



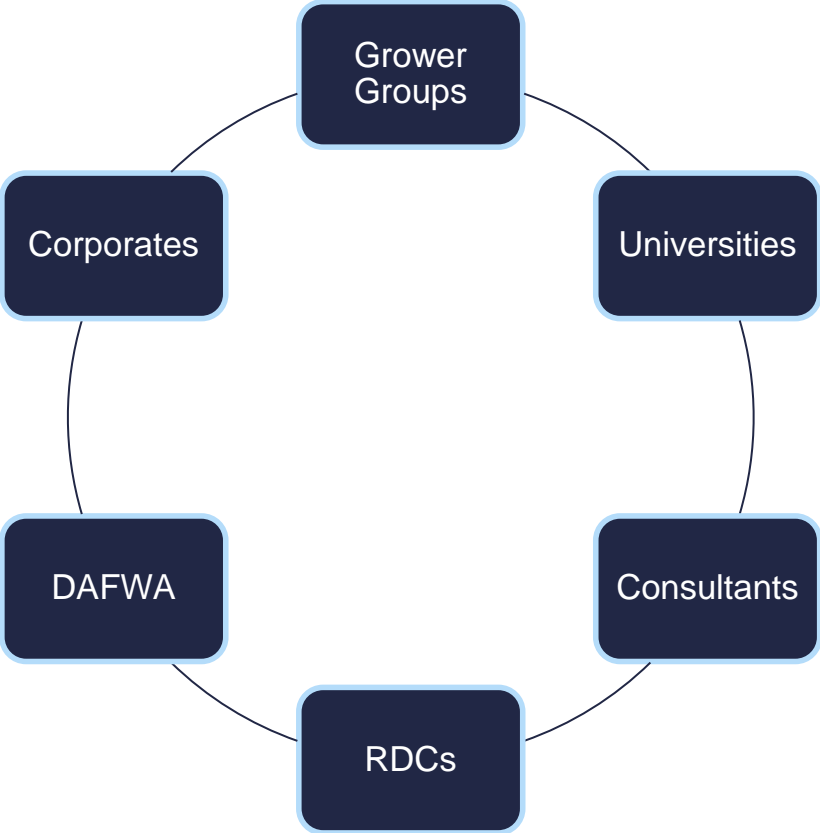
COLLABORATION – VALUE – SUCCESS

Emerging trends, big changes and opportunities for Grower Groups

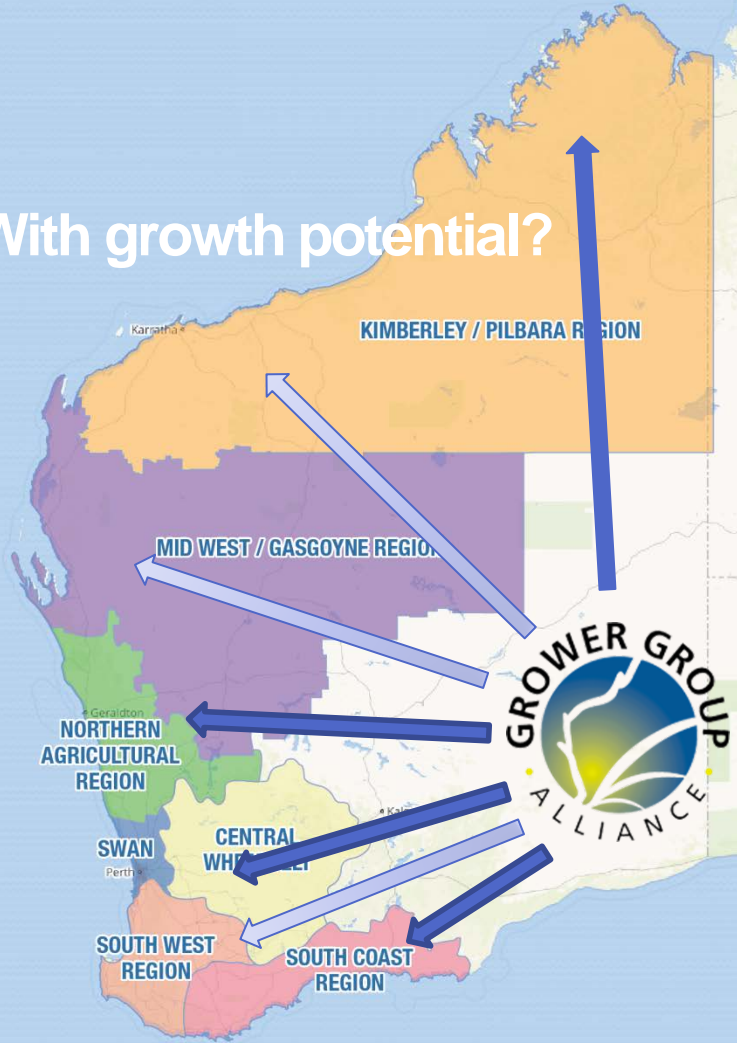
Peter Cooke

Agknowledge®

Grower Groups are established players

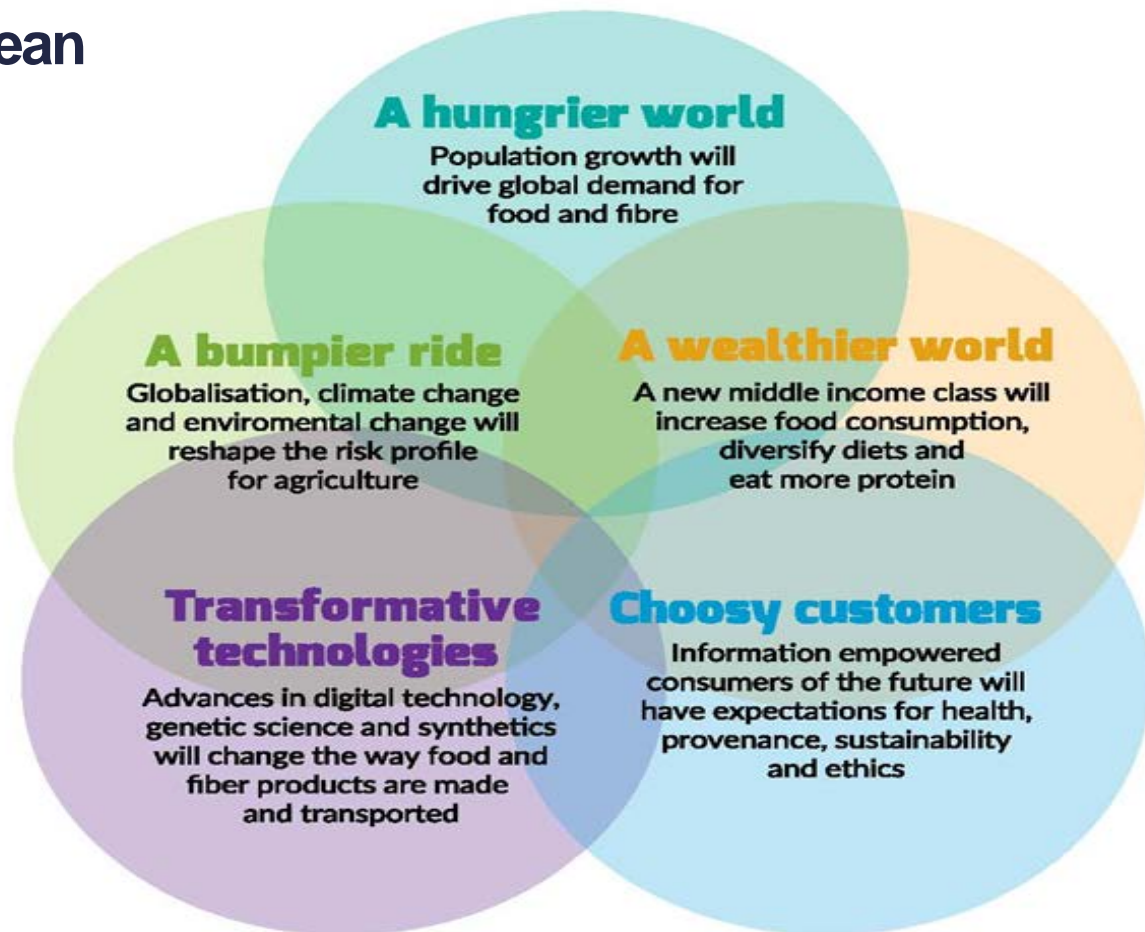


With growth potential?



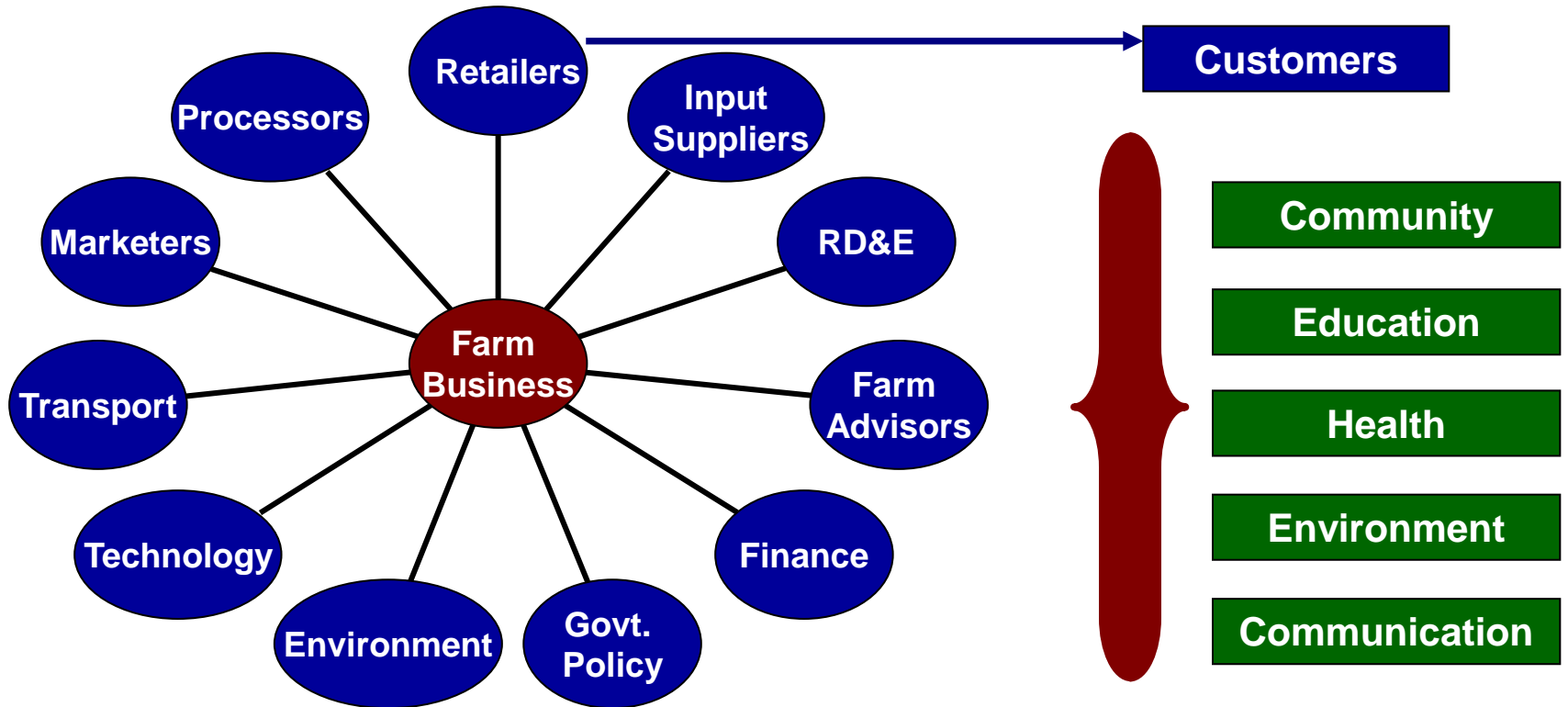
What emerging trends mean for agriculture

- Exploiting smart **farming solutions** for decision support, cost management and driving greater **productivity**.
- Preparing resilient and thriving agricultural businesses that are **adapting to change**.
- Focusing on **world value markets** and integrating supply and **value chain relationships**.
- Integrating agricultural industry needs into all **infrastructure investments** e.g. roads, ports, airports, information technologies.



Source: CSIRO Megatrends in Agriculture

Farm business dynamics

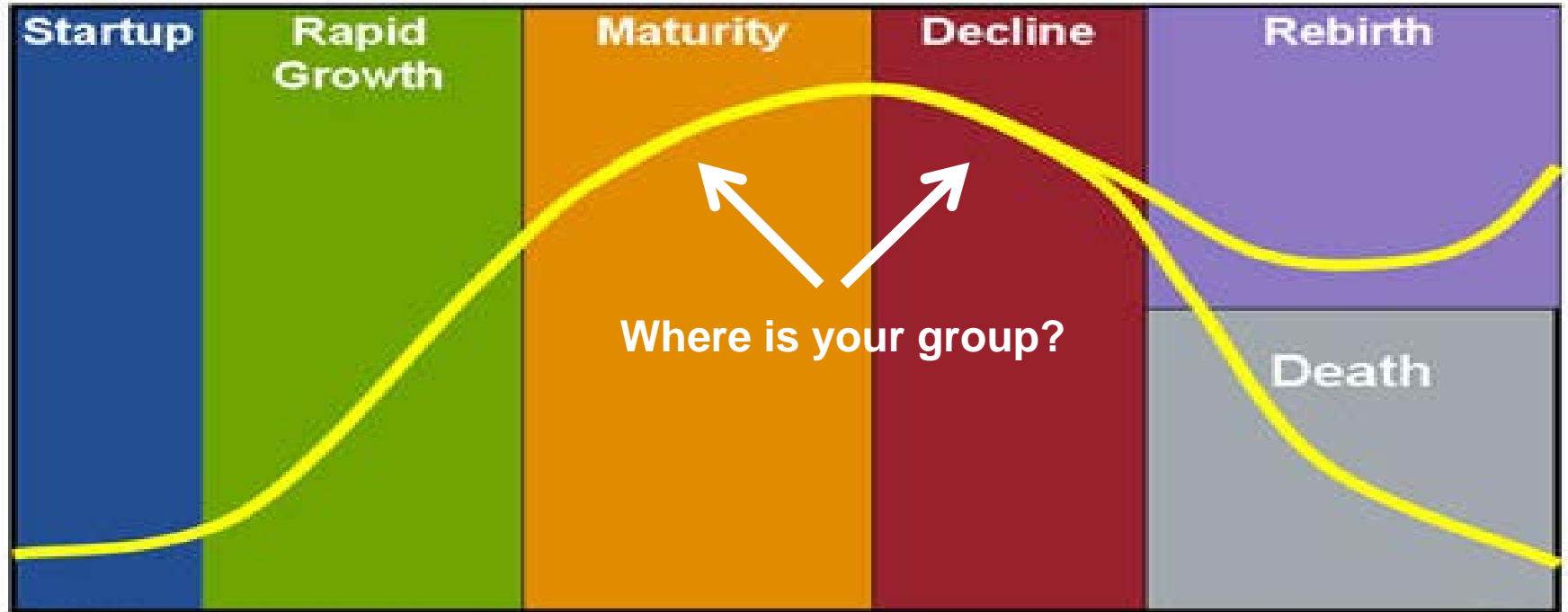


Grower Groups are good at:

- ✓ Understanding member's needs and local issues.
- ✓ Engaging growers in designing locally-relevant programs.
- ✓ Combining farmer, science and industry input to R&D to ensure relevance.
- ✓ Validation, development and extension of research outcomes.
- ✓ Tailoring adoption to assist practice change.
- ✓ Providing great opportunities to share ideas and experience.
- ✓ Developing knowledge to meet changing production, climate and market challenges.
- ✓ Providing a social group people want to belong to, with a sense of community.
- ✓ Providing access to growers for companies, sponsors, government, industry.

Strategy	Rating	Trend	Comments
Maintain local research focus with direct member contact and feedback.	A	➔	Driven by Committee, needs more interactivity from Members.
Convert research findings to encourage adoption and manage the IP.	A	➔	Hard to measure, as individual growers invest to suit circumstances.
Conduct production focussed events e.g. Updates, Tours and Presentations.	A	↻	Very well done – appreciated by participants.
Innovate to make our trial sites accessible – virtual trial site visits.	D	➔	No effort – remains a current topic for delivery.
Provide advocacy and leadership to strengthen the brand.	A	➔	Good advocacy for the brand from Board/EO and members.
Professionally manage the business with sound systems and governance	A	➔	Good team lead by EO. Board/EO interaction working well.
Identify and promote the value of membership .	A	⬇	Current members clearly satisfied but little exclusivity or unique offering.
Differentiate and define the membership offering.	B	⬇	Well defined for current members. Boundary delineation not clear.
Extend our impact to the local community, beyond the shire.	C	➔	Difficult to see the build beyond the base.
Continue in-depth relationships with sponsors and view them as members.	B	➔	Good body of sponsors and working well with these, but limited in number.
Identify and work with farm consultants and Agronomists.	B	↻	Work well with agronomists, however question the value gained to date.

Lifecycle of groups



What are the challenges?

- Recognising where on the curve your group is, and how to anticipate and respond to change in the group dynamics and engagement.
- Maintaining relevance to members - keeping energy and enthusiasm alive.
- Attracting and retaining management committee members.
Balancing governance with process to sustain their participation.
- Securing sustainable income for continuity of staff and projects.
- Collaborating with others to maximise outcomes for members.
- Identifying what's next – impact, cost to deliver the science – how to continually push the boundaries in pursuit of breakthroughs.
- Identifying the model for the next 20 years – and how to resource it.

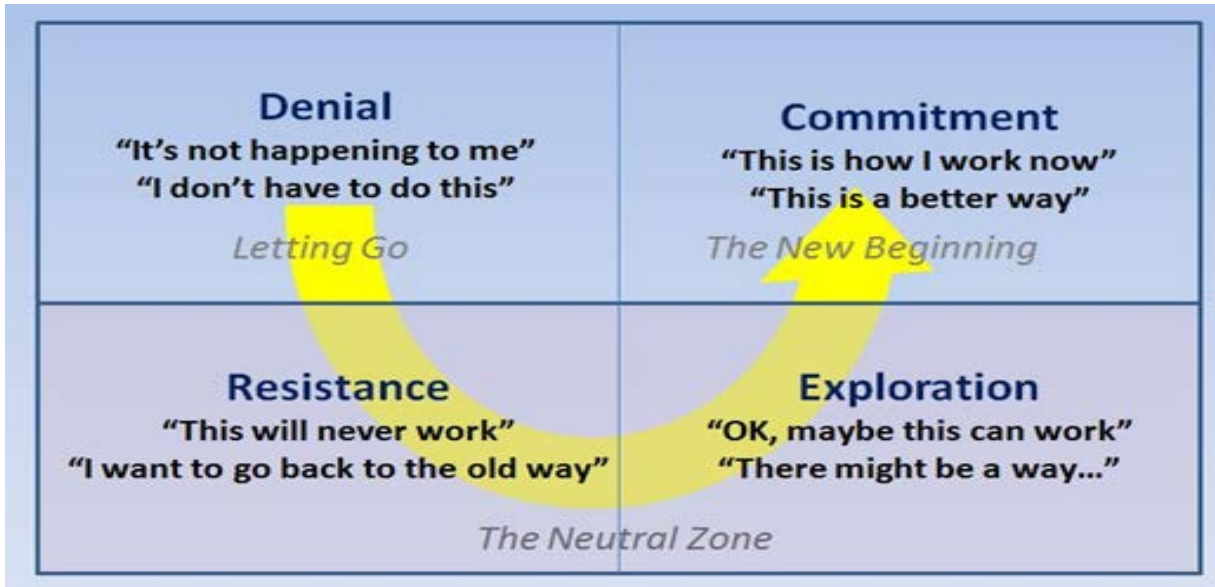
Where are the opportunities?

- With a maturing of the grower group model and recognition of its importance **how can the model further evolve** to advance WA agriculture?
- Shifting landscape in **how research funds are spent**: brings new opportunities in research and extension.
- **Corporate partnerships** and engagement with the commercial sector.
- Emerging opportunities in agriculture, horticulture, and protein (meat) production with forecast demand growth brings new **demand for knowledge**.
- **Digital disruption** and the speed of technology change and adoption is an opportunity for groups in an education/extension/test case role.
- **Communication technologies** and mediums are evolving to enable more direct, personalised, tailored, up to the minute communication with members.

What we need to ask ourselves:

1. What is the Grower Group model really good at?
2. What detracts from success or absorbs effort, resources, funding?
3. What will a Grower Group need to offer members in 10 years' time?
4. Can Groups better collaborate, align, specialise their functions / activities?
5. Can the information and knowledge generated be better managed to benefit the wider industry?
6. Why don't farmers join a local Group?
7. How to grow membership numbers?
8. Do members contribute what the value is worth? Why won't they pay more?
9. How can the return to members value proposition be made more tangible, better recognised?
10. How can Grower Groups demonstrate their credibility and value to sponsors, funders, the media, government?

Transformational change – what does it mean?



- Creating an inspiring vision of the future.
- Motivating people to buy into and deliver the vision.
- Building stronger, trust-based relationships with the region.

Sweeter Banana Co-operative

26 growers successfully building sustainability of an industryachieved collectively through:



- 🍌 Long term vision
- 🍌 Determination
- 🍌 Leadership
- 🍌 Great women driving change
- 🍌 Hard work
- 🍌 Self insurance
- 🍌 Networking and 'co-operation'



- 🍌 Belief in their product
- 🍌 Taking control of their destiny
- 🍌 Use the best external people
- 🍌 Control the supply chain
- 🍌 Continuous Process Review
- 🍌 Transparency

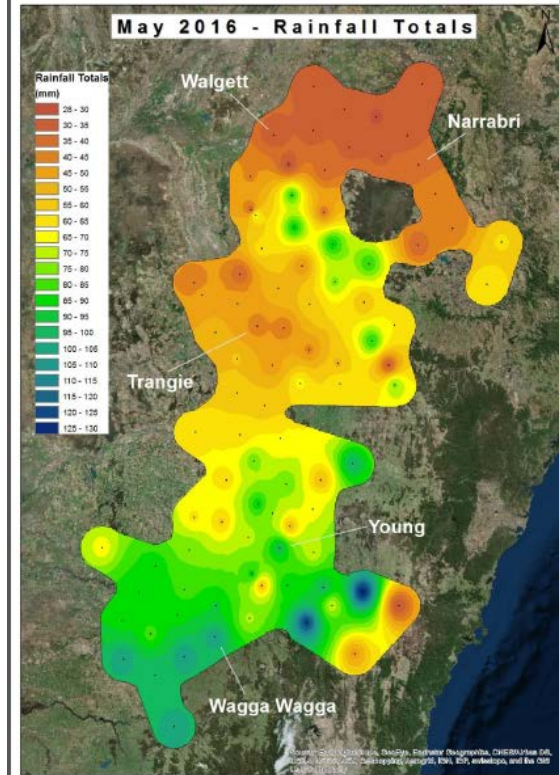
Grower Group R&D Grants

Grower Group	Project title	Funds
Mingenew Irwin Group	Increased production for the beef/cattle supply chain in WA	\$475 700
West Midlands Group	Building a robust lynchpin for higher value in the WA beef supply chain: linking pastoral beef to high value markets through new background systems	\$499 700
Evergreen Farming	Supplying out-of-season Merino Lamb to the world	\$450 000
WA Meat Marketing Cooperative	Improving WA lamb and sheep meat carcass compliance to meet market specifications	\$30 000
Merredin and District Farm Improvement Group (MADFIG)	Investment opportunities in the sheep meat supply chain through a facilitated process of transformational change for eastern wheatbelt farm businesses	\$418 100

Delta Ag – Delta Area wide Network



Commercial Subscription
Service



DAFWA Future Directions Report

In July the DAFWA Stocktake and Future Directions Review was completed and the Report was delivered to the Minister:

Key Principles:

- Science and innovation underpin DAFWA's capacity to ***develop and defend*** Western Australian agriculture and food.
- All activities will be done in partnership with industry.

The Panel expects DAFWA will invest in clear strategy to deliver:

Innovative and relevant science to develop competitive and sustainable ag industries.

World class biosecurity to develop and defend food provenance, integrity and brand.

A collaborative effort across the agriculture and food sectors to deliver recognised value with a culture of excellence, integrity and service.

Pathways and opportunities for trade, and domestic and international investment.

An environment for future leaders to reinvigorate the intellectual capital of the sector.

Advocating for the agriculture and food sectors.

Improved understanding and respect between producers and consumers.

Internal management capacity to integrate and align resources to deliver a client focussed approach to engagement and implementation.

Developing Grower Group strategies

- Capitalise on the solid foundations and reputational 'brand'.
- Challenge the model: can we be leaner, reduce replication and collaborate better?
- Define and demonstrate the value: capture the skills, knowledge, relationships which are an intangible or 'walking' asset today.
- Changing funding models: farmers, government, RDCs and corporate.
- Significant change in the research environment: can we step up?
- Benchmarking activities and validating what we do to build credibility.
- Capacity building and industry integration with universities, DAFWA, corporates.
- Can we build an accessible / shared virtual knowledge bank?
- Can we capitalise on new communications technology?
- Representative capacity at State and National levels: where is our seat at the table when determining research priorities, policy and funding.

What if Groups just do more of the same?

We may be:

- Competing desperately for research funds and sponsorship.
- Drowning in data.
- Limited by human capital – ability to attract and retain staff.
- Watching memberships decline.
- Struggling to get committee members.
- Challenged by member commitment – will they pay?
- Repeating ourselves, rather than breaking new ground.

On new ground we may *'act local – resource global'*

- ✓ Purpose may broaden - RD&E plus marketing, infrastructure.
- ✓ Recognition and respect for shared investment and responsibility.
- ✓ Invest in leadership capability and capacity.
- ✓ Digital disruption
– moving from precision to decision.
- ✓ Competitive collaboration.
- ✓ Inter-operability - ***My Group*** interface knowledge bank.
- ✓ Virtual administration.

Investment
must
improve

- Profitability
- Decision making