

Protected Cropping Australia Strategy Document

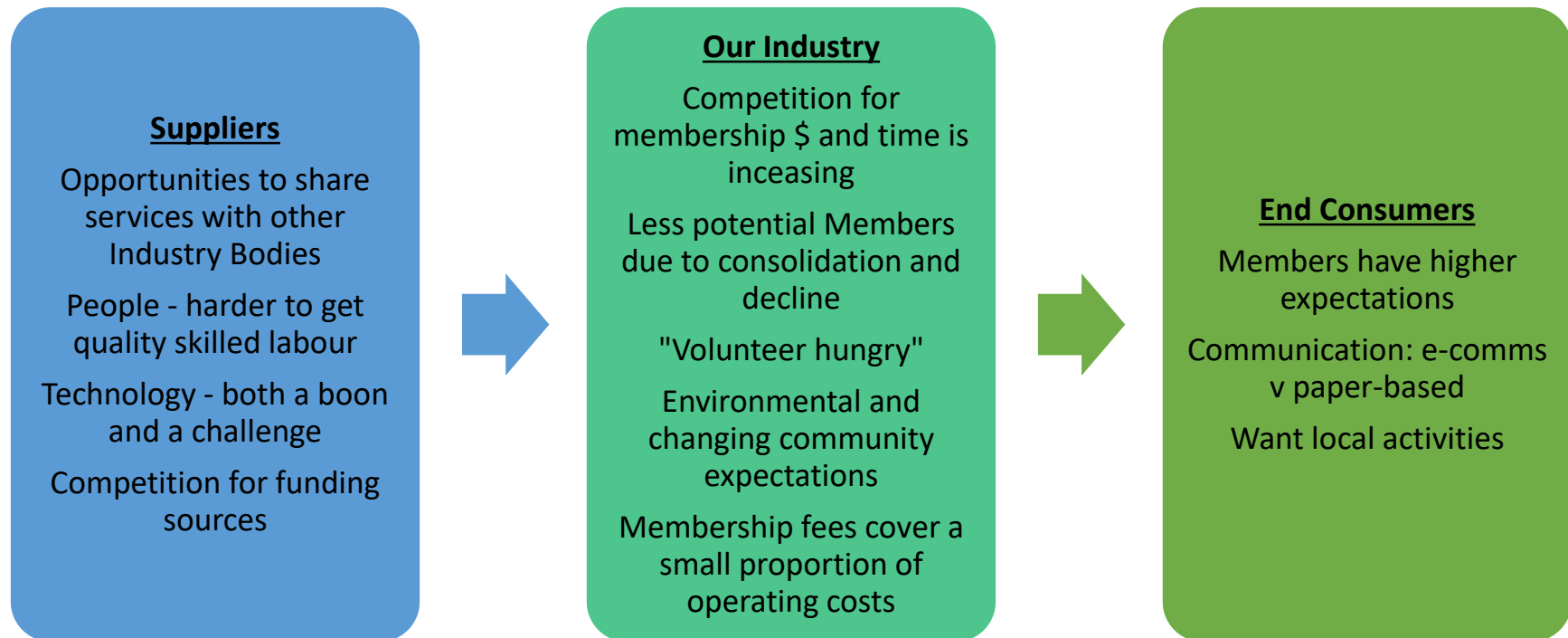
Russell Cummings - Shift Pty Ltd

Stamford Hotel, Sydney
26 February 2018



SHIFT

Business Environment Scan



Our Vision

PCA represents businesses utilising protected cropping and advanced technological growing systems in Australia and New Zealand.

Delivering value to our members is our priority to ensure they are:

- Engaged
- Informed
- Innovative
- Inspired
- Connected, and
- Profitable

Our Mission

Our Mission is to add value to members by promoting and supporting all forms and aspects of protected cropping and advanced technological growing systems to make our industry innovative, relevant, progressive and prosperous for the ultimate advancement of Australian and New Zealand horticulture.

Culture Statement

The Directors of the Board of the Protected Cropping Australia organisation will:

- Put members first
- Genuinely care for the members
- Deliver outcomes and value for members

Through a culture of:

- Integrity
- Credibility
- Transparency
- Leadership

While keeping the Mission and Vision of the Protected Cropping Australia in mind at all times.

	Area	Objective	Key Results	Measures & Targets
Our Objectives	Membership	Grow our membership base	Member numbers Member balance	1,000 members 50:50 = Grower: Allied
	Processes	To be efficient and effective in our operations	Streamline administration Reduce Service cost/member	
	People	Leverage the expertise in our membership base	Volunteer Contribution Paid Employees External Directors	Volunteer hours 1-3 1-2 on board
	Finance	Profitable and cashflow positive	Multiple Income Streams Cash Buffers	\$200K+ per annum >\$200K in reserve

Our Competitive Strategy	We will succeed by connecting our growers to relevant information, technology and innovation.
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PCA – 3 to 5 Year Plan

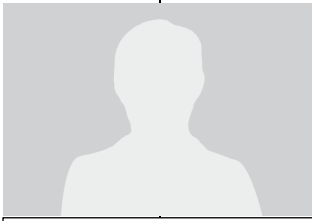
Key Issues	Big Rocks	Description	Key Measures
	1. Grow our Membership	Grow our membership numbers	1,000 members at 50:50 = grower:allied
	2. Grow our Revenue	Increase revenue at PCA to deliver more value to members	\$200K per annum
Where			
	3. Improve our Member Resources	Build the amount of online resources available to members	No. webinars, videos, articles Member participation in events
	4. Improve our Systems & Processes	Improve efficiency and productivity at PCA	Cost per member served
Big Rocks	Strategies		Resources, People, Capital
1. Grow our Membership	1.1. Restructure memberships and prices 1.2. Promote to Provisionals and Associates 1.3. Develop and implement PCA Marketing Plan 1.4. Build relationships with other related Industry Associations 1.5. Engage our Allied Trade Members and Growers to recruit new members		Constitutional Lawyer Extraordinary General Meeting Marketing Pack for new members
2. Grow our Revenue	2.1. Generate more sponsors 2.2. Run paid training/workshop events 2.3. Extension of new R&D 2.4. Build our Conference Revenue 2.5. Funded Projects 2.6. Business opportunities with margins		Virtual Assistants/Outsourced Grant Application Writer
3. Improve our Member Resources	3.1. Collaborate with other Associations to share information 3.2. Provide Scholarships 3.3. Develop a Webinar Program 3.4. Create a Program of Study Tours 3.5. Build activity on social media		Access to GotoWebinar, Zoom or similar
4. Improve our Systems & Processes	4.1. Develop policies and processes 4.2. Ensure improved Board Processes & Systems 4.3. Investigate assistant for Saskia 4.4. Appoint more Directors and Sub-Committees 4.5. Rework the Constitution		Constitutional Lawyer

Objectives Big Rocks	1. Grow our Membership	2. Grow our Revenue	3. Improve our Member Resources	4. Improve our Systems & Processes
1. Grow our membership base	1.2. Promote to Provisionals and Associates		3.2. Provide Scholarships	
2. To be efficient and effective in our operations	1.3. Develop and implement PCA Marketing Plan			4.1. Develop policies and processes 4.3. Investigate assistant for Saskia 4.5. Rework the Constitution
3. Leverage the expertise in our membership base	1.4. Build relationships with other related Industry Associations 1.5. Engage our Allied Trade Members and Growers to recruit new members	2.2. Run paid training/workshop events 2.3. Extension of new R&D	2.4. Build our Conference Revenue 3.1. Collaborate with other Associations to share information 3.3. Develop a Webinar Program 3.4. Create a Program of Study Tours 3.5. Build activity on social media	4.2. Ensure improved Board Processes & Systems 4.4. Appoint more Directors and Sub-Committees
4. Profitable and cashflow positive		1.1. Restructure memberships and prices 2.1. Generate more sponsors 2.5. Funded Projects 2.6. Business opportunities with margins		

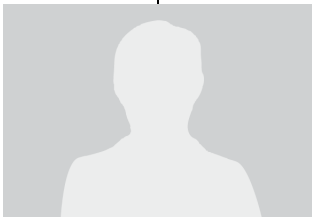
Annual Operating Plan

Key Issues	Big Rocks	Description	Key Measures		
	1. Grow our Membership	Grow our members	1,000 members at 50:50 = grower:allied		
	2. Grow our Revenue	Increase revenue at PCA to deliver more value to members	\$200K per annum		
Where					
	3. Improve our Member Resources	Build the amount of online resources available to members	No. webinars, videos, articles Member participation in events		
	4. Improve our Systems & Processes	Improve efficiency and productivity at PCA	Cost per member served		
Big Rocks	Strategies	Actions	Who?	When?	Resources, People, Capital
1. Grow our Membership	1.1. Restructure Memberships & Prices 1.2. Promote to Provisionals & Associates 1.3. Develop & implement PCA Marketing Plan		Saskia Nam		Constitutional Lawyer Extraordinary General Meeting
2. Grow our Revenue	2.1. Run paid training/workshop events 2.2. Build our Conference Revenue 2.3. Funded Projects		Nicky /Tony Jonathan Emily		Virtual Assistants/Outsourced
3. Improve our Member Resources	3.1. Develop a Webinar Program		Mark		Access to GotoWebinar, Zoom or similar
4. Improve our Systems & Processes	4.1. Ensure improved Board Processes & Systems 4.2. Appoint more Directors and Sub-Committees 4.3. Rework the Constitution		Matt Jonathan		Constitutional Lawyer

Appendix A – Who are our Customer Avatars?

Frustrations	Wants
<ul style="list-style-type: none"> • Not knowing where to source info • Unwilling to share info • Market access and industry information • Challenges with capital/infrastructure • Access to skilled labour • Being “price takers” 	<ul style="list-style-type: none"> • Fair prices • Freight assistance • Skilled staff • Part of community • ROI • Support from all level of government • Effective biosecurity • Less wastage • Competitive labour costs
Demographics	Identity
<ul style="list-style-type: none"> • 30 to 60 years old • Specialists in 1-2 crops • Strong technical ability • Located on urban fringe • Tertiary education 	<ul style="list-style-type: none"> • Innovative, forward looking • Low tech operations • Hard workers • Range of ethnic backgrounds • Family business
 <p data-bbox="894 930 1203 979">GROWER: Charlie</p>	
Fears	Aspirations
<ul style="list-style-type: none"> • Crop failure • Business failure 	<ul style="list-style-type: none"> • Sustainable business • Financial freedom

Who are our Customer Avatars?

<p>Frustrations</p> <ul style="list-style-type: none"> • Not enough growers/markets • Geographic spread • Budget-driven growers – cashflow • Product importation lead times/challenges • Product risk – crop failure 	<p>Wants</p> <ul style="list-style-type: none"> • More sales • Growing industry • Profitable growers • Access to growers
<p>Demographics</p> <ul style="list-style-type: none"> • 25 to 60 years old • Corporate, city locations • Sales driven • Tertiary education 	<p>Identity</p> <ul style="list-style-type: none"> • Good communicators • Good network – linkages • Specialised services and products
 <p>ALLIED: Nam</p>	
<p>Fears</p> <ul style="list-style-type: none"> • Not being paid 	<p>Aspirations</p> <ul style="list-style-type: none"> • Growing, viable sales pipeline

Appendix B – Membership Levels, Costs and Value Proposition

Membership Levels

- Individual Member – 1x vote - \$250 per annum
- Corporate Member – 5 x votes - \$1,000 per annum – 5 participants
- Student Member – no vote - \$50 per annum

Individual Member Packages

Base

- Magazine subscription
- Member discounts to events/conferences
- Discounts to services/products
- Member only area
- Access to online training

Options

- HR/IR Services
- Conference fees included – discounted for pre-payment
- 2-year membership options

Comments: Current membership fees revolve around the subscription to the magazine and access to the Conference. PCA must build “real” value for members into their packages. Supplier discounts, while valid, are only of value if I want to use that particular supplier. Focus on the strategy of connecting our members to information, technology and resources. This will potentially include many of the items included in the Product Surround Model (see below) like: online training, webinars, field days and workshops, templates, videos and adding a member registry to the PCA website.

Appendix C – Product Surround Model

