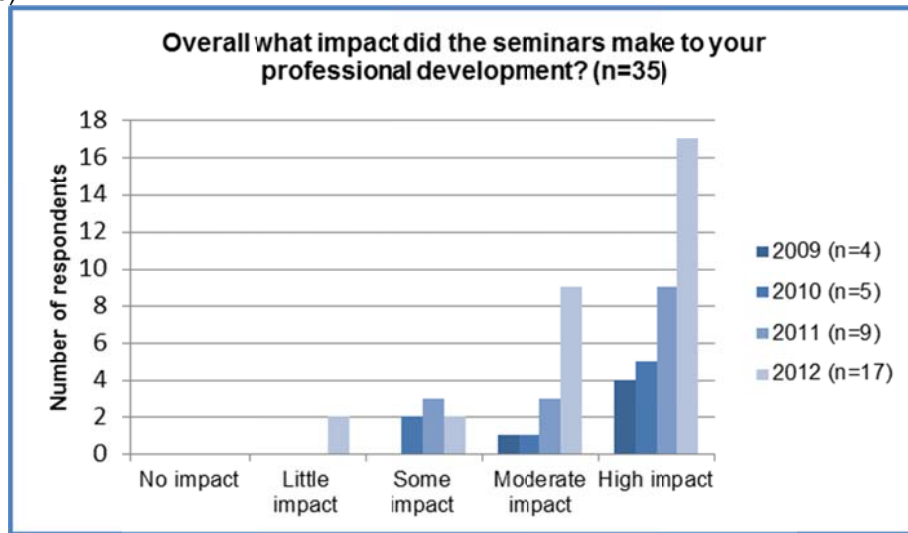
“In process of implementing a new website taking into consideration aspects from the course, value adding, marketing etc. Also in relation to HR,

better working relationships within our organisation.”
 (Anon, 2012)

Further we asked respondents to briefly describe the changes made (see Appendix 7.4). Though many responses referred to improvements in consumer focus and workplace culture and relationships, there was a wide variation of response reflecting the diversity of the participants. Nominated areas of change included but were not limited to, marketing, product R&D, annual reporting, product displays, organisational strategy, risk management, planning and innovation.

Respondents were also asked to comment on the impact of the seminars in terms of their professional development. 92.1% of those who responded to the final evaluation found that the seminars had contributed to their professional development with 74.29% finding the seminars had a moderate or high impact (see Figure 4).

Figure 4 Overall what impact did the seminars make to your professional development? (n=35)



Furthermore respondents were asked how useful the seminars were in furthering their understanding and knowledge (see Appendix 7.5). Responses suggested that the seminars equally increased understanding and reinforced previous knowledge with comments signifying that they challenged conventional thinking and encouraged people to think outside the box.

“The information presented at the seminars expanded/reinforced on what I already knew but more importantly provided me with the tools and mindset required to make change for the better.”
 (Stephen Pahl, SARDI, 2012)

Finally, in order to improve future seminar attendance, participants were asked if they had attended all the seminars and if they had not they were asked for their reasons for non-attendance (see Appendix 7.6). 40% of participants did not attend all the seminars, though time (lack of) and money were given as reasons predominantly

other commitments were cited as the main reason for non-attendance.

The 2012 end of seminar evaluation also asked for suggestions to improve the workshop. In general suggestions focused on four different areas: the need for the workshops to be more tailored to the seafood industry; allowing greater time for discussion; increasing the length of the workshops; and completing an action plan/framework to take away at the end (see Appendix 9).

“Without doubt the best presentations I've been to irrespective of the subject!”
 (Anon, 2012)

Finally the responses given in the ‘any other comments’ section were overwhelmingly positive (see Appendix 7.7), this was also reinforced by unsolicited emails included in Appendix 10. Specific feedback highlighted:

- the high quality and standard of delivery by presenters and
- the desire to be able to attend more such courses run by the Seafood CRC.

“Brilliant, very informative, inspiring and motivating. First class presenters and a very worthwhile trip for me. I would love to attend another one.”

(Andre Gorissen,
Noosa Junction Seafood Market, 2012)

7. Discussion

The program has clearly demonstrated positive outcomes in all its delivery formats, however as indicated by the feedback and supported by findings from the previous Master Class the delivery of training programs is a continual balancing act in terms of content focus and level, course length and timing. Promotion of programs to ensure seafood industry participants are aware of them continues to be problematic.

The program was delivered in two main formats, an eight month program over eight weekends (producing a business plan) and a four day program focussing more broadly on developing management and decision making skills.

The eight month version attracted a smaller more narrowly focussed group of attendees but resulted in slightly higher outcomes in terms of overall satisfaction, impact and stronger ongoing networks, while the shorter version had broader appeal, attracted more attendees and still resulted in high levels of satisfaction and impact (but not as strong ongoing networks). Clearly both versions met (slightly different) needs within the seafood industry.

Content focus and level. The content focus and level was clearly appropriate in the initial version of the program targeting entrepreneurial activity, however some feedback from the more general version of the course suggested the level was too low (1 participant only). The presenters were very aware of the diversity of attendees in terms of their background and endeavoured to pitch to the lowest common level. Given only 1 participant thought the level was too low this strategy seemed to be appropriate.

Some feedback also highlighted that while presenters were very good, a greater focus on seafood would be appreciated. One strategy to achieve this may be to provide all presenters with access to all CRC research and relevant reports to inform the development of their materials.

Course length. The course length of the 8 month version was necessary to meet the initial objectives and indeed contributed to the positive outcomes, particularly in terms of the strength of networks formed. So where forming of networks is critical a longer time frame is suitable.

The four day version of the more general management skill program also seemed optimal as attendances remained fairly constant over the four days. Having four different presenters and four different topics also kept interest levels high.

Timing. The four day courses were run from Thursday to Sunday inclusive. As above attendance was fairly constant over the four days with the combination of weekday and weekend catering in some way to those who prefer weekdays versus those who prefer weekends.

The Dinner Speaker. Feedback supported that including a dinner speaker was positive. In one delivery (Pt Lincoln) the dinner was held on the final night, while in the other delivery (Perth) the dinner was held on the very first night. Anecdotal evidence from the final night dinner indicated a dinner on the first night would have been preferred for two reasons: strengthening of networks at the beginning of the course and providing knowledge of recent trends that could inform subsequent days of the course.

While the informal discussion during the presentation and ongoing discussion over dinner were positive, due to the informality multiple conversations often occurred. Some consideration could be given to ways of more formally incorporating the information and structuring discussion, for example, a formal set of summary notes could be provided to attendees in their course materials.

Some course presenters also attended the dinners (3 in Pt Lincoln and 2 in Perth). The presenters also then contributed to the discussions and conversations and were made aware of CRC research and results.

Promotion. Similarly to other training programs the promotion of the courses was problematic with a variety of strategies used – the most effective being personal promotion (by Emily Mantilla), followed by word of mouth from previous participants. The range of strategies trialled with minimal success indicate that promotion of future events needs to trial new approaches, and any future projects should include a promotional budget to facilitate strategies such as personal approaches through phone/email, identification of industry databases and tailored and focussed communication.

8. Benefits and Adoption

Benefits and adoption were addressed in detail in section 6.2 with a further brief summary below.

8.1 Short term benefits

- Immediate changes to current strategies
- Professional development
- Extension of current thinking and approaches

8.2 Medium term benefits

- Basis for future new venture/concept development and strategic planning

8.3 Long term benefits

- Improved sales
- Improved profitability
- Improved consumer relations
- Extension of industry networks and project outcomes
- Improved business methodology
- Improved understanding of issues facing small businesses
- Improved motivation
- Implementation of new business/enterprise

“Both consolidated my previous knowledge and made me confident I was on the right track and challenged, opened up new ideas and swayed opinion.”
(Anon, 2012)

9. Further Development

Feedback gathered through the workshops and the evaluations highlight some possible improvements that may be worth exploring in future programs:

- As discussed in section 7 – inclusion of a budget component specifically for targeted promotion;
- Continuation of a course dinner and dinner speaker to make attendees aware of CRC research and findings. Ideally this dinner should be on the first day of the course as knowledge of research may inform discussion over subsequent days.
- Incorporation of a summary of CRC research and finding into formal course materials.
- Appointing a facilitator for the entire course. As suggested by one participant, having a single facilitator attend all four days of delivery may improve consistency as well as being able to facilitate independent collection of feedback from attendees to individual presenters and the program overall.
- At present 8 different topics have been delivered (4 in two day modules only and 4 in both two day and one day modules). These materials could be packaged to fit a variety of different needs, for example one day delivery (of one module) – two day deliveries (of any two modules) and so on.

10. Planned Outcomes

The identified need was to have people with well thought out business development strategies achieve success with their ideas. The program was initially

*Project 2009/702 – Douglas:
Seafood Success - Entrepreneurship & Innovation Program
- Seafood CRC Professional Diploma*

available to all people with an idea, and the enthusiasm and resources to support the development of a business plan and latterly to seafood industry managers who recognised the need to upgrade their management and decision making skills. The key planned outcome was to enable individuals to take innovative concepts right through to a business plan via an educational process that expanded their horizons, their success then helping to drive achievements in the CRC research programs.

This program had the following planned outcomes and benefits (as per the stated learning outcomes):

- ❖ Economic impact: individuals attending the program produced investor ready business plans for seafood product, market and processing concepts and extended their knowledge, understanding and decision-making skills in business management processes thus extending the profitability of their firms. See Figure 3
- ❖ Educational impact: attendance of this program contributed to the professional development of the individuals through achieving the stated learning objectives (see Figure 4) and enabled participants to guide the development of additional innovations of other CRC participants and management.
- ❖ Social impact: innovations have the potential to improve people's lives, whether it is a seafood product which can positively impact health and well-being or a processing innovation which can improve practice in a time poor environment.

The aim was to support commercialisation of Seafood CRC innovations by developing and delivering, by 2011/2012, the Seafood Success program at least two times and to have at least 20 CRC participants complete the Seafood Success program, by 2014, with investor ready business plans for product, market and processing innovations. This aim has largely been met.

Public Benefit Outcomes

Public benefit outcomes are indicated in the educational and social impacts defined above: a better educated workforce and

improvement to people's lives through uptake of useful innovation.

Private Benefit Outcomes

Private benefits are indicated in all three of the above impact areas: more profitable seafood businesses, extended professional development of individuals and the potential to Australians nationwide from the uptake of beneficial innovation.

Linkages with CRC Milestone Outcomes

The Seafood Success: Entrepreneurship & Innovation Program - Seafood CRC Professional Diploma has successfully contributed to the following CRC Milestone Outcomes:

CRC Milestone: 4.9.3 and 4.13.3 – Annual program of professional development training seminars, workshops and forums relevant to Program 2 and 3 outputs completed.

CRC Milestone: 4.3.1, 4.8.1 and 4.12.1 Demand for postgraduate qualifications with seafood specialisations relevant to Program 1, 2 and 3 identified and at least one postgraduate course developed and offered.

"Great examples."
(Anon, 2012)

"Found it all useful."
(Anon, 2012)

"I would sit through it all again."
(Anon, 2012)

"Course content very valuable."
(Emily Rowe
CrayFresh, 2012)

"Thoroughly enjoyed this course."
(Anon, 2012)

"Perfect."
(Anon, 2012)

11. Conclusion

One of the original aims of the Seafood CRC was to create opportunities for industry (especially) and research participants to expand their knowledge and to encourage further education opportunities. The key purpose of this project was to support that aim by developing and delivering an educational program addressing a need to improve the commercialisation process of innovative seafood product, market and processing concepts and, by 2014, have at least 20 CRC participants finish the program having drawn up investor ready business plans.

“This seminar reinforced knowledge that I already had but what it did was bring it into the front of my mind.”
(Phillip Clark,
Focus Fish, 2012)

With the exception of completing 20 investor-ready business plans, this project has met and/or exceeded all objectives in advance of 2014.

*“I loved this course – incredibly stimulating with content totally relatable to. Came away feeling hugely positive and empowered. So good to hear the real approach and be reminded just to set you mind to it for success
:>) Hugely fantastic!”*
(Anon, 2011)

Evaluations undertaken throughout the project were consistently positive and the feedback was channelled into format and content modifications that enabled the program to better suit the needs of the participants

“Thank you for such a wonderful opportunity.”
(Anon, 2012)

Feedback from the evaluations undertaken at the end of the project reiterated support for the exceptional quality of the content and delivery of the program. Further 60.5% of respondents reported changes to their business of which 23.8% involved the implementation of new business or new enterprise.

“The seafood industry has been very fortunate to have been offered such a high standard course. I would like to thank SFM and CRC for facilitating my attendance.”
(Michelle Cristoe,
Seafood Services Australia, 2009)

Suggested improvements have been noted enabling future educational programs to more closely match the requirements of seafood industry managers to ensure maximum uptake and effectiveness.

In brief the project achieved its outcomes and has provided a paradigm for future CRC educational programs.

“I would like to thank everyone involved for this opportunity, it was honestly fantastic!”
(William Ferguson,
Ferguson Australia, 2009)

See Appendices 6, 7, 9, 10 and 11 for further qualitative comments.

Appendices

Appendix 1: Workshop Evaluation 2012

1. Overall how would you rate the above course on a scale of 1 being not satisfied/unhappy to 10 being very happy/satisfied?

1 2 3 4 5 6 7 8 9 10

2. What did you find most useful about the workshop?

.....
.....
.....
.....

3. What did you find least useful about the workshop?

.....
.....
.....
.....

4. What suggestions would you make to improve the workshop?

.....
.....
.....
.....

Appendix 2: Final survey for 2009 participants

Seafood Success - Entrepreneurship & Innovation Program - Seafood CRC Professional Diploma: Final evaluation

Q1. Thinking about the Seafood Success seminars you attended, what impact did the following seminars have on your knowledge and thinking?

	DID NOT ATTEND	No impact	Little impact	Some impact	Moderate impact	High impact
Creative Thinking & Entrepreneurship - Robert Dew & Evan Douglas - Brisbane						
Opportunity recognition, viability screening and risk analysis - Evan Douglas - Sydney						
Business models and strategy to most effectively introduce the innovations - Richard Thorning - Perth						
Business planning for new ventures - Noel Lindsay - Adelaide						
Marketing for innovative new products and services - Su Mon Wong - Brisbane						
Human resources management and planning - John Whiteoak - Brisbane						
Financial statements analysis and principles of effective presentation - Evan Douglas - Brisbane						
Business Plan presentations and Short Pitch to CRC community - Evan Douglas - Adelaide						

Q2. Thinking about the Seafood Success seminars you attended, what impact did the following field trips have on your knowledge and thinking?

	DID NOT ATTEND	No impact	Little impact	Some impact	Moderate impact	High impact
Sydney Fish Market						
West Australian seafood operation						
Gold Coast prawn farm						
South Australian barramundi farm						

Q3. Did you complete a formal business plan for a new venture/concept?

Yes **Go to Q4** No **Miss out Q6**

Q4. Have you implemented the innovation/business idea that you developed in your business plan?

Yes **Go to Q5** No **Miss out Q5**

Q5. Please describe how successful your new venture has been.

Q6. Did you achieve the CRC Professional Diploma?

Yes No

Q7. Have you gone on to further study?

Yes **Go to Q8** No **Go to Q9**

Q8. What further study have you undertaken?

Q9. As a result of attending the Seafood Success seminars has your seafood industry network extended?

Yes **Go to Q10** No **Go to Q11**

Q10. By how many people/contacts has your seafood industry network increased?

1 to 5 5 to 10 Over 10

Q11. As a result of attending the Seafood Success seminars have you formed new cross-sectoral business relationships?

Yes **Go to Q12** No **Go to Q13**

Q12. How many new cross-sectoral business relationships have you made?

1 to 5 5 to 10 Over 10

Q13. As a result of attending the Seafood Success seminars have you made any changes within your organisation (e.g. changes to your marketing strategies/activities)?

Yes **Go to Q14** No **Go to Q16**

Q14. Briefly describe the changes you made?

Q15. What were the outcomes of any changes made as a result of attending seminars? Go to Q17.

Improved sales	<input type="checkbox"/>
Improved profitability	<input type="checkbox"/>
Improved relationships with consumers	<input type="checkbox"/>
New business/enterprise implemented	<input type="checkbox"/>
Other (please state)	<input type="checkbox"/>

Q16. Why didn't you make any changes?

*Project 2009/702 – Douglas:
Seafood Success - Entrepreneurship & Innovation Program
- Seafood CRC Professional Diploma*

Q17. Overall what impact did the seminars make to your professional development?

- No impact
- Little impact
- Some impact
- Moderate impact
- High impact

Q18. On reflection, how useful were the seminars in furthering your understanding and knowledge? For example, did the information reinforce what you already knew or challenge any preconceived assumptions you may have had?

Q19. Did you complete the program of seminars?

- Yes **Go to Q21** No **Go to Q20**

Q20. Why did you not complete the program of seminars?

Q21. Any other comments?

Q22. Please add your name to the box below if you are happy to be quoted in a report that is being prepared for the Seafood CRC. Adding your name will also ensure that you will not be sent any reminders about this survey. Thank you.

Appendix 3: Final survey for 2010 participants

Seafood Success - Entrepreneurship & Innovation Program - Seafood CRC Professional Diploma: Final evaluation

Q1. Thinking about the Seafood Success seminars you attended, what impact did the following seminars have on your knowledge and thinking?

	DID NOT ATTEND	No impact	Little impact	Some impact	Moderate impact	High impact
Creative Thinking & Entrepreneurship - Robert Dew & Evan Douglas - Brisbane						
Marketing for innovative new products and services - Su Mon Wong - Adelaide						
Opportunity recognition, viability screening and risk analysis - Evan Douglas - Hobart						
Human resources management and planning - John Whiteoak - Brisbane						
Business planning for new ventures - Noel Lindsay - Adelaide						
Financial statements analysis and principles of effective presentation - Evan Douglas - Melbourne						
Effective oral and written presentation – Aubrey Warren - Brisbane						

Q2. Have you implemented an innovation/business idea that you developed during the Seafood Success seminars?

Yes **Go to Q3** No **Go to Q4**

Q3. Please describe how successful your new venture has been.

Q4. As a result of attending the Seafood Success seminars has your seafood industry network extended?

Yes **Go to Q5** No **Go to Q6**

Q5. By how many people/contacts has your seafood industry network increased?

1 to 5 5 to 10 Over 10

Q6. As a result of attending the Seafood Success seminars have you formed new cross-sectoral business relationships?

Yes **Go to Q7** No **Go to Q8**

Q7. How many new cross-sectoral business relationships have you made?

1 to 5 5 to 10 Over 10

Q8. As a result of attending the Seafood Success seminars have you made any changes within your organisation (e.g. changes to your marketing strategies/activities)?

Yes Go to Q9 No Go to Q11

Q9. Briefly describe the changes you made?

Q10. What were the outcomes of any changes made as a result of attending seminars? Go to Q12.

- Improved sales
- Improved profitability
- Improved relationships with consumers
- New business/enterprise implemented
- Other (please state)

Q11. Why didn't you make any changes?

Q12. Overall what impact did the seminars make to your professional development?

- No impact
- Little impact
- Some impact
- Moderate impact
- High impact

Q13. On reflection, how useful were the seminars in furthering your understanding and knowledge? For example, did the information reinforce what you already knew or challenge any preconceived assumptions you may have had?

Q14. Did you attend all the seminars?

Yes Go to Q16 No Go to Q15

Q15. Why did you not attend all the seminars?

*Project 2009/702 – Douglas:
Seafood Success - Entrepreneurship & Innovation Program
- Seafood CRC Professional Diploma*

Q16. Any other comments?

Q17. Please add your name to the box below if you are happy to be quoted in a report that is being prepared for the Seafood CRC. Adding your name will also ensure that you will not be sent any reminders about this survey. Thank you.

Appendix 4: Final survey for 2011 participants

Seafood CRC Management Development Program: Final evaluation

Q1. Where did you attend the Seafood CRC Management Development Program seminars?

- Brisbane 12th – 15th May 2011 **Go to Q2**
 Adelaide 8th – 11th September 2011 **Go to Q3**

Q2. Thinking about the seminars you attended, what impact did the following seminars have on your knowledge and thinking?

	DID NOT ATTEND	No impact	Little impact	Some impact	Moderate impact	High impact
Entrepreneurship & Creative Decision Making - Robert Dew – Thursday May 12th						
Marketing Products & Services - Su Mon Wong – Friday May 13th						
Value Innovation, Viability Screening and Risk Analysis - Evan Douglas – Saturday May 14th						
People Management & Leadership - John Whiteoak – Sunday May 15th						

Q3. Thinking about the seminars you attended, what impact did the following seminars have on your knowledge and thinking?

	DID NOT ATTEND	No impact	Little impact	Some impact	Moderate impact	High impact
Entrepreneurship & Creative Decision Making - Robert Dew – Thursday September 8th						
Marketing Products & Services - Su Mon Wong – Friday September 9th						
Value Innovation, Viability Screening and Risk Analysis - Evan Douglas – Saturday September 10th						
People Management & Leadership - John Whiteoak – Sunday September 11th						

Q4. As a result of attending the Seafood CRC Management Development Program seminars has your seafood industry network extended?

- Yes **Go to Q5** No **Go to Q6**

Q5. By how many people/contacts has your seafood industry network increased?

- 1 to 5 5 to 10 Over 10

Q6. As a result of attending the Seafood CRC Management Development Program seminars have you formed new cross-sectoral business relationships?

- Yes **Go to Q7** No **Go to Q8**

Q7. How many new cross-sectoral business relationships have you made?

Q7. How many new cross-sectoral business relationships have you made?

1 to 5 5 to 10 Over 10

Q8. As a result of attending the Seafood CRC Management Development Program seminars have you made any changes within your organisation (e.g. changes to your marketing strategies/activities)?

Yes **Go to Q9** No **Go to Q11**

Q9. Briefly describe the changes you made?

**Q10. What were the outcomes of any changes made as a result of attending seminars?
Go to Q12.**

Improved sales
Improved profitability
Improved relationships with consumers
New business/enterprise implemented
Other (please state)

Q11. Why didn't you make any changes?

Q12. Overall what impact did the seminars make to your professional development?

No impact
Little impact
Some impact
Moderate impact
High impact

Q13. On reflection, how useful were the seminars in furthering your understanding and knowledge? For example, did the information reinforce what you already knew or challenge any preconceived assumptions you may have had?

Q14. Did you attend all the seminars?

Yes **Go to Q16** No **Go to Q15**

Q15. Why did you not attend all the seminars?

Q16. Any other comments?

Q17. Please add your name to the box below if you are happy to be quoted in a report that is being prepared for the Seafood CRC. Adding your name will also ensure that you will not be sent any reminders about this survey. Thank you.

Appendix 5: Final survey for 2012 participants

Seafood CRC Management Development Program: Final evaluation

Q1. Where did you attend the Seafood CRC Management Development Program seminars?

- Port Lincoln 23rd – 26th August 2012 **Go to Q2**
Perth 4th – 7th October 2012 **Go to Q3**

Q2. Thinking about the seminars you attended, what impact did the following seminars have on your knowledge and thinking?

	DID NOT ATTEND	No impact	Little impact	Some impact	Moderate impact	High impact
Value Innovation, Viability Screening & Risk Analysis - Evan Douglas – Thursday August 23rd						
People Management & Leadership - John Whiteoak – Friday August 24th						
Entrepreneurship & Creative Decision Making - Robert Dew – Saturday August 25th						
Marketing Products & Services - Su Mon Wong – Sunday August 26th						

Q3. Thinking about the seminars you attended, what impact did the following seminars have on your knowledge and thinking?

	DID NOT ATTEND	No impact	Little impact	Some impact	Moderate impact	High impact
People Management & Leadership - John Whiteoak – Thursday October 4th						
Marketing Products & Services - Su Mon Wong – Friday October 5th						
Entrepreneurship & Creative Decision Making - Robert Dew – Saturday October 6th						
Value Innovation, Viability Screening & Risk Analysis - Evan Douglas – Sunday October 7th						

Q4. As a result of attending the Seafood CRC Management Development Program seminars has your seafood industry network extended?

- Yes **Go to Q5** No **Go to Q6**

Q5. By how many people/contacts has your seafood industry network increased?

- 1 to 5 5 to 10 Over 10

Q6. As a result of attending the Seafood CRC Management Development Program seminars have you formed new cross-sectoral business relationships?

- Yes **Go to Q7** No **Go to Q8**

Q7. How many new cross-sectoral business relationships have you made?

1 to 5

5 to 10

Over 10

Q8. As a result of attending the Seafood CRC Management Development Program seminars have you made any changes within your organisation (e.g. changes to your marketing strategies/activities)?

Yes **Go to Q9**

No **Go to Q11**

Q9. Briefly describe the changes you made?

Q10. What were the outcomes of any changes made as a result of attending seminars? Go to Q12.

- | | |
|---------------------------------------|--------------------------|
| Improved sales | <input type="checkbox"/> |
| Improved profitability | <input type="checkbox"/> |
| Improved relationships with consumers | <input type="checkbox"/> |
| New business/enterprise implemented | <input type="checkbox"/> |
| Other (please state) | <input type="checkbox"/> |

Q11. Why didn't you make any changes?

Q12. Overall what impact did the seminars make to your professional development?

- | | |
|-----------------|--------------------------|
| No impact | <input type="checkbox"/> |
| Little impact | <input type="checkbox"/> |
| Some impact | <input type="checkbox"/> |
| Moderate impact | <input type="checkbox"/> |
| High impact | <input type="checkbox"/> |

Q13. On reflection, how useful were the seminars in furthering your understanding and knowledge? For example, did the information reinforce what you already knew or challenge any preconceived assumptions you may have had?

Q14. Did you attend all the seminars?

Yes **Go to Q16**

No **Go to Q15**

Q15. Why did you not attend all the seminars?

*Project 2009/702 – Douglas:
Seafood Success - Entrepreneurship & Innovation Program
- Seafood CRC Professional Diploma*

Q16. Any other comments?

Q17. Please add your name to the box below if you are happy to be quoted in a report that is being prepared for the Seafood CRC. Adding your name will also ensure that you will not be sent any reminders about this survey. Thank you.

Q18. Thinking about the dinner talk on CRC Consumer Research (Meredith Lawley), what was the impact on your knowledge and thinking?

DID NOT ATTEND	No impact	Little impact	Some impact	Moderate impact	High impact	Any Comments

Appendix 6: Feedback from 2009

What were the three best things about this course?

- The presenters were excellent
- The course materials & presenters were above my expectations
- Interactions with other course participants
- Practical applications of course materials
- Dynamics of the group
- Skill set/knowledge of lecturers
- Site visits
- Great mix of professional input to course
- Very well coordinated subject matter
- Detailed course notes
- Three days per session (was) good – weekend good
- Thank you for a great experience

What were the three worst things about this course?

- Too much to do at the end of the course, rather than continuous
- Presenters/convenors not always up to speed on what participants were up to
- Rush at the end to put together business plan and presentation
- Missing first three modules
- Material dissemination – need more reading time
- Understanding NVFinPak

Recommendations for improvement

- Hand in modules as done, not all at end
- Mix of group is important
- Look at fit with CRC focus
- Go to sites where (participants) come from – flexibility of location according to group
- Possibly travel assistance may help reimburse for travel and accommodation
- Melbourne must be included – very central, good seafood market, visit icons (of the industry)
- Mix of growers, processors, etc allow fertilisation of ideas
- More assessment of progress at each session would have reduced workload at the end
- More information on how the course was going to conclude would have been good. E.g. when/if draft plan to be handed in, what presentations will be expected.
- Give out reading course at conclusion of previous session for more time
- Someone from each sector of the seafood industry should attend – fishers, processors, researchers – everyone should be here
- Base venues on where participants come from

Appendix 7: Qualitative feedback from final course evaluation

Appendix 7.1: Please describe how successful your new venture has been.

2009

- Still at the start-up phase, but am optimistic of success, particularly after implementing the knowledge gained from the Diploma. In addition to knowledge and competence I gained very useful contacts with colleagues in the industry (who I now count as friends).
- Success has been hampered by distractions from other projects and commitments. The venture is still a viable opportunity that I hope to put full commitment to presently. I view the Business plan developed with assistance from the Seafood Success program as a very valuable resource.
- I managed to raise \$250k to get my venture under way. We processed for one year and then the other partner had supply problems due to weather and water quality. They ended up going broke and the joint venture was ended. It was a shame as there was a lot of work put into this from all parties.

2010

- Only in planning stages
- Still in very early stages. In terms of planning for the new venture it is a success as I feel very prepared.
- Started, shut down, re-starting!
- I have started to use the personality profiling techniques learned when dealing with my staff and with others.

Appendix 7.2: Thinking about the dinner talk on CRC Consumer Research (Meredith Lawley), what was the impact on your knowledge and thinking?

2012

- The information that we were given was great as part of our business is a retail fish shop. It was extremely interesting to find out about some of the consumer trends. Where I got most of the value however was simply by finding out that these resources are readily available to us all we have to do is ask or find it our self online.
- Naturally being at the retail end, I am very interested in any information to do with consumer sentiment and trends. I feel that this level of research is critical in the development of marketing strategy moving forwards. The information presented and the subsequent discussions have influenced our business's approach to the market in terms of product mix, also the merchandising and promotion within the store has changed to adapt our offer to better suit the needs of the market.
- It was a good topic for the talk yet the presentation could have been shorter and to the point. There were too many slides. I understand there is a lot to get through but picking out the more interesting stats would have been a better approach.
- I have met Meredith before at a CRC workshop at the WAFIC offices in 2011. A lot of the information she talked about I already knew from the workshop. The most interesting part was the increase in Internet sales through the generational change.
- Provided a valuable insight into the results of the market research. Especially important given that I was not previously aware of this information.
- I would have liked Meredith to have a bit more time and in a more formal setting to speak as I was trying to listen to the information but it seemed like there was numerous interruptions and there was a sense of urgency for Meredith to push through her information as dinner was due to be served. As well my questions after her talk was hard to take in as people were talking all around - making it hard to take in and listen to her answers. The information was very relevant to my venture and caused me to have a huge change in my thinking as one of my marketing ploys was to appeal to the markets conscience my pushing the product as being environmentally friendly, sustainable etc but apparently according to Meredith's research - only very few people make purchases on that premise. So Meredith's information made a moderate to high impact on my knowledge and thinking. Thanking you.
- It is more important to do the right thing than to do the thing right.

Appendix 7.3: Why didn't you make any changes?

2010

- I'm still in research, so I used the information for planning.

2011

- I am not the direct business owner.
- Not applicable to my business, have made changes in the past from other programs though.

2012

- Whilst some changes are planned, time and logistical constraints have restricted progress.
- The changes that I made were all personal changes, to the way I conduct my business rather than the business as a whole.
- Haven't had the chance to implement yet.
- Have not had the opportunity to implement as yet.
- Not applicable as research organisation.
- Not the appropriate time -- do have changes in mind that may be made in the future.
- Wanting to make change is one thing, but being in a position to enact change is another. The industry/business I am working within essentially needs more money injected to facilitate the broad scale change that is required.
- Not applicable in my role.

Appendix 7.4: Briefly describe the changes you made.

2009

- The Entrepreneurship & Innovation Program gave me lifelong relationships and facilitated strategic thinking that my MBA did not cover. The field trips allowed me an understanding of the industry that texts books can't teach and the quality of sessions was beyond approach. This thinking and education has assisted me in all aspects of business management.
- Focus on risk management, innovation and cost reduction. Much more focussed on customers and core business, and to be honest more wary of expansion unless properly capitalised and certain of cash flow.
- The recognized core competitive advantage for the business is product performance, so further product development was set as a short term priority. Patents were recognized as an essential element to having a successful take-up of the innovation by industry. Appropriate patents were therefore pursued with earnest. Without patent protection, an efficient production process could not be developed.

2010

- Business planning
- More focus on planning and results measurement. Structured pathway for R&D with clear market focus. Well communicated method of key staff involvement.
- As described above in thinking a lot more about staff personality profiles and hence who is best to do what tasks and roles.

2011

- Found my point of difference, more research on my existing customer base.
- I am focusing more on instant customer feedback through social media sources and adapting my products and services based on this information.
- SASIA has implemented strategic development that has better positioned Industry with Govt. Industry has also improved its ability to problem solve higher level strategic/political issues.
- I have joined in Seafood Wholesaler and retail Townsville based organisation. Working on Seafood HACCP application systems, Product display and sales promotion activities.
- More emphasis on customer focus
- My brother and I are now undertaking the sale of our seafood and implemented some of the strategies we learned on a trip to visit our existing and potential buyers. We have also made internal changes to our business utilising things we had learnt.

2012

- Thinking outside the square- new ideas and new concepts
- Have increased the amount of reporting and assessment of profitability within the business, this will we hope allow us to better direct resources to areas that need to improve or for us to let go of unprofitable parts of the business.
- Change to way of thinking and thinking differently about marketing
- Whole new workplace culture. Re-induction of employees we kept, and new employees. Some changes in marketing, and product innovation.
- Awareness

*Project 2009/702 – Douglas:
Seafood Success - Entrepreneurship & Innovation Program
- Seafood CRC Professional Diploma*

- The changes I have made are more in the direction I have been heading, the aquaculture venture I have been trying to develop for many years now has been hindered by government departments slowness in making decisions. (I now am becoming more aggressive.)
- Marketing strategy and approach. Product purchasing. Product R&D, waste utilization. Business expansion.
- A lot more focus on marketing our business to differentiate our product offer and attract new customers
- Yes in process of implementing a new website taking into consideration aspects from the course, value adding, marketing etc. Also in relation to HR, better working relationships within our organisation.

Appendix 7.5: On reflection, how useful were the seminars in furthering your understanding and knowledge? For example, did the information reinforce what you already knew or challenge any preconceived assumptions you may have had?

2009

- The program challenged conventional thinking and education. The sessions were interactive and facilitated an environment whereby everyone could roundtable ideas.
- I was previously a business adviser, working for the UK and SA Governments. The seminars went beyond my existing understanding and helped me to consider alternate options in developing my business concept. The supportive feedback certainly helped foster confidence.
- The seminars increased my scope of understanding business development and management. Some ideas were reinforced, but the main benefit was the ability to identify alternative strategies for business development and have a framework to evaluate the best option and set priorities.
- I found them to be uplifting in a way. They also managed to help me think outside the box and explain certain points which in affect opened my eyes to innovation and entrepreneurship.

2010

- Evan Douglas - insightful, huge depth behind the work, large scope to adapt his teachings into planning. Rob Dew - inspiring, if a little non-PC. John Whiteoak - had barely considered his area as important, so this was an eye opener. Su Mon Wong - loved his Australian expression use, and his insights into marketing were way beyond anything I had considered prior.
- Seminars I could attend were very informative and interesting. An excellent course and I am sure all participants had positive take home points.
- Reinforced what I knew and or believed in, gave clarity and focus to the business.
- They were good.

2011

- I found the seminars (3) very interesting and knowledgeable. There was a lot of new information and some I already knew. There was also a lot of information which in current circumstances I am unable to use. All the seminars were very educational for me which can only help and I thoroughly enjoyed them.
- I learnt a lot about business. Not much exposure to seminars in the past.
- It did certainly reinforce what I already knew as well as challenged preconceive assumptions I had in the past.
- Some reinforcement of existing knowledge.
- I think it reinforced existing knowledge base but built on the weaker elements of our organization
- It has enhanced my existing skills, made me to focus more about product cycle, innovation and marketing strategies.
- Improved marketing knowledge
- I had undertaken training courses and studies previously in this area so it reinforced what knew but you always pick up a little more and learn from others on the course and their experiences.

2012

- The information presented at the seminars expanded/reinforced on what I already knew but more importantly provided me with the tools and mindset required to make change for the better.
- The seminars reinforced what I already knew as I have a marketing background.
- This seminar reinforced knowledge that I already had but what it did was bring it into the front of my mind.
- Both consolidated my previous knowledge and made me confident I was on the right track and challenged, opened up new ideas and swayed opinion.
- The marketing with Su Mon built on knowledge I already had but strengthened and connected many dots and provide a framework of how to market for differing products and qualities.
- The marketing seminar certainly reinforced some of what I knew, but definitely gave me some new ideas and ways to think about marketing our company.
- The seminars were very useful in furthering my knowledge, and my understanding of each of the areas covered. The informative sessions reinforced my thinking, and I came away from this more confident with the decisions that I was making, in trying to improve the business as a whole, and my own contributions within.
- Yes, challenged what I already knew and enhanced my marketing knowledge.
- Found it all useful.
- Largely reinforced what I already knew.
- Great examples.
- Very useful, in hindsight I probably new or had some knowledge on most topics, but I am now much more determined to implement change when needed.
- A bit of both, brought some industry context to previous study. It allowed me to communicate with other people within the industry on a strategic level, which increased my industry knowledge and highlighted some of the opportunities outside of our immediate business.
- Very useful as I had limited knowledge in relation to marketing strategies. I found this section useful even though the Ab industry has very specific markets.

Appendix 7.6: Why did you not attend all the seminars?

2010

- I attended the ones I listed in the first page. I could not make it to all the places where these were held, at the times they were held.
- Overseas based and I could not travel back for all.
- Unfortunately personal commitments did not allow me to attend one in Melbourne.
- Time / money.....

2011

- I was unwell for the first seminar.
- Other commitments.
- Time limitations.

2012

- Other commitments.
- I attended all seminars but missed the half of one due to a family emergency.
- Time and family commitments on weekend.
- Last minute family commitments (was very sorry to have not been able to attend).
- I work Monday to Friday and was sick on the Saturday.
- Unavailable on Saturday & Sunday.

Appendix 7.7: Any other comments.

2009

- The seafood industry has been very fortunate to have been offered such a high standard course. I would like to thank SFM and CRC for facilitating my attendance.
- The survey software doesn't allow sufficient comment. However, the Program may in future address the problem of how to convert real research outcomes to innovation and in turn to profitable businesses.
- I thought the course was exceptionally worthwhile and tried hard to organize stronger interaction between the program and the seafood industry. Unfortunately I was nowhere near as successful as I wished. The industry that I deal with just doesn't seem capable of recognizing the opportunities and benefits of the program.
- I would like to thank everyone involved for this opportunity, it was honestly fantastic!

2010

- Great series and of high value in a number of areas.

2011

- Would appreciate to attend further training in seafood management programs.
- The presentation was professional and entertaining whilst imparting knowledge.

2012

- The sessions and guest presenters were very well organised and their knowledge and experience were second to none.
- I really like the flow of the workshops. However, there was a lot of information to take in and it appears to be quite a challenge.
- Make the course during the week rather than on weekends.
- Great use of my time. I would be interested to take part in any thing that the CRC are taking part in.
- Great confidence booster and to relearn forgotten skills in study and presentation which is an unforeseen spin off. I do relate back to the course quite often when dealing with business and government matters in the industry.
- In all it was a good experience, the big test will be how the attendees put the advice and things they have learnt into practice
- I thought the one session I attended was too broad, would like to have seen more focus on developing solutions for individual companies. Having said that difficult to achieve with such a spread of expertise in the room.
- Although the marketing seminar was good, it probably would have been better if the presenter had more familiarity with seafood marketing in particular, and especially more on the smaller scale businesses.
- Great program. Fantastic, knowledgeable, passionate presenters who were all very good communicators/educators.
- Good course. Knew other participants so didn't enhance networks. Course content very valuable.
- Should have a 'link' person who is involved in facilitating all sessions - to get consistency from one day to the next
- Brilliant, very informative, inspiring and motivating. First class presenters and a very worthwhile trip for me. I would love to attend another one.
- Thank you for such a wonderful opportunity.

*Project 2009/702 – Douglas:
Seafood Success - Entrepreneurship & Innovation Program
- Seafood CRC Professional Diploma*

Appendix 8: Planned vs Actual Attendance 2012

Port Lincoln – Number enrolled = 15

Day	Planned	Actual
Thursday August 23rd - Value Innovation, Viability Screening & Risk Analysis - Evan Douglas	12	11
Friday August 24th - People Management & Leadership - John Whiteoak	13	12
Saturday August 25th - Entrepreneurship & Creative Decision Making - Robert Dew	13	11
Sunday August 26th - Marketing Products & Services - Su Mon Wong	12	10
Dinner	9	9

No record of planned days of attendance for 2 participants.

Perth – Number enrolled = 16

Day	Planned	Actual
Thursday October 4th - People Management & Leadership - John Whiteoak	13	11
Friday October 5th - Marketing Products & Services - Su Mon Wong	14	10
Saturday October 6th - Entrepreneurship & Creative Decision Making - Robert Dew	11	na
Sunday October 7th - Value Innovation, Viability Screening & Risk Analysis - Evan Douglas	10	na
Dinner	11	10

No record of planned days of attendance for 2 participants.

Appendix 9: 2012 - What suggestions would you make to improve the workshop?

- More warmth!
- Smaller program in more detail
- More scenarios talk back; Tailored more to industry
- Shorten presentation; Clearer summary of key facts; More interaction, especially after workshop
- I would have liked even more discussion specific to the seafood industry, and more time at the conclusion to exchange ideas and ask questions of Evan.
- It could have been more relevant to the seafood industry.
- A bit rushed
- Possibly spend a bit more time on Myles Briggs, even though was slightly off topic was very interesting.
- Add all handouts into booklet; I'm an 'SJ'
- Time at the end of the session to discuss specific examples within our business.
- More work related videos
- More of them; Perhaps a framework to take away; Action plan
- I felt as though the morning session was directed a little too much towards large businesses. Some examples for small businesses may have been useful.
- All good!
- More time (2 days).
- I think the workshop was very good, however, there was a lot of information to take on.
- I think the workshop needs to be more industry specific to enable us to relate the more theoretical academic principles to our level.
- More seafood practical business solutions
- Without doubt the best presentations I've been to irrespective of the subject!
- A bit more industry specific
- Longer
- More notes
- Nothing! I would sit through it all again.
- Difficult to attend on the weekend.
- One more day.
- Perfect
- Longer
- More relevance to seafood. Besides that it was A+
- More use of seafood examples.
- Planned industry/participants discussion sessions on how to implement the theory.
- More industry related specifics in issues that are part of industry.
- Run it (one of the seminars) over two days, so we can get more depth of understanding.

*Project 2009/702 – Douglas:
Seafood Success - Entrepreneurship & Innovation Program
- Seafood CRC Professional Diploma*

- Aim slightly higher. Deliver more info per hour.
- I'd prefer to get more explanation for the last session (Sales & Business Growth Strategies).
- Would like Su Mon to have a bit more understanding of the seafood industry – and be able to give industry specific examples. (But pretty great anyway!)
- Get people to reflect and make an action plan.
- Cover conflict resolution.
- I'd like to see more pair/group discussion to change the phase of the workshop up a bit & also to hear others opinions.
- Maybe ask questions to get people involved more.
- The hand-outs were not useful and not followed – a waste of paper (somewhat).
- Needed more group interaction.
- More workshop/group discussion (I understand time constraints however).
- Less weight on the wonders you can achieve if your company nets billions p.a.
- More time.
- Need to have more group interaction – sitting down for too long

*Project 2009/702 – Douglas:
Seafood Success - Entrepreneurship & Innovation Program
- Seafood CRC Professional Diploma*

Appendix 10: Independent email feedback.

Dan Machin - Azure Consulting Group	"This was an engaging, challenging and action provoking course. So thank you so much for the opportunity to participate."
Robin Green	"Thank you heaps for the opportunity to attend the seafood development program it was much appreciated and I believe will be a great help in the future, I wish I had been to something like that years ago. Once again thank you."

Appendix 11: Feedback from 2011 - Any specific comments? What were the strengths of this course? How could we improve future Seafood CRC development programs?

- I loved this course – incredibly stimulating with content totally relatable to. Came away feeling hugely positive and empowered. So good to hear the real approach and be reminded just to set you mind to it for success. :>) Hugely fantastic!
- Mr Wong was an excellent presenter – very vibrant, connective and with entertaining delivery. While understanding that the presenter’s experience is likely in fields other than seafood product – it would have been wonderful to have the odd example of marketing scenarios drawn from the seafood world. This is not a criticism – just a “wish for” :>)
- Evan did a great job! Content appropriate and presented in personable way. Thoroughly enjoyed this course.