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# Nice Rice: Challenging a Monopoly & Scaling Australian Provenance

How A.I. LAMB moved from a pub conversation to ending an export monopoly and launching a national challenger brand.

## The Situation

The Nice Rice brand began as a response to a government-sanctioned monopoly that restricted Riverina rice growers' options. A.I. LAMB saw an opportunity to give farmers a fairer deal by building a fun, "challenger" brand that celebrated Australian provenance.

## The Challenge

The goal was more than just launching a product; it was about policy change. To succeed, the team had to deregulate the export market, prove that local rice could compete globally on quality, and build a world-class manufacturing facility from the ground up.

## The A.I. LAMB Approach: From Policy to Plate

A.I. LAMB acted as the foundational engine for Honesty Riverina, delivering a vertical integration strategy rarely seen in startup consulting:



**Concept & Policy Reform:** Conducted the feasibility work and drafted the government submission that ultimately ended the export monopoly. We incorporated Honesty Riverina and brought growers together to form a strategic board.



**Supply Chain Engineering:** We didn't just outsource production; we acquired a facility and constructed a world-class mill in the Riverina. This allowed for total control over freshness and quality.



**Brand & Retail Strategy:** Designed the identity, logo, and packaging that positioned Nice Rice as a premium alternative to legacy brands. We established distribution with Australia's largest retailers, including Woolworths, Coles, and Metcash.



**Operational Leadership:** A.I. LAMB provided more than strategy; we provided the leadership. Co-founder Mirza Kozarcanin led the deregulation campaign and continues to serve as the CEO of Nice Rice.



## The Result: A Fairer Go for Australian Growers

Nice Rice is now a national brand that has fundamentally changed the landscape of Australian agriculture.

### The Scale of Success

**Policy Victory:** Successfully ended the export monopoly, granting growers freedom to trade internationally from July 2025.

**National Distribution:** Product available on the shelves of major retailers nationwide.

**Star-Powered Authenticity:** Appointed Emma and Tom Hawkins as brand ambassadors in 2025 to underscore Australian production values.

**Regional Investment:** Kept manufacturing in the Riverina, supporting local jobs and regional pride.

### Key Results:

- Institutional Change: Proved that small, agile players can influence government policy and disrupt entrenched monopolies.
- Vertical Integration: By building their own mill, Nice Rice ensures a "noticeably better product" for consumers while guaranteeing higher returns for the grower network.
- A Scalable Engine: Transformed a "pub conversation" into a high-growth agricultural business with an integrated supply chain.

*"Our team at A.I. LAMB didn't just advise Nice Rice; we rolled up our sleeves and built it alongside the growers. From the deregulation submission through to the brand and the mill, the work has been deeply hands-on. Without that support, Nice Rice would still be an idea."*

Mirza Kozarcanin  
CEO, Nice Rice & Co-Founder, A.I. LAMB

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A.I. LAMB helps founders and innovators align their product, company, and market, building commercial engines that last.

Let's define your next move.



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