



## **STRATEGIC PLAN (2017-2020)**

### **Vision**

To support a profitable, sustainable, competitive and innovative Australian fodder industry.

### **Mission**

AFIA is recognised and respected as the Australian fodder industry's peak body; networking, educating, influencing, innovating, communicating and developing the fodder industry's contributions, value and impact in both the domestic and export markets.

AFIA will strive to become the Australian fodder industry hub; able to connect, link and advocate across all sectors of the industry from producer to customer/end user, domestic and export, capable of delivering high-quality market intelligence, information and products.

AFIA will provide leadership and vision to the Australian fodder industry, engaging with all sectors of the fodder industry value chain to deliver a favourable business environment for members, today and into the future.

### **Values and Industry Positioning**

- Industry leader
- Informed
- Knowledgeable
- Expert
- Influential
- Credible
- Reliable
- Engaged
- Respected

### **Fodder and Fodder Products Defined**

The wide range of crop and pasture species grown that are harvested and lightly processed to facilitate both on-farm use, domestic and export trade.

An animal food source that is produced primarily to support livestock production; fodder is fed to livestock to provide nourishment to support health and enable growth and the subsequent production of animal products such as meat or milk for human consumption.

Fodder also has many non-livestock applications, particularly in various horticulture production systems and as a key input, especially straw, into Biomass production systems.

AFIA considers fodder to include the growing, manufacturing and marketing of:

1. Cereal hay (oats, wheat or barley).
2. Straw (the dried, yellow stems of cereal crops).
3. Pasture hay which may comprise any number of grass varieties including rye grass or clover.
4. Lucerne hay (often referred to as alfalfa, especially in North America).
5. Vetch hay.
6. Silage (fodder prepared by compressing and fermenting green forage crops under anaerobic conditions).

### **The AFIA Australian Fodder Industry Value Chain and Stakeholders**

Seed Developers / Sellers

Growers

Farmers

Traders

Contractors

Transporters

Exporters

Agronomists

Equipment Manufacturers / Retailers

Consumable Suppliers (i.e. chemical, fertiliser, inoculants, twine, wrap, etc.)

Fodder Storage Manufacturers and Retailers

Fodder Testing Laboratories

Customers inc. End User Industries (e.g. Dairy Australia, MLA, GRDC, AWI, ALFA, etc.)

Government & Researchers inc. R&D (e.g. DAWR, AgriFutures Australia, Austrade).

## **(1) Protecting and Promoting the Australian Fodder Industry**

### The Strategic Priority

Ensuring the Australian fodder industry maintains a dedicated, independent and trustworthy voice with a core focus on protecting and promoting industry activity from an industry-good perspective.

### Imperative

If AFIA did not exist, it is likely that a significant number of industry-good services delivered to the national fodder industry by AFIA would no longer exist or would be unavailable; that is, there is no immediately recognisable, substitute organisation or industry body that would necessarily (and certainly not immediately) step in to take over the industry-good services delivered by AFIA if it no longer existed. AFIA needs to communicate more effectively the unique nature of its role, responsibilities and services and why these are imperative to retain to protect the long-term benefit of the national fodder industry.

### Goals

1. Protect the Australian fodder industry's reputation as profitable, sustainable, competitive and innovative.
2. Promote the Australian fodder industry as profitable, sustainable, competitive, innovative and imperative in underpinning the successful production of other agricultural commodities.
3. Promote AFIA as an industry and member-centric organisation focused on the delivery of relevant and demonstrably valuable information services on behalf of the national fodder industry.

### Programs

1. AFIA builds and retains a reputation as the most reliable, independent source of industry information, intelligence and analysis through the periodical delivery of industry information and analysis including the hay report and a monthly fodder export analysis.
2. Annually AFIA undertakes a comprehensive survey of its members via a targeted questionnaire which will seek to understand the future direction of the industry in terms of key measures including production, capital investment and opportunities/threats. This information will be analysed and collated into an Annual Fodder Situation & Outlook report.
3. AFIA works collaboratively with and supports other industry organisations/associations (e.g. Dairy Australia and its Regional Development Programs (RDP's), the Grasslands Society, dairy manufacturers/processors, etc.) to further understanding of the national fodder industry and the role of AFIA.
4. Developing an issues/crisis management framework which will enable the industry to work together in unified collaboration to respond to any issues/threats.

### Outcomes

1. AFIA is recognised as the most reliable and credible source of information and analysis on the national fodder industry and is consistently sought out by government, the media and other agricultural industries/organisations to provide balanced and credible information, analysis and outlook for the national fodder industry.

## **(2) Membership Growth and Engagement**

### The Strategic Priority

As a member-based organisation, AFIA exists to represent the collective interests of the national fodder industry, undertaking industry-good programs, activities and resource investments that have the potential to deliver the greatest benefit to the greatest number of members across the national fodder industry value chain.

AFIA needs to establish a reputation of credibility and indispensability, delivering expertise and influence combined with strong mutual inclusion within the national fodder industry.

### Imperative

- The AFIA membership base represents the single largest source of income for the organisation, annually.
- Growing AFIA membership broadens the reach and impact of AFIA's activities for the greatest industry-good and establishes a reputation for the organisation as a proactive, engaged and effective peak industry body, delivering demonstrable value to the industry.

### Goals

1. Increased industry engagement to improve the recognition and understanding of the value proposition for AFIA membership employing direct representation (e.g. National Fodder Conference, Industry/Grower Days, Field Days, etc.) as well as traditional media, social media and the AFIA website.
2. Grow AFIA membership annually.
3. Reductions in the annual attrition of members not renewing their AFIA membership.

### Programs

1. Implement a new Customer Relationship Management (CRM) system to record, profile, track and analyse the AFIA membership more effectively.
2. Redevelop the AFIA website to enhance the timely delivery of information and services to AFIA stakeholders, particularly members.
3. Producing a limited range of AFIA branded merchandise, available for sale, which assists in developing the profile of AFIA and the national fodder industry.

### Outcomes

- Net increases in annual membership numbers and income as a consequence of delivering growth in new membership and delivering reductions in annual membership attrition.
- Discernibly higher activity and profile for AFIA within the national fodder industry and amongst the broader Australian and international agricultural landscapes.

### **(3) Sponsorship Growth and Engagement**

#### The Strategic Priority

AFIA's sponsors, in addition to providing significant financial support to the organisation, provide another important conduit into the national fodder industry for AFIA's programs and services. Sponsors are also beneficiaries of the industry good, collective action that AFIA delivers on behalf of the national fodder industry. Maintaining and building mutually beneficial relations with existing sponsors, as well as seeking out potential new sponsors, provides AFIA with another important pathway into the fodder industry to build awareness, understanding, support and impact for its work.

#### Imperative

- Without sponsors, AFIA's annual financial security would be compromised.
- Without AFIA, companies with a strong commercial interest in the fodder industry would have reduced opportunity to participate in industry-good activities and events, such as the National Fodder Conference, and to present their products and services to a wide range of potential customers.

#### Goals

1. Maintain the existing suite of AFIA sponsors at similar, existing levels of support.
2. Grow the overall AFIA sponsorship base and as a result, the annual sponsorship revenue income.
3. Laterally consider and pursue other potential sponsorship arrangements that may be indirect to the national fodder industry.

#### Programs

1. Coordinate and deliver the National Fodder Conference providing AFIA sponsors with a unique opportunity to showcase their products and services to a dedicated national fodder industry audience annually.
2. Develop an annual sponsor's survey to improve AFIA's understanding of the drivers for AFIA sponsorship as well as the potential threats and opportunities to the sponsorship base and income.
3. Manage and deliver an annual sponsors lunch to articulate AFIA's gratitude to our sponsors and to provide an informal forum to reinforce the importance of AFIA's role and service delivery to the national fodder industry.
4. The CEO to undertake annual sponsor reviews directly with each sponsor representative, post the annual National Fodder Conference, to ensure the outcomes of the sponsorship arrangement are being delivered upon.

#### Outcomes

1. Annual increases in sponsorship revenue income.
2. Increased levels of participation by sponsors in the National Fodder Conference as demonstrated by increased numbers of sponsor trade displays, increased numbers of sponsor personnel attending the conference and/or the increased use of the conference by sponsors to launch new products.
3. High levels of participation and response to the annual sponsor survey.

## **(4) Marketing, Communications and Extension**

### The Strategic Priority

To successfully position itself as credible and valued, AFIA must accelerate the marketing, communications and extension of its programs and activities to maximise awareness and recognition of its role and value within the national fodder industry. Without proper attribution and awareness, AFIA risks becoming irrelevant and transparent to the industry it is there to represent and serve.

### Imperative

- AFIA loses attribution and as a result, awareness and appreciation for the recognised value from the industry good development activities it undertakes.
- The national fodder industry loses a critical advocacy and leadership role and risks the loss of awareness and advocacy programs for the industry.
- In the absence of marketing, communications and extension activities, AFIA will lose existing members and sponsors and will increasingly find it difficult to attract new members and sponsors.

### Goals

1. AFIA becomes recognised and synonymous as the peak industry body and advocate for the national fodder industry.
2. The national fodder industry continues to grow in terms of its social, economic, political and financial impact and contributions and is regarded as a strategic partner by other agricultural commodity groups including dairy, beef and other intensive industries.
3. Exports of Australian fodder products continue to grow in volume and value terms.

### Programs

1. Actively engage with traditional media channels through establishing direct relationships and connections with targeted media contacts (i.e. rural/agricultural journalists) and making the organisation available on request via the CEO/Chair for media interviews/comment.
2. Producing and distributing regular, high-quality media releases on the national fodder industry and AFIA activities.
3. Utilising AFIA's social media channels (Twitter, Facebook and Instagram) to support traditional media activity (e.g. media releases) and to expand the promotion of AFIA's activities, programs and industry engagement.
4. Identifying and participating in relevant industry events, including field days and using these events to market the value proposition of AFIA membership.
5. Developing and delivering AFIA specific, targeted Industry/Grower Days (at least two per annum) that seek to engage, develop and extend the transfer of knowledge and skills throughout the industry.
6. Delivering a National Fodder Conference annually that is recognised as relevant, innovative, thought-provoking and stimulating.
7. Producing regular high-quality, informative communication products such as Focus on Fodder and the Member Update to keep all AFIA stakeholders aware of programs, services, initiatives and outcomes.
8. Production and distribution of a range of marketing, communications and extension materials that supports AFIA's programs and initiatives and enhances understanding of the national fodder industry and addresses specific issues. These materials will include an AFIA Corporate Brochure, a suite of Fact Sheets addressing specific industry concerns/issues (i.e. safety, transport, feed testing, Fodder Care, Fodder Safe, exporting, etc.) a fodder industry image library and an AFIA YouTube channel.

### Outcomes

- Increased interest in the national fodder industry resulting in increased membership for AFIA.
- Increased traffic to the AFIA website.
- Increased levels of patronage at AFIA events and activities, including Industry/Grower Days and the National Fodder Conference.
- Increases in enquiry to AFIA for information and comment on the national fodder industry, especially from the media and government.

## **(5) Industry Stakeholder Engagement**

### The Strategic Priority

To deliver value and outcomes for the national fodder industry, AFIA must seek to drive change by working collaboratively with other stakeholders across a diverse range of segments within and outside the national fodder industry value chain. By developing working groups/committees with shared goals and initiating projects to define key issues and from there, strategies to address these issues, positive change can be achieved.

### Imperative

- Factors negatively influencing or inhibiting the growth and success of the national fodder industry continue unchecked, opportunities are overlooked and threats requiring action are missed.
- The national fodder industry remains a recipient or casualty of unwanted change and not a proactive force for positive change.

### Goals

1. AFIA is recognised as an integral stakeholder in all discussions on matters impacting the national fodder industry, particularly any regulation changes.
2. AFIA is able to help drive outcomes which will deliver the greatest benefit to the national fodder industry.
3. AFIA cements its reputation as the number one source of expert knowledge and influence on all matters relating to fodder.

### Programs

1. AFIA establishes working groups/committees (if not already in existence) to drive strategic influence and positive change across the key industry portfolios of:
  - Transport
  - Laboratory Feed Testing (i.e. QEC)
  - Safety
  - Export
  - Contractors.
2. AFIA takes on a leadership position on behalf of the national fodder industry to work with government (federal, state and as required, local) to build awareness and champion positive change to the environment in which AFIA's members operate.
3. AFIA establishes closer working relationships and mutual understanding with those industries reliant upon fodder products, especially through their respective levy funded organisations (e.g. Dairy Australia, MLA, GRDC, AWI, APL, etc.), to comprehensively understand how the fodder industry may work collaboratively to deliver improved outcomes for these industries.
4. AFIA establishes closer working relationships and mutual understanding with other industry associations, including the Australian Agricultural Contractors Association Inc., Grasslands Society, etc. to comprehensively understand how the fodder industry may work collaboratively to deliver improved outcomes for these industries.

### Outcomes

- Generating positive change through shared strategic outcomes which will improve the operating environment for all AFIA members.
- Increased awareness of AFIA and its role within the national fodder industry and agriculture generally.
- AFIA builds and retains a reputation as the most reliable, independent source of industry information, intelligence and analysis on the national fodder industry and as a strategic, mutual partner in delivering progressive change.