Section 2: Commercialisation and Utilisation

"The path to adoption (commercialisation/utilisation) will achieve the identified outcomes."

The FFI CRC's end-users are 72,000 SMEs (small to medium enterprises) – broadacre primary producers who manage 60 million hectares of Australia's landmass. It will seek to increase the adoption of innovative perennial plant-based farming systems on 7.4 mha of agricultural land, establish new regional industries on 100,000 hectares and under conservative estimates delay or prevent salinity impacts on 1.6 mha in the crop-livestock and high rainfall zones (Figure 1). In addition, the CRC will provide decision support tools and technologies for catchment management organisations and regional groups to target and implement land use change at multi-enterprise scale.

Figure 1. Crop-livestock and high rainfall zones to be targeted by FFI CRC

For FFI CRC there are three market sectors for the potential commercialisation and adoption of Profitable Perennials™. First, a large, well established agribusiness sector provides services to mainstream commodity producers including meat, grains and wool, often produced from the same farms. Under a private:public funding model for R&D investment there has been stable, strong and effective industry engagement between farm businesses and the R&D sector. Second, wood-based regional industries are characterised by periods of rapid growth as new companies enter the production and processing chain. Third, institutions for catchment and natural resource management have been established relatively recently under government policies.

The FFI CRC will participate across these three market sectors to realise the full commercial potential of perennial-plant based farming systems and new industries.

FFI CRC Business Opportunities

The powerful collaboration of FFI CRC participants, particularly in agribusiness and agricultural innovation, has allowed identification and **targeting of three business opportunities** in which Profitable Perennials™ will add value to outcomes:

- deliver innovative farming systems and new perennial cultivars on-farm that boost productivity and mitigate risk
- develop enabling technologies and supply-chain enhancements to create new woody crop-based regional industries
- provide decision support tools and capacity for catchment-scale NRM to mitigate risk and enhance sustainability of enterprise and catchment level land use changes.

On Farm – Innovative farming systems opportunities

The on-farm, innovative farming systems draw together the considerable expertise of three major R&D corporations, Australia's largest agribusiness company – Landmark, departments of primary industries in four states, and the Kondinin Group – a national membership-driven farm technology and productivity information company with strong links to regional farmer groups across commodities. This new combination of powerful organisations is an opportunity to bring coordination and resources to delivery programs and end-user engagement to produce maximum adoption rates. We have good understanding of "what works and why" from the research of the Cooperative Venture for Capacity Building (CVCB)[24] which has provided FFI CRC with rigorous contemporary perspectives on: service providers, the path to adoption, the necessary capacity to accelerate adoption, and models for successful adoption strategies.

An outstanding opportunity at FFI CRC commencement is expansion and commercialisation of EverGraze, the high-profitability/efficient water-using prime lamb perennial plant-based farming system, initially in the high-rainfall zone across southern Australia. EverGraze is highly innovative; it will take livestock productivity to an unprecedented level in broad-acre agriculture and with projected adoption on 1.5 million hectares, will provide major commercial opportunities for the major CRC participants. Across the range of cropping and grazing systems the FFI CRC will produce new perennial plant cultivars that will be adopted on an estimated 5.25 million hectares, adding $15-50/ha to farm profit.

For Regions – New woody crop industries opportunity

The FFI CRC has consulted with companies and government agencies on the best collaborative strategy to build a woody-crop resource base for emerging industry opportunities. This collaboration will involve Enecon (an Australian company developing projects to manufacture products and generate renewable energy from biomass). The Oil Mallee Company – a WA based company building opportunities for on-farm production, from propagation to processing, and NRM, forest products and primary industries agencies from four states. Expressions of interest have been received from processing companies; further negotiations and feasibility analyses will follow establishment of FFI CRC. The Forests Products Commission (WA) adds capability for larger scale woody crop development, with a public investment component.

For Catchments – NRM solutions for catchments opportunity

The FFI CRC has identified commercialisation and risk-management opportunities linked to catchment management that will be applied by CMOs such as the North Central CMA (Vic) and NRM agencies from four states. These opportunities include knowledge, planning/decision tools, education and training to support regional strategies and plans to improve the effectiveness of their advisory, technical and facilitation services in times of change. The demand for these products and services is driven by public policy and regional institution-building in response to threats to water resources, biodiversity and natural resources

[24] Coutts J, Roberts K and Frost F 2005, *The Role of Extension in Building Capacity – What works, and why*, Report by for the CVCB, Publication No. 05/094, Rural Industries R&D Corporation, Canberra

generally. The initial collaborators will be joined by other CMOs and regional NRM bodies over the life of FFI CRC, following an *FFI Associates* strategy that draws them in at a time that is best for achieving commercialisation and adoption. The ultimate result of this more effective approach to catchment management will be long term risk mitigation for land use changes involving Profitable Perennials™ and improved public policy for protection of natural resources.

FFI CRC Customers and End-Users

The FFI CRC has created a national network of participants; these participants will be direct customers of FFI CRC products and provide an important link to our target end-users. Through this partnership, FFI CRC will pursue four paths to adoption. Participants represent private companies/SMEs, industry and the public sector that build the unique competitiveness in delivering coordinated research-based innovation in collaboration with farmers:

Private sector

- An agribusiness company wishing to grow its business and have more effective commercial relationships with farmers – Landmark
- Timber, manufacturing, resource processing and energy companies needing to diversify and develop new woody biomass resources – Enecon and The Oil Mallee Company at the outset
- Participant industry organisations
- Industry RDCs, farm productivity groups, and influential farmers seeking innovation and industry growth; through more effective knowledge exchange, communication, education and training, and client participation – MLA, GRDC & AWI
- Catchment management organisations and other regional bodies requiring knowledge, planning/decision tools, education and training to support regional strategies and plans to improve the effectiveness of their advisory, technical and facilitation services in times of change – North Central CMA.

Public sector organisations

Departments of primary industries: promoting and facilitating innovation and adoption of new technologies and farming systems; through provision of extension services and knowledge products to industries – DAFWA, SARDI, DPI Vic and NSW DPI.

NRM and conservation agencies: directly supporting and guiding catchment and regional strategies and plans through communication of government policy and priorities and provision of technical and information services – DEC WA, DWLBC and DNR.

New knowledge partners

FFI Associates: the CRC engaging with the extensive network of knowledge brokers – from farm production groups, CMOs, regional NRM bodies to leading farmers and influential landholders – the Kondinin Group has a key role here.

FFI CRC Product Development

The collaborative R&D of FFI CRC is focussed on developing products that, through their adoption within and beyond its life, will achieve substantial industrial, commercial and economic growth. Detailed planning and rigorous analysis has identified specific products – farming systems, technologies and tools that through commercialisation and utilisation will create value in the CRC's three areas of business opportunity. For each product the CRC has identified a market, a performance standard in that market and a target adoption rate that when achieved will contribute to the delivery of the aggregate $1.4 billion total value of

outcomes. To illustrate Figure 2 maps product development in these markets and Figure 3 itemises the performance standards and adoption rates.

	2009-10	2011-12	2013	2014
On-farm	• EverGraze			• EverGraze Plus
	• Acid tolerant perennial forage	• Shrub cultivar	• Forage cultivars	• Enrich
			• EverCrop Decide	• EverCrop
				• Drought tolerant forage legume cultivar
			• Feed grain quality salt/waterlogging tolerant wheat	• Salt/waterlogging tolerant wheat suitable for biofuel
				• Breeding material for bread quality salt/waterlogging tolerant wheat
		• Prospectus for development of perennial wheat		
	• Salt tolerant pasture legume		• Salt tolerant grass cultivars	• HIGHPak
	• SALTCAP-1	• SALTCAP-2	• Halophytic shrub cultivars	
		• SALTDecide		
	• Adoptability index			
Regions	• Prospectus for prototype commercial harvester	• Prototype commercial harvester	• 'Wyalong' mallee seed	
	• Client feasibility reports	• Client feasibility reports		
Catchments	• CAT	• CAT Plus	• NRM Investment Framework	BioRisk
Education	• Accredited training program	• Post-graduates	• Post-graduates	• Post-graduates
Communication	• National Saltland Service Centre	• Focus on Profitable Perennials ™ newsletter		
	• Profitable Perennials™ magazine			

Figure 2. Planned commercialisation of products over the life of the FFI CRC

Output	Performance standard	Adoption target (estimated)
FUTURE LIVESTOCK PRODUCTION		
EverGraze 'original'	50% extra profit and 50% recharge reduction	1,300,000 ha (2030)
EverGraze 'native pastures'	50% extra profit, recharge reduction and biodiversity improvement quantified	170,000 ha (2030)
New cultivars, species	$15–50/ha extra profit and 35–55 mm pa additional water use	5.35 million ha (2030)
Enrich	30% increase in carrying capacity, 50% recharge reduction, and biodiversity improvement quantified	600,000 ha (2020)
FUTURE CROPPING SYSTEMS		
EverCrop	10% extra profit and 50%recharge reduction	See above (new cultivars species)
Salt/water-logging tolerant wheats	$35–46/ha increase in profitability	500,000 ha (2020)
NEW WOODY CROPS		
'Wyalong' oil mallee seed	$10/green tonne price increase for farmers biomass, 'sink capacity' for >50% of excess water	100,000 ha (2030)
FARMING SALINE LANDSCAPES		
HIGHPak	Average 2.6% increase in whole farm profitability (2,000 ha farm with 10% land salt-affected)	150,000 ha (2020)
New cultivars	10% extra profit in livestock enterprise (50% more edible biomass; 20% higher nutritive value)	200,000 ha (2020)

Figure 3. Performance standards and adoption targets for key FFI CRC products

FFI CRC's Path to Adoption

New agricultural innovation networks are providing challenges and opportunities for current and proposed participants in the FFI CRC[25]. For the R&D corporations (RDCs) there are many farmer-run groups, some quite capable of conducting applied research and many more expecting to be engaged from an early stage. Departments of primary industries have evolved into program-management organisations driven by greater focus on delivering government initiatives and on servicing key industries through projects funded by RDCs. Landmark's business model is built on the capacity of its staff, and it will look to develop the abilities of its 300 agronomists to provide influential technical advice alongside selling products and commercial services.

The FFI CRC is well positioned to engage agricultural and NRM sectors in a new way that addresses these challenges and opportunities. Its strategy for adoption recognises that both farmers and those who service their commercial needs have the capacity to innovate, and that there is diversity within these groupings regarding attitudes to adoption. The CRC's strategy builds on a network approach to participation, influence and adoption. Patterns of relationships are now purpose-specific; a farmer will have a network of information sources and advisers for cropping systems entirely different to the network used for business management, and neither is constrained by distance. Building on this approach the FFI CRC will have three modes of networking with industry:

Mode	Description	Example of FFI strategy
Engage	Industry directly involved through participatory arrangements in FFI CRC research activities	Engage participants' networks of farmers and advisers in research (through demonstration sites, advisory groups) including training of Landmark agronomists.
Integrate and Influence	Stakeholders that have potential to promote the work of the CRC and directly influence adoption behaviour in key industry constituencies; positively disposed to innovation, business opportunities and risk.	Coordinate information provision through multiple networks – FFI Associates (e.g. Evergreen Farmers, Saltland Pastures Association and Oil Mallee Association), 'shop-front' industry information brokers (Kondinin Group), and industry information channels (MLA, GRDC, AWI, DPIs).
Adopt FFI products and services	End-users who adopt FFI products directly, and derive profits and additional benefits, which aggregate to FFI CRC outcomes.	Provide cultivars, decision support tools, and accredited farming system productivity information to end-users through commercial services, Landmark agronomists and CRC partner extension services.

[25] The analysis that follows is drawn from many sources with the most recent being:

Stone G, 2005, Agribusiness Role in Extension, Education and Training: a case study, Report to the CVCB, Publication No. 05/086, Rural Industries R&D Corporation, Canberra.

Commercialisation And Utilisation Strategy

The CRC's strategy for commercialisation/utilisation builds on this understanding of networks in the three areas of business opportunities, recognising each has inherently different but intersecting networks. Shared in common, though, are primary producers as end-users. FFI CRC's strategy for maximising adoption is built on maximum industry engagement. It is no longer effective or acceptable to conduct R&D largely by researchers, then hand over the knowledge, products and services to agency-based or private extension providers to be delivered to the farm gate.[26] The role of FFI CRC will be a 'wholesaler' of products rather than a 'retailer'. To achieve its adoption targets through commercialisation it will pursue opportunities through three strategies for adoption – commercialisation for private sector delivery, a platform for effective delivery via partner industry organisations, and new knowledge partners.

Commercialisation for private-sector delivery – agribusiness

Commercial delivery of agricultural innovation is becoming a major pathway for adoption of new farming technologies and systems. The FFI CRC will develop research outputs to be licensed for private-sector commercialisation, particularly through FFI's relationship with Landmark as a core participant. In addition, there will be commercialisation of new products and services for innovative farming systems through direct engagement of companies in agribusiness, natural resource consulting and possible overseas development (particularly in saline land management).

Landmark is Australia's largest agribusiness company employing about half of the field-based agribusiness agents who together reach almost all farmers. It offers a range of commercial services (e.g. technical advice, farm input and product sales, financing and insurance) that together will support increased rates of adoption of profitable farming systems. Landmark will convert knowledge generated by the CRC into saleable products that improve the profitability of their farmer clients and the company itself.

Pre-commercial development of new cultivars and species is an opportunity for Australia's pasture seed industry, which itself comprises a large number of SMEs. As cultivars approach commercialisation the FFI CRC will select participating companies by tender; typically, they will co-invest in the breeding phase and pay about 10% royalties. This is proven practice for this industry and offers the most effective path to adoption.

Commercialisation for private sector delivery – wood products

Commercialisation of farming systems for wood products requires individual companies investing directly in projects. These projects will develop farm products and production systems that can supply a new woody biomass resource for manufacturing, metallurgy, and bio-energy processing or carbon sequestration. In this emerging industry, companies will be expected to contribute their own technologies as background IP to specific CRC projects, and FFI CRC (in association with grower groups) will evaluate prospects for farm-grown products (quality, supply and cost) and create investment opportunities in production systems and logistics of supply.

Enecon has state of the art processing technology developed by CSIRO and licensed for use world-wide. Related company Renewable Oil Corporation Pty Ltd (ROC) is the exclusive licensee for commercial wood pyrolysis technology from Dynamotive in Canada and is actively pursuing commercial pyrolysis projects in Australia. The Oil Mallee Company will collaborate in the development of a biomass harvester, a project critical to reducing value

[26] Andrew J and others, *Fostering Involvement – how to improve participation in learning*, Report to the CVCB, Publication No. 05/105, Rural Industries R&D Corporation, Canberra.

chain costs, and has agreed to place its existing harvester IP with FFI CRC. Enecon, The Oil Mallee Company and ROC offer a development capability to FFI CRC that will draw in other company interests provided initial feasibility assessment confirms a viable opportunity. For woody biomass to be commercially viable new harvest and handling technology will be required. FFI CRC will broker and concentrate the interests of participants in this development.

Commercialisation for private sector delivery – natural resource management

NRM, driven to a significant extent by public policy, is an emerging opportunity for private sector servicing. Many SME-scale consultants operate in this field, without the capacity to invest and participate in collaborative R&D. However, they are vitally interested in the knowledge generated and in contributing to more effective policy and programs, and are potential *FFI CRC Associates* (this initiative is discussed more fully below).

Platform for effective delivery via partner industry organisations

Industry RDCs and agricultural extension services are influential in adoption of agricultural innovation. FFI CRC will provide an essential platform for farming systems integration. They have allocated resources to the CRC for its delivery through their paths to adoption. There will also be opportunity to improve paths to adoption through social and economic research, program evaluation, technology and process development, and adaptive management. Specifically the FFI CRC will develop an Adoptability Index, drawing together this research capacity, as a benchmark for adoption of new technologies and systems. Its application will enable MLA, AWI and GRDC to access knowledge, technologies and systems that are already adapted to market conditions to strengthen their programs in demonstration of new technologies and in influencing landholders generally to adopt new farming systems.

New knowledge partners – FFI Associates

The CRC will engage with the extensive network of knowledge brokers – from CMOs, regional NRM bodies, farmer groups and leading farmers – as *FFI Associates*. Through this network the CRC will access a highly influential groups, who can access further training opportunities, and are experienced with new information technology and familiar with commercial services. This network will provide access to a new generation seeking engagement through direct investment and participation in research, commercialisation and utilisation activities, and likely to adopt earlier. For example, the North Central Catchment Management Authority (Victoria) and the South Coast Regional Initiative Planning Team (Western Australia) have joined the CRC Salinity to develop new decision investment tools for catchment management, and this will carry over to FFI CRC.

Organisations that have already expressed their interest in becoming FFI Associates include the Saltland Pastures Association, Evergreen Farmers and the Oil Mallee Association. The Kondinin Group will take on a special role here, drawing on feedback from its 8,500 members to guide and evaluate this evolving participation in the CRC.

Commercialisation Management

Commercialisation & Utilisation Risk Mitigation

There will be a risk management strategy for each area of business opportunity.

The market for *Innovative farming systems opportunities – on-farm* comprises long standing industry players, multiple networks and competition among many companies in particular market segments. Each RDC has its own constituency and credibility profile, yet together they share clients presenting multiple paths to adoption of farming systems. The Kondinin Group prides itself in being perceived as independent of industry influences and knowing

what its customers want from annual surveys. Risk is spread through the CRC working with all these players and paths as networks. On the other hand a tender process is best suited to risk mitigation for commercialising on-farm technologies such as seed production and sales, because of the many competitors in that market.

By way of contrast *New woody crop industries – for regions* face new market opportunities, with the business goals of private sector players ranging from venture capital raising and managed investment schemes to long term returns on established capital. To mitigate risk in this area the FFI CRC will engage with strategic partners – Enecon, The Oil Mallee Company and ROC, which have a strong foundation of technologies and expertise in harvesting and bio-energy processing, and a shared goal in facilitating sound commercial partnerships for developing new regional industries. We have structured this relationship flexibly so that links with a range of other companies can be developed as further opportunities are assessed as viable.

The market for *NRM solutions for catchments* is likewise emerging but based more on national policy and public funds investment. Here the FFI CRC plans to build on the strong track record of the CRC Salinity in providing soundly based scientific knowledge for more effective policy in NRM, and developing decision tools to vastly improve net benefits from regional delivery of policy and investment. Risk will be mitigated by continuing to provide independent advice based on rigorous scientific and economic analysis.

Intellectual Property Management

FFI CRC management of IP will be undertaken to ensure a sound basis for commercialisation and utilisation of FFI CRC products. Achievement of the scale of FFI CRC outcomes demands robust assessment of opportunities and maximisation of adoption rates.

The two IP management strategies for FFI CRC strategies will be:

- Working with private agribusiness companies to develop trademarked, copyrighted or patented technologies and packages that will be licensed for commercialisation. Depending on co-investment arrangements, royalties may be part of this strategy.
- Working with public sector agencies to gain rapid adoption of innovative farming and NRM systems to improve competitiveness of major Australian export industries.

Establishment of freedom to operate is an essential part of an IP management strategy for any research group. Our assessment based on extensive experience and detailed planning shows that freedom to operate is unlikely to be a major issue for the planned areas of research.

Careful IP management procedures will be instituted to ensure that valuable IP can be identified and protected. These strategies will be used to ensure effective commercialisation or utilisation so that new knowledge and technologies can be delivered, unencumbered, to customers. Effective IP management will also allow capture of any opportunity to earn income that will be returned for further R&D where appropriate.

In the FFI CRC's target market, commercialisation and utilisation (or path to adoption) strategies cannot be separated. Developers and adopters of innovation will unite in industry networks where CRC products will range from new farming systems to cultivars and other technologies, and decision support tools. This is a more complex and less linear arrangement than delivery of technological innovation in a conventional wholesale to retail market situation.

The Commercialisation and Utilisation Program will respond to the different needs of end-users as identified in the path to adoption for each business opportunity area. Consequently, the program will ensure that the FFI CRC implements appropriate policies, standards and processes to maintain commercial competitiveness and stakeholder confidence. It will:

- Establish commercialisation planning and development activities across all industry programs – using agreed Commercialisation and Utilisation Plan
- Develop the relevant skills base of CRC researchers and provide the management support and technical resources to ensure effective commercialisation of CRC research
- Identify and support specific product initiatives within CRC programs to meet commercialisation objectives, and monitor activities across all programs
- Monitor and support industry and end-user engagement across all programs, providing market and industry intelligence for business development activities
- Identify and recruit new participants to the CRC, at program and/or project level to meet new commercial opportunities.

Leadership of FFI CRC Commercialisation and Utilisation

Commercialisation and utilisation within the FFI CRC will be led by a general manager commercialisation and utilisation, supported by a commercialisation manager and a consultancy-based resource of commercialisation and utilisation professionals from key industry and private sector participants.

The General Manager will manage twin objectives: to work across the CRC as well managing specific commercial outputs. Accountable to the CEO, the General Manager will:

- Create a commercially-focused research environment throughout FFI CRC to deliver valuable commercial innovations to appropriate participants, commercialisation partners and end-users
- Coordinate and support development FFI CRC products, providing professional support for product development and adoption activities across key industry programs
- Lead the marketing arm of FFI CRC to develop and manage the respected Profitable Perennials™ brand.

The General Manager will have sufficient resources to direct emerging commercial opportunities and will be a member of the senior executive of the CRC. This recognises the strategic importance of commercialisation and utilisation within the CRC and ensures that the FFI CRC is structured to meet its commercial objectives. The General Manager will fund specific activities within each R&D program and provide general support and guidance of commercialisation activities across all CRC Programs. This will ensure that that all CRC research and development activity is managed from the outset with a commercial focus and engages key participants in each sector.

Users and Program Structure

The Commercialisation and Utilisation Program will be an integrating activity that will identify and develop the commercialisation strategies of all the FFI CRC's programs to ensure the closest connection between end users, FFI CRC participants and researchers. It will establish the business and product culture and support all programs with skills, mechanisms and expertise.

Commercialisation and Utilisation Program *fostering commercialisation/utilisation*		
Innovative farming systems **ON FARM**	New woody crop industries **FOR REGIONS**	Natural Resource Management solutions **FOR CATCHMENTS**
P1: Future Livestock Production **P2:** Future Cropping Systems **P4:** Farming Saline Landscapes	**P3:** New Woody Crop Industries	**P4:** Farming Saline Landscapes **P5:** Biodiversity and Water
P6: Economic, Social and Policy Analysis – research and modelling for commercialisation/ultilisation		
P7: Education and Training – capacity building for commercialisation / utilisation		

The Program will also have dedicated professional staff resources to take on specific product-focused initiatives where best managed within the program. Examples include final stages of cultivar release, or managing training and delivery of version-controlled decision support software. In either case, the goal of rapid end-user adoption will drive the choice of the best commercialisation support.

Building on the successful strategy of the CRC Salinity, the FFI CRC will engage industry closely in developing research projects and ensure that commercialisation and utilisation objectives are embedded in design and planned outputs. Managers and commercialisation professionals will engage end-users and parties that influence the adoption of the CRC's research outputs. Research providers will be supported by commercialisation professionals from within their agencies (coordinated through project-level contributions to the Commercialisation and Utilisation Program). The primary focus for research providers (universities) and industry investors (e.g. MLA) is on widespread adoption and industry growth, rather than specific proprietary returns to the CRC or its participants. Commercial drivers – e.g. from companies to secure seed rights – may be satisfied by one-on-one commercial agreements that recognise FFI CRC IP rights and commercial motives of the seed company.

There is an important relationship between Program 7 (Education and Training) and the CRC-wide objectives of the commercialisation and utilisation program. Program 7 builds the generic capacity to deliver FFI products through our participants and clients. Extension practitioners and private sector consultants in CRC participants will be involved in research projects from an early stage, coordinated by the General Manager. Any training they need will be led and coordinated by Program 7.

John Powell is currently National Extension Leader in the CRC Salinity and has a built a successful consultancy business (Optimal ICM) in the areas of adoption of agricultural and NRM innovations.

Program Leader	***Time Commitment***
John Powell – A/General Manager Commercialisation and Utilisation	0.5 FTE interim, then 1.0FTE
Key personnel Bruce Cairns – National Agronomy Manager, Landmark Dr William Ryan – CEO, Kondinin Group	

Private Sector Participants And Their Role In Commercialisation/Utilisation

End-user Participant	Role in commercialisation/utilisation	Core or Supporting	SME (S) or International (I)
Meat & Livestock Australia	Cooperation in path to adoption activities, including producer networks, training and communication activities	Core	S
Australian Wool Innovation Ltd	Cooperation in path to adoption activities, including producer networks, training and communication activities	Core	S
Grains R&D Corporation	Cooperation in path to adoption activities, including producer networks, training and communication activities	Core	S
Landmark	Liaison with GMC&U, consultancy day resources of national agronomy team	Core	I
Kondinin Group	Liaison with GMC&U, industry training and communication expertise	Supporting	S
Enecon and ROC	Liaison with GMC&U, wood processing technologies expertise	Supporting	S
Oil Mallee Company	Liaison with GMC&U, woody crop production expertise and harvester IP	Supporting	S