



Wine
Australia

Extension and Adoption Strategy 2025–30

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Introduction

This document sets out Wine Australia's Extension and Adoption (E&A) Strategy for the five-year period from July 2025 to June 2030. It responds directly to what the organisation and the broader sector has learned and documented during a significant period of internal and external review and reflection. (Refer to Figure 2 on page 5.)

It is important to note that Wine Australia's preceding E&A Strategy (2020-25) was informed by the [strategic review](#) of extension and adoption in the wine sector (Forest Hill Consulting, 2020) This subsequent plan (E&A Strategy 2025-30) consolidates the achievements secured by the 2020-25 plan to date, as well as amending or introducing further strategies in response to the recommendations outlined in the report of the [independent performance review](#) of Wine Australia (ACIL Allen, 2023) and the resulting [actions](#) committed to by Wine Australia.

This plan also acknowledges that many industry stakeholders continue to experience tough financial challenges after several years of extreme weather events, global market closures and the COVID pandemic. The resultant income deficit naturally reduces their appetite for innovation and their capacity to take in extension messaging, at a time when the solutions we're promoting could be the catalyst they need to move forwards. Lower incomes also reduce the levies available for E&A investments, accentuating the necessity for every E&A activity to create maximum impact and attract co-investment wherever possible.

The strategies encompassed in this document aim to explain a new nationally coordinated extension approach by Wine Australia, and the introduction of different E&A methodologies for the purpose of motivating transformational adoption of beneficial practices by the sector. The specific E&A topics extended via these strategies and supporting annual E&A plans will be guided by the priorities identified in the [One Grape and Wine Sector Plan \(2024-30\)](#), Wine Australia's Strategic Plan 2025-30 and regular, regional consultation. (Refer to Appendix 5)

This plan also incorporates adult learning principles, behavioral science theory and ideas and experiences from across multiple sectors. This is not a static document: instead, it will evolve, adapt and change in response to evidence emerging from continuous monitoring and evaluation received during its implementation, new evidence of 'best practice' E&A methodologies and changes in the environment that our industry target groups are operating within.

For the purposes of this strategic plan, 'extension and adoption' is broadly defined as activities (including communications) that are designed to drive practice change by participants in the wine sector. In addition to Wine Australia's direct delivery of E&A activities to grapegrowers and winemakers, this plan will significantly increase our support and enablement of existing and new industry E&A partners and collaborators who act as 'industry conduits' of skills and knowledge to the end-users. Our goal is to drive interagency collaboration and cooperation in the implementation of the nationally coordinated E&A activities within this plan. The objective is for industry participants to hear consistent messages from multiple sources in an orchestrated way. This approach should also facilitate regional self-sufficiency in the longer term.

Whilst strengthening collaboration with our existing E&A partners, we will also identify new sources of expertise, innovation and delivery in the E&A space for the purpose of increasing the competitiveness of tenders, value for money of E&A investments and increased capacity and capability of the sector's E&A workforce. This approach also aims to enrich our combined knowledge base by expanding it with ideas and experiences from untapped industry sources, other sectors and overseas.

E&A activities rolled out under this plan may be in response to a range of outcomes:

- Research and innovation (R&I) outcomes that provide opportunities to improve industry practices, including R&I outcomes already published and still current (but insufficiently adopted), as well as new findings.
- R&I outcomes could include those relating to grapegrowing and winemaking, as well as packaging and transport, small business management, communication and extension methodologies.
- Capability and capacity building of the sector's extension workforce (including new and existing E&A delivery partners and collaborators) to enable them to perform their role effectively in a nationally coordinated E&A strategy.
- Long-term solutions sought by program participants (and identified in the One Grape and Wine Sector Plan as vital to the long-term sustainability and profitability of our sector), as well as ad-hoc information in response to unscheduled events (such as fire, disease outbreaks, etc.).

Innovation is broad in its meaning – new or different ideas, new devices or methods (inc. AgTech.), or the application of better science and solutions to meet new requirements. Sources of innovation for practice change are multiple and include Wine Australia-funded research and innovation (R&I) but also other Australian and international R&I, products from the private sector (e.g. AgTech companies) and sector participants themselves. Such innovations may have been developed specifically for the wine sector or may be adapted from a totally separate industry. Whether an 'innovation' is, in fact, 'innovative' will also be determined by the target program participants. What is new and exciting to one grower could already be an established practice for another with greater capacity for change. The key is to take each individual program participant further down their own practice evolution track.



In society, new products (and practices) are not adopted by all participants at the same time. Instead, people tend to adopt in a time sequence and can be classified according to adopter categories based on how long it takes for them to begin using the new product (or idea).

Practically speaking, it's very useful for a change agent (such as Wine Australia) to be able to identify which category certain sector participants belong to so that we can design the extension process to best fit where they are along their adoption journey. The goal is to take them to the next step, or further.

Interpersonal networks are vitally important in the adoption process under this model, which is why the recruitment of regional E&A partners, collaborators and key opinion formers who are already respected by the wine-growing community is critical. If the initial adopter of an innovation discusses it with two of their colleagues, and these two become adopters who pass the innovation along to two peers, and so on, the resulting distribution follows a binomial expansion. Expect adopter distributions to follow a bell-shaped curve as shown in Figure 1 over time (Rogers, 1971).

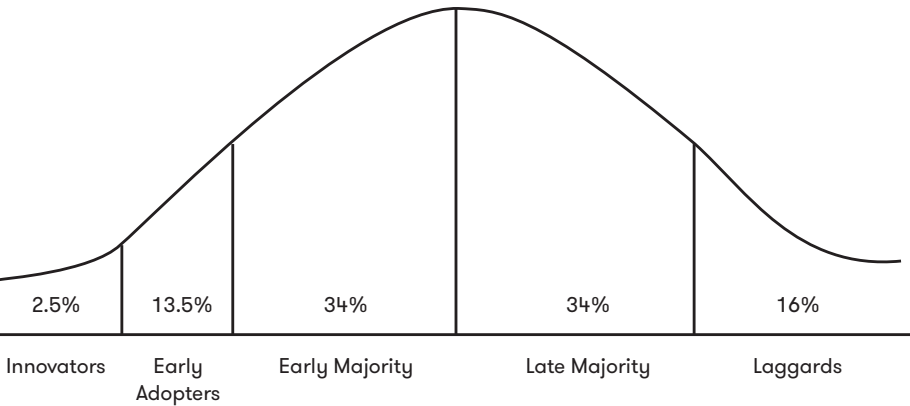


Figure 1 – Adopter categories of Diffusion of Innovations

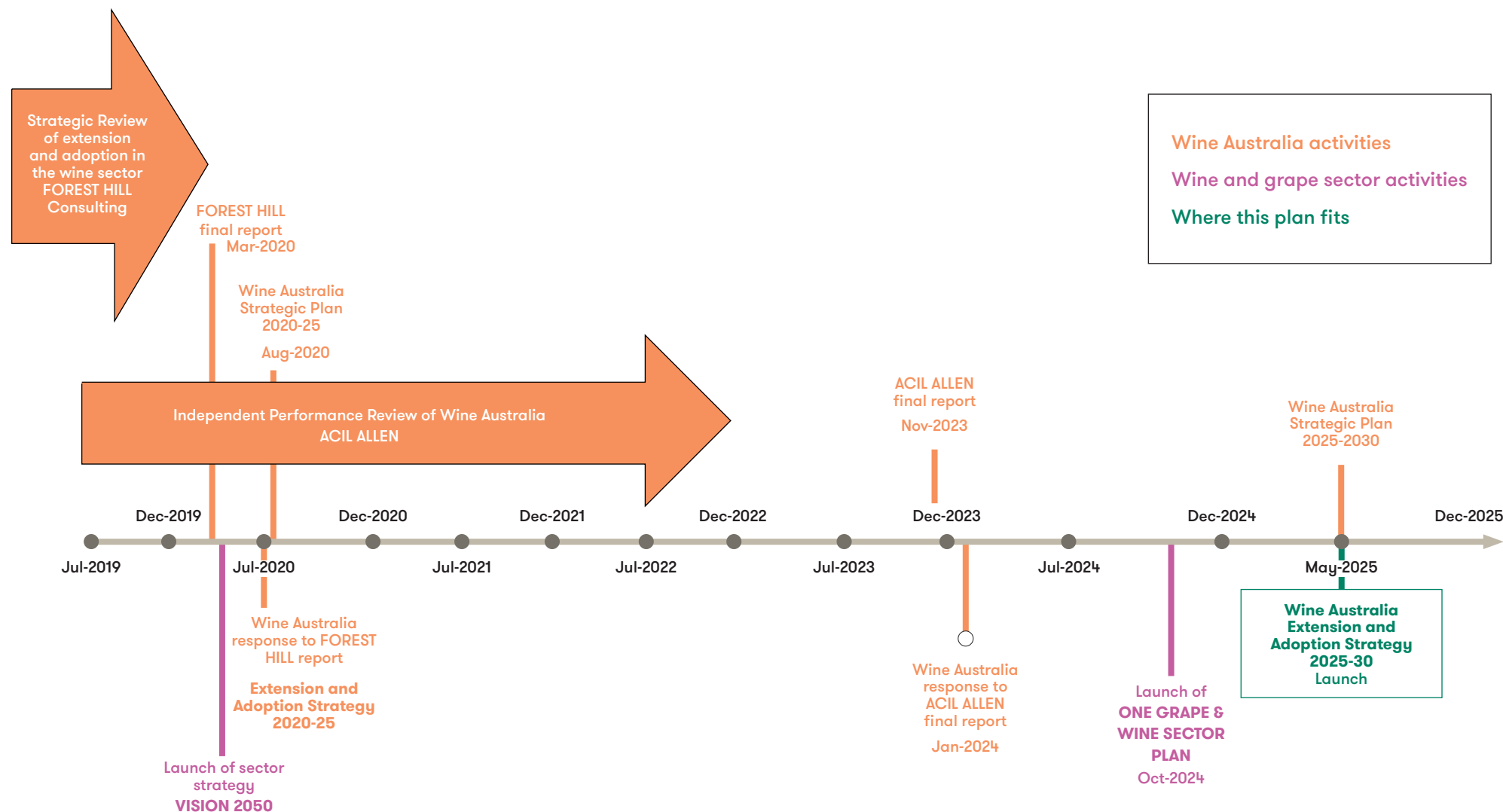
To create maximum impact for the sector, this E&A strategy aims to dig deeper and wider to more effectively motivate the ‘early majority’ of sector participants (estimated to be 34% of a typical sector) to adopt beneficial practice change in their businesses. The beneficial practices may or may not be the same as those more quickly adopted by the ‘innovators’ (2.5%) or the ‘early adopters’ (13.5%) who are more inclined to seek out the solutions they need for themselves, or respond positively to regular R&I updates. Activities will target carefully selected segments of sector participants along the whole supply chain.

Communications for the purpose of E&A will form an integral part of Wine Australia’s broader Customer Engagement and Communication Strategy, with the E&A and stakeholder communication teams working collaboratively and cohesively to deliver greater impact. In addition to enhancing end-user engagement with our E&A communications, it is hoped this will also help address the shortfalls in stakeholder recognition of Wine Australia’s investment in E&A activities delivered by partners, as well as successful R&I outcomes.

Specifically, E&A communications delivered under this strategy will be sequenced and carefully coordinated with other E&A activities to proactively lead sector participants down the five major stages of the adoption process - awareness, interest, evaluation, trial and adoption. E&A communications and activities will be increasingly targeted (in line with the increasing functionality of our database) to deliver the right message, to the right people, at the right time and in the right way i.e. when they are ready to engage with the stage of adoption relevant to them.

Importantly, adoption is not considered an ‘end-of-pipe’ outcome in this plan but continues to be one stage in an innovation cycle. The process of extension design, testing and evaluation (where end users are involved in the process) raises opportunities for further improvement and/or problems to be solved that potentially lead to further research and/or development. Whilst successful adoption is Wine Australia’s ultimate goal, industry’s failure (or segments thereof) to adopt can also provide valuable lessons to the R&I, E&A and communication teams. (Appendix 4 describes this ‘Impact Initiative’ R&I project design process.)

Figure 2 – Relevant timelines of review, reflection and planning



This strategy's response to the preceding E&A Strategy and the Independent Performance Review recommendations

Focus areas requiring change identified in Wine Australia's 2020-25 E&A Strategy	Responses in Wine Australia's 2025-30 E&A Strategy	Independent Performance Review Recommendations (#1-6)
The role the Regional Program plays in the sector's extension and adoption program will be enhanced, and there will be a new focus on AgTech and demo farms as pathways to adoption.	Enhance committee capacity to provide pertinent and timely advice. Expand and increase continuous stakeholder consultation to the 'early majority', all business types and the whole value chain. Package programs according to the problem requiring a solution, as opposed to ad hoc topics. Develop a 'set' of E&A activities to support each 'program', targeted at specific segments of the sector to motivate a certain response. Complete a mid-term review of the Regional Program and identify an agreed (and co-designed) way forward which capitalises on the program's successes and opportunities for improvement. Test options for optimal resourcing of regional partners to deliver the program.	Many aspects of E&A investment (except for some notable exceptions, like the Regional Program, the Agtech Program and EcoVineyards) are a poor fit with stakeholder requirements (#4c).
	Adapt and upscale existing successful initiatives to expand their reach to the next target group of adopters.	Consideration should also be given to developing scaled initiatives which have a longer-term focus and look to accelerate the adoption and commercialisation of new leading-edge technologies that can make a significant impact on the sector. (#3)

Focus areas requiring change identified in Wine Australia's 2020-25 E&A Strategy	Responses in Wine Australia's 2025-30 E&A Strategy	Independent Performance Review Recommendations (#1-6)
A range of providers are required to achieve the principles and priorities outlined in the strategy.	Increase the capacity and capability of the wine and grape industry advisory workforce across all wine regions. Increase availability of regional expertise to deliver Wine Australia E&A activities. Actively seek out E&A partnerships within and outside the sector where objectives compliment those of Wine Australia. Adopt an open tender process for all E&A activities that are not delivered internally or via existing partnerships and contracts. Amplify E&A priorities through Wine Australia's People Development Program	Collaborate outside the current provider base (#4c) People with the right skills are critical for a future-fit Wine Australia with a leaner budget (#5) Wine Australia should continue to draw out the key findings from the Strategic E&A Review that relate to capability and highlight areas of risk and ways to mitigate such risks (#5) Where appropriate, leverage funding from industry and other partners to maximise scale and impact (# 3)
Activities will vary in design, complexity and influence – ranging from awareness raising to targeted adoption packages using specific design principles to maximise impact and behaviour change.	Acknowledge and amplify Wine Australia-funded researchers' ability to drive adoption of their R&I outcomes. Apply Wine Australia's 'Impact Process' to the initial design of R&I projects. Increase the visibility of E&A messaging to disengaged industry participants Evolve E&A communications to enhance their impact as a proactive extension tool.	Strengthen research impact, innovation, and skills (#3) • Technology acceleration: to accelerate the commercialisation and implementation of leadingedge technologies (#3) • Workforce capability: building the skills and capability across the sector in adopting and using new technologies and promoting collaboration between industry and researchers (#3)

Focus areas requiring change identified in Wine Australia's 2020-25 E&A Strategy	Responses in Wine Australia's 2025-30 E&A Strategy	Independent Performance Review Recommendations (#1-6)
Monitoring, evaluation and reporting is needed to determine, and showcase, the success of our efforts.	Develop monitoring and evaluation methods and resources. Include end-user feedback loops in design of Wine Australia-funded R&I projects. Establish an R&I E&A progress chart	Be more adaptive and responsive to stakeholder feedback and internal monitoring and evaluation processes (#6) Wine Australia needs a transition and implementation register and needs to monitor and report progress on implementation of crucial plans on a 6 monthly basis until the plan is effectively achieving outcomes (#4a)
Adoption is facilitated when information is readily accessible and searchable, consistent in its messaging and provided by a trustworthy source.	Increase the visibility of E&A messaging to disengaged industry participants. Evolve E&A communications to enhance their impact as a proactive extension tool.	Wine Australia should use its new customer framework to implement a more tailored approach to its communications to educate stakeholders about its role and the services it provides. (#1) Wine Australia's performance against delivery and communication of outcomes and impacts in relation to R&I and E&A can and should be improved (#4) Implementation of a new system or framework to improve customer engagement and communications may also assist in this area (#4d)

About the extension and adoption strategy

The aspirational goal of Wine Australia's extension and adoption strategy is that every one of its levy payers is provided with the evidence and opportunity to make fully informed decisions about the adoption of innovation in their businesses.

Objectives

By June 2030, Wine Australia will have:

- Developed a cohesive network of skilled and enabled E&A delivery partners, working collaboratively with Wine Australia and each other, to deliver a nationally coordinated E&A plan.
- Increased sector interest in and engagement with Wine Australia E&A communications and activities (delivered and funded).
- Established an E&A activity development, monitoring and evaluation process capable of informing future R&I and E&A investment priorities and design on a rolling basis.
- Increased co-investment in Wine Australia E&A activities.
- Increased the number of program participants progressing along their adoption journey.
- Increased adoption of practices that drive the delivery of The One Grape and Wine Sector Plan priorities.

Principles

Contemporary thinking in agricultural extension, design thinking, social marketing and related disciplines suggest the principles described in Figure 3 (overleaf) underpin a successful extension and adoption program. In this E&A Strategy, these six principles continue to be supported by Wine Australia and set the framework for our investments in extension and adoption activities.

In addition, the following concepts will guide delivery and design:

- The five major stages of the adoption process - awareness, interest, evaluation, trial and adoption.
- Adopter categories – focusing on the 'early majority'.

Outcomes

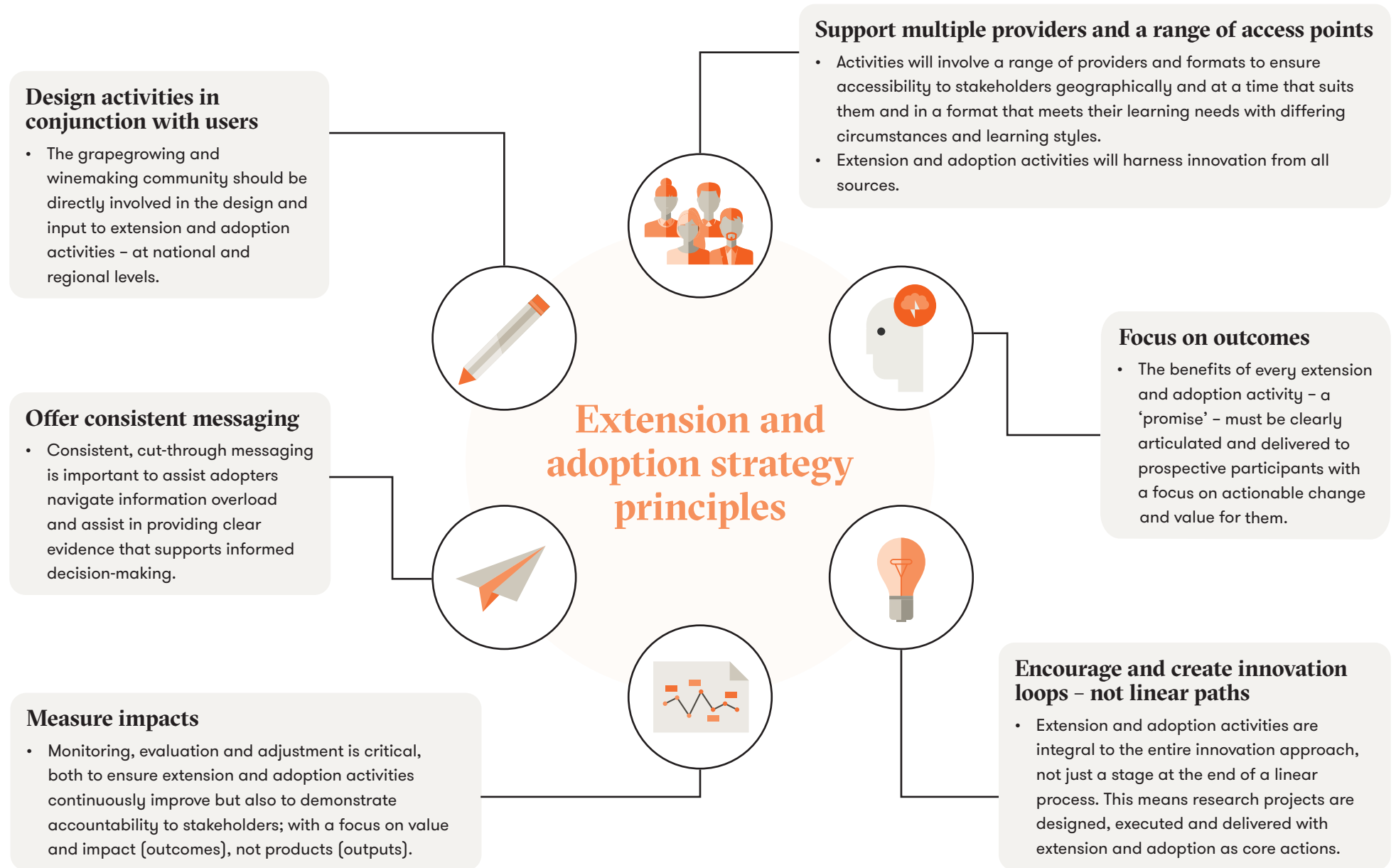
The desired long-term outcome is profitable, resilient and sustainable Australian wine grapegrowing and winemaking businesses.

The following five focus areas are identified as priority intermediate outcomes to achieve maximum impact:

1. Sector participants are motivated to explore practice changes relevant to their businesses.
2. Sector participants can access resources to develop the knowledge and skills they need to enable and empower them to make informed decisions.
3. Knowledge and skills development resources are easily accessible at multiple access points and support various learning and engagement styles.
4. Research, innovation and extension activities focus on maximising adoption and sustaining impactful practice change.
5. Research, innovation and extension activities are co-designed with end users; with feedback loops and practice change measured.



Figure 3 – Extension and adoption strategy principles



Focus areas requiring change

Wine Australia’s 2020-25 E&A Strategy introduced the new focus areas required to address the recommendations identified by Forest Hill Consulting in its 2020 strategic review of E&A in the wine sector. The focus areas described in this next 2025-30 E&A Strategy builds on what worked well during the previous five years, but also introduces new focus areas in response to the shortfalls in E&A highlighted in the 2024 independent performance review.

Continuing and new focus areas are tabled according to the E&A strategy principles recommended by Forest Hill Consulting and adopted as a framework in the 2020-25 strategy, and continued in this one.

Table 1 – focus areas

How	What	Explanation
Principle 1: Design activities in conjunction with users		
Increase value of strategic input	Enhance committee capacity to provide pertinent and timely advice.	A range of tailored committees will be established on an as-needs basis to advise the development, implementation and subject matter of extension pilots.
Create a sense of E&A ownership	Expand and increase continuous stakeholder consultation to the ‘early majority’, all business types and the whole value chain.	Robust, genuine consultation takes effort and is a critical part of successful E&A design. Careful questions and open listening will correctly identify the problems our stakeholders need to resolve, as well as the barriers and motivators for adopting practice change across the diverse target groups. It also builds confidence, trust and momentum in an E&A program that everyone can be a part of. A structured, regular, scheduled consultation and feedback framework (with supporting co-designed processes) will be complimented by ad hoc end-user, on-property visits and novel consultation opportunities at sector or community events.
Principle 2: Support multiple providers and a range of access points		
Establish a National Advisor Network	Increase the capacity and capability of the wine and grape industry advisory workforce across all wine regions. Increase availability of regional expertise to deliver Wine Australia E&A activities.	- Many sector participants will seek advice (informally and formally) from others in the sector. Consequently, it’s vital that the ‘advisors’ are up-to-date and appropriately resourced. ‘Advisors’ include anyone who grapegrowers, winemakers and others contract (or approach) for ongoing technical support or ad-hoc information on the latest technology, innovations and management practices. It typically includes private/government consultants, corporate/private agronomists, grower liaison officers, input and machinery on-sellers, contractors, Natural Resource Management Board staff, etc. - More details of the ‘Network’ concept are provided in Appendix 2.

How	What	Explanation
Amplify E&A priorities through Wine Australia's People Development Program	Embed E&A priorities into existing and effective education, training and professional development support initiatives.	- The purpose is to 'hit' the business decision makers from multiple directions, by the students and trainees sparking curiosity and discussion about R&I outcomes and possible practice changes they've learned about around the kitchen table and in the workplace. - Initiatives include those rolled out to vocational education and training providers (in schools, TAFE and private providers and on-the-job trainers and assessors), university lecturers and industry programs like First Crop and Future Leaders. - Not all researchers understand or accept their co-responsibility in ensuring that the R&I outcomes they secure are adopted successfully by the intended end-users. Professional development and rewards will be introduced to drive behaviours.
	Acknowledge and amplify Wine Australia-funded researchers' ability to drive adoption of their R&I outcomes.	
Refresh Regional Program	Complete a mid-term review and identify an agreed (and co-designed) way forward which capitalises on the program's successes and opportunities for improvement.	- The Regional Program (further described in Appendix 3) was acknowledged as a success in Wine Australia's last performance review. However, some regions are securing better outcomes than others under this initiative, and there are lessons to be learned and acted upon. The One Grape and Wine Sector Plan has also identified national strategies that are not always addressed in the regional partners' support requests – a better balance of national and regional issues is required. - The review will explore outputs vs impact, eligible activities, return on investment, governance and decision making, E&A communication and activity design, delivery and evaluation, regional resourcing of program management (capacity and capability), as well as cohesion and collaboration. - Wine Australia currently co-funds a regional coordinator/extension officer position in the Murray Valley, which has proven to be very successful in giving the regional program the impetus needed to secure better outcomes for local growers and winemakers. Similar models will be explored, recognising that the regional partners need appropriate capacity and capability to consistently deliver regional program objectives.
	Test options for optimal resourcing of regional partners to deliver the program.	
Explore new E&A delivery models	Actively seek out E&A partnerships within and outside the sector where objectives compliment those of Wine Australia.	- The behavioural science underpinning extension and adoption can be applied across a diverse range of end users. Strategies and methodologies can be equally effective in (for example) the health provider, retail, cotton and wine growing industries. Each sector is grappling with similar issues and there are opportunities to pool investment and expertise to solve shared problems. (Under this plan, Wine Australia is a partner in the One Basin CRC where we will test our Advisor Network initiative in the extension of water management strategies in the inland wine regions.) Wine Australia's current E&A delivery partners are listed in Appendix 1. - Industry suppliers and larger corporate wine growing businesses are also wanting to increase adoption of beneficial practices by their employees, contracted suppliers and customers in pursuit of their own business goals. There is an opportunity for Wine Australia to support them with this, and in so doing expand our reach and learn valuable lessons. Fee for service is also an option for individual participants wanting to enhance their own business or professional skills. - Relying on a limited number of E&A design and delivery partners has been identified as a risk in terms of capacity to meet industry needs and also capability due to the closed pool of expertise and ideas. We also need to develop delivery models that can be scaled up and rolled out post-pilot to expand the reach of E&A investments. - As the plan is delivered and opportunities for new initiatives identified, we will actively seek tenders from across industries and outside of our usual pool of providers to build on what others have learned and foster innovation, creativity and resilience.
	Test a range of full or partial user-pays delivery models, and conversely models where delegates are paid to attend.	
	Adopt an open tender process for all E&A activities that are not delivered internally or via existing partnerships and contracts.	

How	What	Explanation
Increase the visibility of E&A messaging to disengaged industry participants.	Take the messages to the disengaged decision makers using new and different access points that they visit during the course of their daily work and lives	- These access points will be over and above the usual Wine Australia E&A channels with the sole purpose of sparking the interest of grapegrowers and winemakers who are focused on everyday tasks and rarely prioritise time to explore possible solutions to the problems they're facing, or the opportunities on offer to build their businesses. - Local advocates will be recruited to utilise access points tailored to the region and designed with input from the community. They aim to utilise existing trusted sources of advice (e.g. local supply stores and community leaders) and commonly viewed information points (e.g. local advertising, fence placards, community noticeboards).

Principle 3: Focus on achieving outcomes

Deliver a series of national, rolling, cohesive, orchestrated E&A programs	Develop a 'set' of E&A activities to support each 'program', targeted at specific segments of the sector to motivate a certain response.	This program approach allows us to focus on the key strategic priorities in the One Grape and Wine One Sector Plan during each year, whilst also recognising and responding to the five different stages of adoption that industry participants may be at (awareness, interest, evaluation, trial and adoption). It aims to allow participants to respond to whichever activity resonates with them at that time, and to take the next step[s] down their own adoption pathway in a specific area. For example, participants may take the next step towards carbon reduction, but that could mean switching to solar for one or, opening up the website to take a look at options for reducing spray passes for another. This cohesive and coordinated approach also aims to catalyse action across multiple segments at the same time and to create momentum of interest, discussion and enquiry across the same topic in the community.		
	Agree on a schedule of topics in consultation with stakeholders to guide E&A activity development (inc. communications) as the typical viticultural and winemaking year proceeds.	Examples of concurrent E&A activities that could form part of a nationally coordinated and cohesive E&A program:		
	Develop templates, policies and processes to make the scale-up of successful pilots to national implementation easier and quicker.	Target group	Purpose	Example activity
		Late majority	Raise awareness that possible solutions to a known problem exist.	Local advertising via regional media, point-of-sale in on-sellers, field days. Direct communications (R&I News, social media) and communications pushed out via copy supplied to regional partners and collaborators.
		Early majority	Spark interest in a possible solution to a problem they are experiencing.	Regional workshops delivered by the Advisor Network to introduce a range of solutions to a specific problem. Webinars, podcasts, web copy, videos pushed out via R&I News.
Package programs according to the problem requiring a solution, as opposed to ad hoc topics: <u>Examples</u> How to reduce water use could include mulching, vineyard floor management, AgTech and variety/clone selection. How to reduce fossil fuel use could include electric vehicles, techniques to reduce spray need (canopy design, beneficial pests, variety/clone/rootstock selection).	Early adopters	Provide opportunities for participants to evaluate something new.	Demonstration events at Regional Program trial sites where innovators are testing something new. Videos and podcasts interviewing current innovators, pushed out via social media. Communities of Practise.	
	Innovators	Facilitate end-users to trial a new practice or technology in their vineyard or cellar.	Facilitate the development of partnerships between AgTech developers/researchers and businesses to set up trials in their vineyards/wineries. Resource and upskill advisors to deliver one-one-one mentoring on the introduction of something new.	

How	What	Explanation
Increase impact of Wine Australia-funded E&A activities delivered by partners	Reset expectations of partners delivering E&A activities for Wine Australia and facilitate cross-partner learning and continuous improvement.	E&A partners currently deliver a range of E&A activities with varying results and outcomes. Wine Australia will work collaboratively with partner teams to introduce adult learning and marketing concepts, as well as continuous improvement loops to their activities.
	Adapt and upscale existing successful initiatives to expand their reach to the next target group of adopters.	Example - EcoVineyards is an initiative that has demonstrated impact against The One Grape and Wine Sector Plan priorities for a small group of growers who are highly motivated by their own eco-diversity goals. The next step is to scale up and rapidly expand the adoption of individual EcoVineyard practices (as opposed to the entire program) by the 'early adopters' and 'early majority' across the sector.
	Incorporate best practice adult learning methodologies into activity/program design.	In this high-pressure environment, it is easy to keep delivering a format that we know and understand. However, the adoption of innovative, evidence-based practice is equally important for E&A designers and deliverers as it is for sector growers and winemakers. Wine Australia will lead by example and adopt extension methods based on proven adult-learning principles. Refer to best practice learning methodologies in Appendix 6
Drive sector adoption of R&I through better project design	Apply Wine Australia's 'Impact Process' to the initial design of R&I projects.	Wine Australia has initiated an 'impact process' for R&I project design that combines features from various approaches to fit the unique needs of the Australian wine sector. This approach includes a combination of design-led, end-user co-design and systems thinking to bridge the gap between technical research outputs and sector implementation of the resultant practice change. Refer to Appendix 4 for further details.

Principle 4: Offer consistent messaging

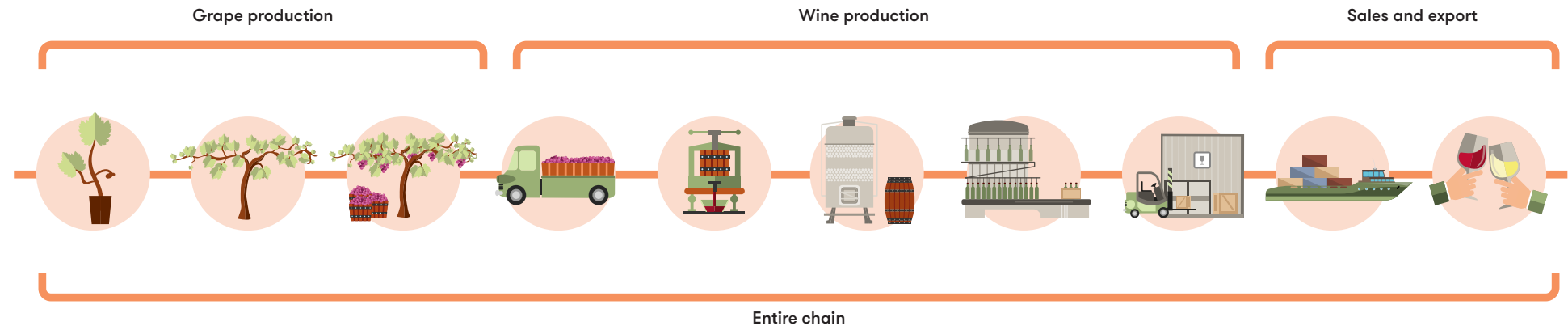
Evolve E&A communications to enhance their impact as a proactive extension tool.	Shift the emphasis from 'informing' about R&I outputs to the 'marketing' of solutions.	- Wine Australia's E&A communications is largely passive - information on the latest R&I is provided for sector end-users to refer to if they choose. This approach will be replaced by a [overtly branded] proactive 'have we got a great solution for you' in a way that piques curiosity, motivates action and draws a greater number of end-users in to learn more. - Wine Australia's current messaging is communicated in a corporate 'voice' appropriate for Government, senior decision makers and partner executives. Going forwards, E&A communications will have a more light-hearted, energetic and earthy personality that speaks directly to sector decision makers 'on the ground'. - Wine Australia is developing its database to support targeted communications (Project Midnight). As this functionality evolves, E&A communications will be segmented to provide highly tailored information to the right people at the right time. This will save time, reduce communications overload and enhance value for sector participants. - New tools now available will be capitalised on to transform the E&A components of the Wine Australia website into an interactive space that draws readers into their own learning experience. R&I outcomes will be categorised by the problems they are designed to solve. A complete 'knowledge hub' is not currently feasible, but content will be kept current and fresh, linking readers to other important resources e.g. the Wine Australia-funded AWRI Help Desk and Library. - The goal is to support industry partners and collaborators (who communicate directly with the end-users we aim to target) to provide evidence-based information in a format and at a time that motivates change. Co-branding will also raise awareness of the services Wine Australia provides to the sector. An agreed schedule will ensure that decision makers are receiving a consistent message from a variety of sources at the same time.
	Replace generic communication with tailored E&A messaging for specific targeted segments of participants.	
	Redevelop the Wine Australia website into a proactive learning tool c.f. a passive information source.	
	Provide communication partners with an agreed schedule of inspiring, evidence-based copy and resources for distribution.	

How	What	Explanation														
Principle 5: Measure impacts																
Expand monitoring, evaluation and reporting	Develop monitoring and evaluation methods and resources.	The evaluation and reporting methods will be continued and expanded. The aim is to identify those participants who engage with E&A activities, but fail to continue down the adoption path six and 12 months later. Findings will inform subsequent activity design as well as R&I project investments. Success stories will be used to showcase R&I and motivate interest in finding out more. Careful monitoring of branding compliance will enhance stakeholder recognition of Wine Australia’s activity and support in the E&A space.														
	Establish an R&I E&A progress chart	This chart will inform the R&I and E&A teams of the progress along the E&A journey of any R&I outcomes resulting from Wine Australia investments. This will better support the inclusion of end-user feedback into R&I project design, as well as the interpretation of annual adoption surveys. It will also be designed to capture Wine Australia’s progress against its One Grape and Wine Sector Plan commitments. The key elements of evaluation will be:														
		<table><tr><th>Measure</th><th>Mode of measurement</th></tr><tr><td>Inputs</td><td> • Operating plans with delivery partners • Appropriate use of enabling resources by delivery partners • Adoption of adult learning methodologies and refined messaging by delivery partners • Funding levels • Level of stakeholder engagement (activity design and participation) • Pre and post engagement surveys • Correct recognition of Wine Australia brand and funding </td></tr><tr><td>Outputs</td><td> • Number and type of activity • Number and type of attendees (stage along the adoption journey, adopter category, new or existing, etc.) • Location and geographical spread </td></tr><tr><td>Outcomes – changes in motivation, skills and knowledge</td><td> • Intention to adopt (%) immediately after activity • Intention to adopt (%) 6 months after activity • Knowledge change pre and post activity • Skills change pre and post activity </td></tr><tr><td>Adoption – practice change</td><td> • Progress 12 months after activity • Annual extension and adoption survey of stakeholders (for those who attend events and those that don’t) </td></tr><tr><td>Benefits</td><td> • Case studies • Benefit–cost analyses of specific activities </td></tr><tr><td>Reporting</td><td> • Wine Australia will curate the results from monitoring and evaluation activities, surveys and case studies into an annual impact report </td></tr></table>	Measure	Mode of measurement	Inputs	• Operating plans with delivery partners • Appropriate use of enabling resources by delivery partners • Adoption of adult learning methodologies and refined messaging by delivery partners • Funding levels • Level of stakeholder engagement (activity design and participation) • Pre and post engagement surveys • Correct recognition of Wine Australia brand and funding	Outputs	• Number and type of activity • Number and type of attendees (stage along the adoption journey, adopter category, new or existing, etc.) • Location and geographical spread	Outcomes – changes in motivation, skills and knowledge	• Intention to adopt (%) immediately after activity • Intention to adopt (%) 6 months after activity • Knowledge change pre and post activity • Skills change pre and post activity	Adoption – practice change	• Progress 12 months after activity • Annual extension and adoption survey of stakeholders (for those who attend events and those that don’t)	Benefits	• Case studies • Benefit–cost analyses of specific activities	Reporting	• Wine Australia will curate the results from monitoring and evaluation activities, surveys and case studies into an annual impact report
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Outputs	• Number and type of activity • Number and type of attendees (stage along the adoption journey, adopter category, new or existing, etc.) • Location and geographical spread															
Outcomes – changes in motivation, skills and knowledge	• Intention to adopt (%) immediately after activity • Intention to adopt (%) 6 months after activity • Knowledge change pre and post activity • Skills change pre and post activity															
Adoption – practice change	• Progress 12 months after activity • Annual extension and adoption survey of stakeholders (for those who attend events and those that don’t)															
Benefits	• Case studies • Benefit–cost analyses of specific activities															
Reporting	• Wine Australia will curate the results from monitoring and evaluation activities, surveys and case studies into an annual impact report															

How	What	Explanation
Principle 6: Encourage and create innovation loops – not linear paths		
Include end-user feedback loops in design of Wine Australia-funded R&I projects	Adoption pathways are developed	An indicative adoption pathway and estimated resourcing will be developed for each new R&I project before its commencement by the Wine Australia program manager in conjunction with the research proponent. • This adoption pathway will be tailored to each innovation on its merits, using a systematic framework to determine the optimum approach. A checklist to assist with this process is at Appendix 7. • The research proponent may or may not be the best lead for extension and adoption of the project outputs, but they need to be involved in the design of the relevant extension and adoption activity for their research.



Appendix 1: E&A delivery partners



Wine Australia aims to deliver this strategic plan via a nationally coordinated approach that actively seeks input at all stages of the E&A journey from a range of existing and new, formal and informal collaborators from along the whole value chain (pictured above).

In addition to those participating in Wine Australia's Regional Program (Appendix 3), Wine Australia will recruit involvement via a range of engagement options (including an open tender process) from a more diverse range of E&A communication and delivery providers who are already known and trusted by the grower and winemaker communities. Examples include (but are not limited to):

- Winegrapegrowers (approx. 6000)
- Wineries (approx. 2156)
- Sector organisations
 - Australian Wine Research Institute (AWRI), which provides the following services under this strategy: library, helpdesk, awareness-raising communications, webinars.
 - The Australian Society for Viticulture and Oenology (ASVO)
 - Australian Grape and Wine (AGW)
 - Vine Health Australia (VHA)
- Australian and State Government agencies –
 - South Australian Research and Development Institute (SARDI)
 - Primary Industries and Regions SA (PIRSA), NSW Department of Primary Industries, WA Department of Primary Industries and Regional Development, Agriculture Victoria, etc.
- Regional and state associations (outside of the Regional Program)
- Consultants and advisors (private and government)
- Input and AgTech suppliers
- Vineyard and winery contractors
- Researchers
- Universities, vocational education and training providers – teachers, lecturers and students
- Wine sector and wider societal communicators and community leaders
- Local councils, local and regional media and influencers

Regional program partners

Regional cluster	Regions included in the cluster	Regional program partner
SA North	Barossa Valley, Clare Valley, Eden Valley, Adelaide Plains, Southern Flinders Ranges	Barossa Grape & Wine Association Inc.
SA Central	Langhorne Creek, McLaren Vale, Adelaide Hills, Southern Fleurieu, Currency Creek, Kangaroo Island	Langhorne Creek Grape & Wine Inc.
Limestone Coast (SA South)	Coonawarra, Padthaway, Wrattenbully, Mount Benson, Robe, Mt Gambier	Limestone Coast Grape & Wine Council
NSW and ACT	All regions in NSW and ACT	NSW Wine Industry Association
Murray Valley	Murray Darling and Swan Hill	Murray Valley Winegrowers Inc.
Western Australia	All regions in Western Australia	Wines of Western Australia
Tasmania	Tasmania	Wine Tasmania
Greater Victoria	All regions in Victoria excluding Murray Darling and Swan Hill	Wine Victoria Inc.
Queensland	All regions in Queensland	Queensland Wine Industry Association
Riverland	Riverland	Riverland Wine

Appendix 2: Wine Australia Advisor Network

This E&A strategic plan aims to increase the capacity, capability and cohesiveness of the ‘advisor’ workforce across the grape and wine sector by establishing a supported Advisor Network funded in full or part by Wine Australia. The reasons behind this initiative, which was developed in consultation with advisors in 2024, have been recently validated in a report published by Enablers of Change ([Australian Extension Capacity and Capability, October 2024](#)), funded by AgriFutures Australia.

This report states that, ‘While significant research has highlighted the importance of building capacity and capability among farmers, the specific capacity and capability requirements of extension practitioners have received less attention’. Capacity is described as the number and distribution of the extension workforce while capability explains the knowledge, skills and ability of the extension providers. The findings of the report go on to identify four key gaps that this Advisor Network aims to go some way to addressing:

Gap	Advisor Network Response
A dual crisis of attraction and retention – Over the last two decades, the number of extension professionals has declined (Government and private) due to funding cuts, short-term contracts, poor job security, low salaries and constrained advancement opportunities. Concurrently, our ability to attract the next generation of extension professionals has been impacted.	• This supported network aims to reduce isolation and burn out amongst the advisor workforce by providing networking opportunities (virtual and face-to-face), as well as activities that encourage collaboration, buddying and mentoring. • The network will go some way to providing a framework within which individuals can position themselves and visualise a path forward for personal development and business growth.
Inadequate professional development and career support – There is insufficient availability of accessible, cost-effective, professional development for existing sector professionals wanting to go into extension and consulting work, as well as for extension professionals needing to develop their extension skills and expand their understanding of new practices and emerging industry issues (such as climate change). Additionally, there are few opportunities for professional networking and mutual support. These issues are exacerbated further for sole operators and small businesses.	• Network members will be provided with regular face-to-face and virtual professional development, updating them on the latest R&I relevant to their clients and that drive the delivery of the One Grape and Wine Sector Plan priorities. • Industry experts from Australia and around the world will share their technical expertise, case studies and experience with the network. • Professionally produced, evidence-based and targeted communication and extension resources and tools will be made available for network member use and tailoring. • Development in broader skills and knowledge (e.g. small business management, planning and prioritising, training and facilitation) will be provided.
Fragmentation of extension efforts – Our extension system is fragmented and varies significantly between regions. A lack of collaboration and cooperation at a national level has been identified. As the RDC for the sector, this is where Wine Australia can step up and facilitate connections and collaboration.	• Wine Australia will provide a national framework and plan, with supporting extension resources, as well as regional priorities identified with our regional partners. • Publicised annual plans and programs will lay the ground work with sector and provide a space in which advisors can choose to work, or apply to deliver activities.
Impractical funding models – The project application framework used by funding bodies rarely supports the practical challenges of delivering extension activities to an agricultural industry. Timeframes tend to be too short to demonstrate real impact, with results being limited to outputs (e.g. participant numbers) in preference to real practice change. The vagaries of funding can also negatively impact capability building and staff retention.	• Provide opportunities for network advisors to apply for funding to deliver Wine Australia extension activities in their region. Application and funding process will reflect real-life practical challenges of delivering extension in the wine sector. • Wine Australia E&A communications will increase demand for advisor services, potentially reducing reliance on funding models. • Professional development will be provided to enhance funding application skills.

Appendix 3: Regional Program

Australia's 65 wine regions are divided into 10 regional clusters (listed on page 18), that receive funding from Wine Australia. The aim of the Regional Program is to support a competitive wine sector by helping grapegrowers and winemakers adopt new tools and research findings relevant to their region and businesses. The Program offers funding for:

- Regionally run extension and adoption activities identified by the region as having greatest relevance.
- Demonstration trials of research findings that are structured to encourage regional adoption or adaption of innovation or research findings.

The Regional Program 2023-2028 is committed to including a “stop-go-review” in June 2025 as an opportunity to align ongoing projects and annual operating plans with Wine Australia's 2025-2030 Strategic Plan and the One Grape and Wine Sector Plan (OGWSP) priorities. This review and subsequent enhancements to the Program will form a component of this E&A 2025-30 Strategy and annual operating plans.

The role of the Regional Program is to:

- Identify their region's highest priority innovation, extension and adoption issues and communicate this to Wine Australia and R&D partners.
- Evaluate new concepts and technology to measure regional benefits of adoption and facilitate local adaptation and practice change.
- Help all extension providers work with the sector to meet regional needs and avoid duplication.
- Connect researchers with the sector to support quality project outcomes and assist with the uptake of new tools and research findings.
- Provide support in collecting evidence of investment impact to levy payers and amplify success stories.

In response to frustrations shared with Wine Australia's CEO during their 2023 'listening tour', a brief consultation with regional leaders and R&I program managers was completed in 2023 and the findings are summarised below right. Changes have already been made to start addressing these opportunities, including:

- The introduction of multi-year projects to build momentum and impact.
- The R&I Administrator role has been expanded to provide administrative and reporting support to the regional partners.
- Promotion of regional events by Wine Australia to increase attendance.
- Assistance in activity design to include adult learning principles for better outcomes.

These improvements will be refined further as part of the 2025 “stop-go-review” to ensure maximum return on investment in the Program is secured and valuable outcomes are experienced by regional levy payers.

Wine Australia's AgTech Program has also been successfully utilising the Regional Program to establish demonstration sites and provide opportunities for developers to showcase their technology and solutions. This will continue but will be delivered as part of a suite of potential solutions for regional problems.

Improvement needed and voiced by regional partners to date:

- Be more present in the regions to assist and support activities.
- Assist with measuring outcomes and extending reach across regions.
- Better timing of application/reporting requirements to accommodate busy periods.
- Tailored marketing and communication support to promote events.
- Templates and processes to make planning and applications easier.
- Actively curate partnerships and co-investment in regional projects.
- Enhance value of outcomes to levy payers.

Wine Australia's would like to:

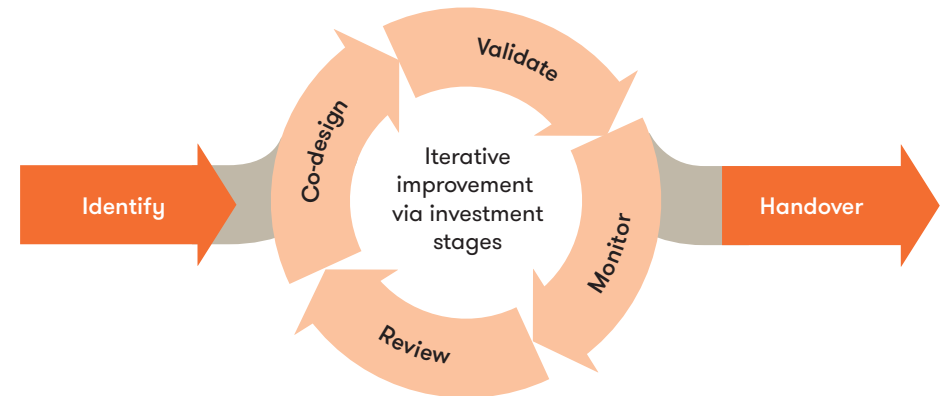
- See greater accountability from the regions or investment with the program.
- Have more input into design of regional plans to drive national OGWSP priorities.
- Identify opportunities for co-investment and collaboration, especially with other sectors.
- Develop stronger, more reliable and collaborative relationships with regional partners.
- Demonstrate our commitment to the regions.

Appendix 4: Impact project design

Wine Australia has initiated an “Impact Process” that combines characteristics from several approaches to fit the unique needs for the Australian wine sector. This approach includes using a combination of design-led, co-design and systems thinking and aims to bridge the gap between technical research outputs and industry implementation. This is governed by processes that are intended to enshrine specific principles into transitioning research outcomes to wine sector impact.

Specifically:

- Identification of a need to invest in an initiative is handled using an Impact Statement and Frequently Asked Questions document (ISFAQ). This approach begins with a mock press release that provides a future vision regarding the proposed research, targeted at the end-customer and containing all relevant information about the problem, how current solutions are failing, and why the new technology will solve this problem.
- The initiatives run via investment stages, rather than long-term projects. Acknowledging that a project direction needs to adapt to a changing operating environment, as well as respond to the evidence collected throughout the project. Each cycle is captured in an Investment Stage Application (ISA) that aims to inform iterative improvements towards handover through co-design, validation, monitoring of progress and review.
- Project initiation is via co-design and requires end user and supply chain partners. The project objectives and activities are supported by key results that define measurable criteria that align with a partner’s need for performance, or level of evidence to build trust in the solution.
- Validation of solutions occurs via four 9-point scales (technology readiness, market readiness, supply chain development and financial understanding) and are directed and prioritised by the partners’ requirements for decision-making.
- Monitoring of progress is done at a macroscale by the four 9-point scales, while activities are grouped into Key Results that are intended to have explicit success criteria to clearly outline underperforming technology.



- Review of a project cycle is conducted with project leads and project partners, to highlight areas of uncertainty or where assumptions are the basis of direction, and to re-orient the project with any changes to the operating environment that have occurred since the initial co-design.
- Handover of the project is always at the forefront, with the ISFAQ outlining a proposed route-to-sector impact, and the stages of the project cycle intended to aggregate evidence required to make a decision to invest/adopt/uptake and to build a sense of ownership for supply chain and end-user partners.

Interaction between Impact Project design process and E&A strategy principles

The Impact Project design process compliments and reinforces the E&A strategy principles on which this plan is built.

E&A strategy principles	Features of the Impact Project design process
1 - Design activities in conjunction with end-users	The identification of a problem area that needs to be addressed by an impact initiative requires a clear understanding of the market segmentation, as well as consideration of the reasons for uptake in different groups. This creates a system where different activities can be designed for different end-user groups, depending on their characteristics and requirements. Impact initiatives have a requirement for supply chain and end-user partnering to ensure the direction and outcomes are tailored to the parties who will take ownership of the solution at the conclusion of the initiative. Both the development of the ISFAQ (requiring real evidence of a problem and currently in-use solutions) and the activities in the Investment Stage Application (ISA) are performed using principles of co-design, where end-user input is required.
Focus on outcomes	The structure of the ISFAQ projects a hypothetical future scenario where the solution has been implemented and works backwards. This promotes a focus on what the outcome of the project will look like and helps drive the initiative to fill the gaps towards that vision. The structure of the objectives and key results (OKRs) relies on initiative participants determining what a desirable outcome for each activity looks like, and pairs it with an objective measure. This is driven by a partner's need to obtain key decision-making information as to how the solution improves their current situation or fits into their business model.
Encourage and create innovation loops, not linear paths	The structure of investment stages forces the initiative to stop at regular intervals and assess the progress against the partners' and end-users' needs. This creates a feedback loop where the initial evidence assists in providing confidence in the solution, and the partners co-design the subsequent phase based on their current situation and understanding.
Measure impacts	The structure of the four 9-point scales inherently incorporates the measurement of progress into each project, and the OKR system provides a quantifiable method for assessing the achievement within initiative activities. The market investigations into impact initiatives include a stage to compare current solutions, costs and reasons for use. This allows a baseline for measuring uptake of new technology against previous techniques at the conclusion of the initiative. The end-user partners work closely with the initiative team to slowly improve and incorporate the solution into their business. This allows for an up-close and open understanding of how a process is adopted and how widely it is used with a business.

Appendix 5: Subject matter that will be extended under this E&A strategy

The E&A topics delivered under this strategy will appropriately balance the sector's national priorities (taken from the [One Grape and Wine Sector Plan 2030](#)) and the regional interpretation of those priorities (local needs expressed during consultation and documented in regional plans). This aims to secure local ownership and 'buy in', while progressing national priorities for strategic stakeholders.

The table below lists the responsibilities for Wine Australia (left), the state and regional associations (centre) and the grape and wine producers (right), under the relevant four

of the six pillars in the One Sector Plan. Examples of Wine Australia E&A activities to fulfill Wine Australia responsibilities or support those of others are provided in *italics* in all columns of the table.

While Wine Australia has made commitments, the state and regional associations, and the grape and wine producers can choose to do so. Wine Australia's E&A strategy aims to actively support and encourage both groups to deliver.

Wine Australia will:	State & regional associations can:	Grape and wine producers can:
OUR PLACE AND PRODUCT		
Provide data, information and tools to support the balancing of supply and demand. <i>E.g. support demonstration vineyards testing various methods in the vineyard.</i>		Adopt sustainable and innovative vineyard practices. <i>E.g. promote and update webpage on new cover-cropping practices for drought situations.</i> Respond to supply and demand imbalance. <i>E.g. activities extending knowledge in chemical suppression of fruiting.</i>
OUR SUSTAINABILITY		
Provide a research and adoption program focused on sustainable outcomes and climate adaptive and mitigative practices and products. <i>E.g. create and support wine grape grower 'communities of practice'.</i> Promote sustainability and sustainable practices. <i>E.g. exhibit and workshop at the AWITC.</i>	Promote adoption of sustainable practices. <i>E.g. include extension in vineyard floor management in Operations Plan.</i> Promote regional sustainability initiatives. <i>E.g. host an AgTech demo site which reduces water usage.</i>	Adopt sustainable practices. <i>E.g. promotion of Sustainable Winegrowing Australia and the repurposing of ECOVineyard modules into a program with wider appeal.</i> Reduce carbon emissions. <i>E.g. E&A program to roll out the Emissions Reduction Roadmap</i>
OUR PEOPLE		
Evolve extension and adoption. <i>E.g. refresh and develop the Regional Program.</i>	Facilitate local skill development programs. <i>E.g. apply for Regional Program funding to deliver skills training.</i> Advocate for regional resources and support.	Invest in employee training and development <i>E.g. market and design extension activities to convince managers to enrol their staff.</i>

Wine Australia will:	State & regional associations can:	Grape and wine producers can:
OUR SYSTEMS		
Support digital transformation. <i>E.g. AgTech program.</i>	Facilitate technology adoption. <i>E.g. include AgTech demo days in regional operations plan.</i>	Invest in technology and data integration. <i>E.g. case studies detailing automated irrigation systems</i>
Ensure access to information <i>E.g. facilitate update of AWRI Fact Sheets and publish podcasts.</i>	Promote collaboration and information sharing. <i>E.g. develop and publish case studies.</i>	

Appendix 6: Best practice design features of extension and adoption delivery formats

The purpose of this appendix is to highlight the best practice design features of a range of extension programs.

A number of examples are provided that bring the design features to life, but this is not an exhaustive list.

Activity type	Description	Best practice design features	Examples
Information, with a focus on 'single-source-of-truth' and updates Levels of end-user engagement: inform and consult	Individuals and groups can access a broad range of information from a distance at a time that suits them. It can be based on a website, information centre or other centralised locations.	- The information needs to be current, regularly promoted, updated and alerts issued for new information - The basis of finding information needs to be intuitive rather than classical 'library' based - Specific information links or access points need to be circulated at timely intervals - Some form of 'human' facilitation adds value - Scanning for new information and links/linkages with other information initiatives is necessary - Linking innovations to information on risks and economics improves the value of the information - Case studies / videos of other producers making changes and providing practical 'tips' are powerful 'Virtual extension' instead of traditional extension activities, such as "immersive ag"	Wine Australia, AWRI and ASVO websites AWRI library Eutypa dieback videos, regional examples and case studies on managing dieback and increasing yield GrapeAssess app updated regularly and includes information on bushfire affected vines Rootstock Selector Tool (to be updated) Cover crop finder (to be updated) Best Management Practice Guide Grapevine trunk diseases one source of truth that is updated annually (refer to Case Study 1 page 24).
Facilitated groups i.e. peer-to-peer learning/ communities of practice and other facilitated groups Levels of end-user engagement: consult, involve, collaborate and empower	Facilitated groups 'increase their own capacity in planning and decision-making and in seeking their own education and training needs based on their situation'. This may include inviting in experts, undertaking research or holding training workshops.	- Self-formed groups are best – by invitation or application rather than open - Groups should have guidelines and boundaries and then be allowed to find and select their own facilitator - Groups should follow a planning, action and review cycle - Provide support and training for facilitators - Provide opportunities for groups and representatives to meet and interact with other groups - Encourage groups to become self-funding after an interval	Wine Australia Regional Program - Demonstration vineyards i.e. Barossa Demonstration vineyards (refer to Case Study 2 page 24) - Advisor Network - pruning workshops Simonit & Sirch method.

Activity type	Description	Best practice design features	Examples
Adoption and practice change programs i.e. community-based social marketing Levels of end-user engagement: consult, involve, collaborate and empower	It is recognised that simply relying on 'information delivery' to achieve adoption of new practices or technologies will not be as effective as using techniques that identify and address the barriers to end users adopting the changes or encourage motivating factors. Using a mix of social marketing tools to develop norms within the end-user community and enhancing motivation and providing reminders as well as making it easier to adopt new practices and technologies has been shown to be more effective in achieving extension outcomes.	- Desired behaviours (e.g. adoption of a new viticulture practice, undertaking biosecurity measures) are identified on the basis of potential impact or benefit, current level of adoption, likelihood of adoption and the applicability to end users or others - Barriers to adoption are identified within the end-user audience as well as the potential benefits and motivations to change - A pilot intervention strategy using multiple tools is delivered to test effectiveness and then evaluated and reviewed before roll-out to a wider end-user audience	Behaviour change projects in biosecurity and sustainability (under development).
Training, education and capability building programs Levels of end-user engagement: collaborate and empower	Specifically designed training programs and workshops are delivered to targeted groups of landholders, community members, government personnel and others to increase understanding or skills in defined areas. These can be delivered in a variety of modes and learning approaches.	- Learning events must be based on researched and expressed sector needs - Incorporate latest research on the topic - Include local examples - Allow participants to share their own experience and knowledge - Use adult and experiential learning methods, and cater for different learning styles - Change the focus to align with the needs of different geographical areas - Pilot test the events with a range of participants - Use a tried and tested total quality management system - Link outcomes with competency standards from the Vocational Education and Training (VET) system from outset - Provide for mentoring, particularly of small enterprises, after or between events - Use interactive and small group work to balance 'lectures' - Allow for participants to develop their 'next steps' by the end of the event	- Wine Australia's 'Growing Wine Tourism' capability building program - Wine Australia's 'Growing Wine Exports' capability building program (refer to Case Study 3 page 24).
Consultants and mentors Levels of end-user engagement: inform, consult, involve and collaborate	A mentor or consultant works over a period of time with an individual or community to improve their managerial, technological, social or environmental situation.	Consultants and mentors should encourage individuals to understand and make their own decisions based on their understanding of the facts and their own unique situation – rather than providing ready-made answers	- Viticultural consultants and agronomists AWRI helpdesk

Activity type	Description	Best practice design features	Examples
Research and innovation – where an adoption pathway is part of the R&I itself, could be a focus on a technological development (also refer to Appendix 3) Levels of end-user engagement: consult, involve and collaborate	Individuals work together to develop specific technologies, management practices or decision support systems that will then be available to the rest of the sector. This often involves local trials, demonstrations, field days and on-site visits.	• Look to establish strong industry-funder-government partnerships, where they are applicable • Include a strong on-farm / in-community practice component to ground and test technology or practice change or both • Take the broader ‘target’ community along with you through use of mass media and other communication channels • Include local or regional committees to overview direction and developments • Use incentives and awards to encourage interest in developments • Link to applied research and tie in with relevant legislation	• AWRI Viticare manuals • Spray application workshops • Irrigation workshops • Brettanomyces – solving a wine spoilage problem (refer to Case Study 4 below table) • VitiVisor project led by the University of Adelaide, the project is a collaboration between the university, Riverland Wine and Wine Australia, with support from UniSA and PIRSA.

Case studies referred to are detailed in the Strategic REVIEW OF EXTENSION AND ADOPTION IN THE WINE SECTOR: Final Report by Forest Hill Consulting.

1. Managing grapevine trunk disease – Pyramids Road Wines and SARDI
2. Barossa Demonstration Vineyards
3. Growing wine exports
4. Brettanomyces – solving a wine spoilage problem

Information in this table is adapted from:

- Coutts J&R (2017), Review report: PRACTICE CHANGE, EDUCATION and EXTENSION IN REEF CATCHMENTS PROJECT
- Cooperative Venture for Capacity Building (CVCB) (2004), What works and why in extension (fact sheet 1) and Best practice in extension (fact sheet 2)

Other useful resources:

- [Remote extension tips and tools](#) developed by the Hort Innovation Extension team.

Appendix 7: Adoption pathway checklist

The following is intended as a preliminary checklist to be applied when innovations such as R&I outputs are considered for extension and adoption projects. It is likely to be built upon and otherwise modified over time with experience of its use. The checklist has been developed from a number of sources. For background see the *Strategic review of extension and adoption in the wine sector: Final report*, Forest Hill Consulting 2020.

☐ 1. Outcome sought

- What would represent the best outcome for the sector?
- Is it something all grapegrowers or winemakers would benefit from adopting, or a certain segment (e.g. defined by climate, region, variety, size of business etc.)?
- What does the investor (Wine Australia and/or partners) seek from their investment in an adoption program?

☐ 2. Characteristics of the innovation

- Is it readily adapted into existing systems, for example, the use of a better strain of yeast in winemaking, or adoption of a new app?
- Or is it more complex and requires a significant re-think of the existing system, and even the development of new skills?
- Or something in between?

☐ 3. Characteristics of the target audience for the innovation

- Do we understand how potential adopters learn about new ways of doing things, what communication vehicles they access, other people they might emulate or listen to, such as peers or consultants?
- What is most effective for them? What is the 'competition' for the innovation among this audience – existing beliefs, influencers advocating alternative approaches?
- Is there value in market research to better understand these things? Would segmentation / targeting / positioning assist the adoption effort?

☐ 4. Benefit/cost proposition for adopters

- Based on the answers to 1, 2 and 3, what do adopters potentially gain or lose?
- Benefits may be related to sustainability, self-perception, convenience, expansion of marketing opportunities or other considerations, not just short-term profitability.
- Costs may be financial, but they might also be emotional or psychological, for example letting go of long-held beliefs or doing things differently with others.
- What's the benefit-cost ratio for other potential participants such as consultants?

☐ 5. Environmental factors

- What factors in the external environment might facilitate or block adoption of the innovation – such as market or seasonal conditions?
- How can we take advantage of facilitators or minimise the effect of blockers?

☐ 6. Design of adoption program

- Based on all of the above, what change management model makes the most sense?
- Does the model require only awareness activities, such as publications, seminars or webinars (for simple innovations with high benefit-cost ratio), or is a more complex model of behavioural change needed?
- Can we go direct to the audience or do we need to work through intermediaries such as input suppliers or consultants?
- What might the program look like in terms of the 4 'Ps' of marketing – product, price, promotion, place? Have we applied best practice design principles to each of our activities?

7. Monitoring, evaluation, reporting and adjustment (MERA)

- Given all of the above, consider this against an evaluation framework such as [Bennett's Hierarchy](#), see diagram below.
- What performance measures should we set, how will we collect data to monitor them and what are the targets for these measures (e.g. number of adopters, number trialling the innovation, changes in attitudes or beliefs)?
- How will we use the monitoring data to adjust the program as we proceed?

8. Oversight

- Do we have the right oversight model in place for the program?
- Does it include members of the target audience, the creators of the innovation, the investors and other stakeholders?

Bennett's Hierarchy, example adapted for Wine Australia purposes

