

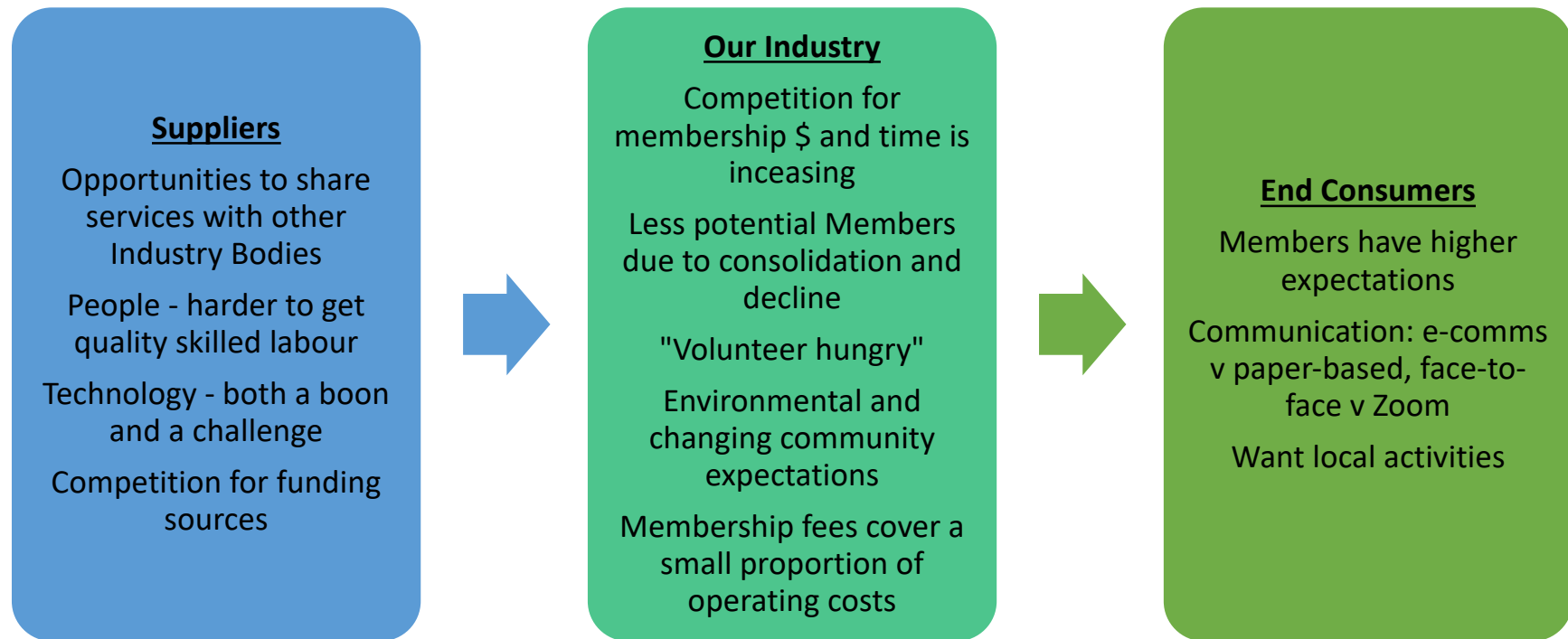
# Protected Cropping Australia Strategy – June 2023

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## Business Environment Scan



## Our Vision

PCA represents businesses utilising protected cropping and associated 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

PCA is committed to improving the business environment in which growers operate, through the value chain and the regulatory environment, and by providing pathways to practical outcomes for members, including continuous improvement in horticultural production systems, marketing and business.

## Culture Statement

PCA 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 PCA in mind at all times.

	Area	Objective	Key Results	Measures & Targets
Our Objectives	Membership	Grow our membership base	Member numbers Member balance	2050 members by June 2023- 550 paid, 60 Corporate, 1500 subscriber 50:50 = Grower: Allied
	Marketing	Increased representation	PCA is a recognised credible and representative organisation by governments, stakeholders, and other national and state-based industry bodies	Number of new partnerships with Government and key stakeholders
	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	Diversify income streams Cash buffers	\$200K+ per annum >\$200K in reserve

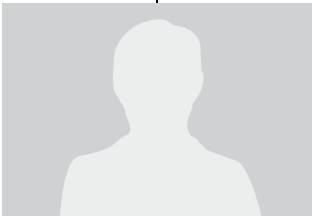
### Our Competitive Strategy

We will succeed by connecting our growers to relevant information, technology and innovation.

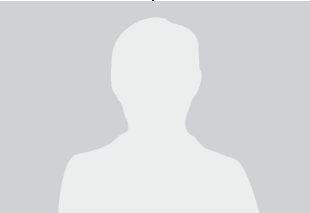
## PCA – 3 to 5 Year Plan

Key Issues	Big Rocks	Description	Key Measures
Membership growth Competition for member \$ and time Changing expectations from members and the community	1. Grow our membership	Grow our membership numbers	2050 members by June 2023 at 50:50 = grower : allied
	2. Improve our recognition	PCA is a recognised credible and representative organisation by governments, stakeholders, and other national and state-based industry bodies	Ability to influence government decisions (analysis of outcomes) Responsiveness to issues (analysis of activities) Perceived value by members (survey) Viewed as strong and influential by stakeholders (survey)
	3. Diversify and grow our revenue	Increase revenue at PCA to deliver more value to members	\$200K per annum
<b>Where</b>			
Growth in membership numbers – 2050 members by June 2023 Increased value to members Improved PCA profile	4. Improve our member resources	Build the amount of online resources available to members	No. webinars, videos, articles Member participation in events
	5. Improve our systems & processes	Improve efficiency and productivity at PCA	No. of policies and procedures developed and implemented
<b>Big Rocks</b>	<b>Strategies</b>		<b>Resources, People, Capital</b>
1. Grow our membership	1.1. Implement PCA marketing plan 1.2. Build relationships with other related industry associations 1.3. Develop a New Zealand membership plan		Membership Pack for new members
2. Improve our recognition	2.1. Collaborate with other Industry Groups to drive industry priorities 2.2 Develop proactive submissions on key industry issues 2.3 Develop reactive submissions on key industry issues		
3. Diversify and grow our revenue	2.1. Grow business partnership income 2.2. Run paid training/workshop events 2.3. Extend of new R&D 2.4. Build conference revenue 2.5. Deliver funded projects 2.6. Investigate business opportunities with margins		
4. Improve our member resources	3.1. Collaborate with other associations to share information 3.2 Support scholarships 3.3. Develop a webinar program 3.4. Create a program of study tours 3.5. Build activity on social media 3.6. Make training resources available to members 3.7. Use our website as an interactive delivery point		No. of webinars delivered, no. of webinar participants
5. Improve our systems & processes	4.1. Enhance policies and processes 4.2. Ensure improved board processes & systems 4.3. Ensure appropriate resources to meet organisational needs 4.4. Review our board and sub-committee structures 4.5. Ensure our constitution remains relevant 4.6. Develop relevant succession plans for board and PCA team 4.7. Establish measurement systems for the strategic plan		

## Appendix A – Who are our Customer Avatars?

Frustrations	Wants
<ul style="list-style-type: none"> <li>• Not knowing where to source info</li> <li>• Unwilling to share info</li> <li>• Market access and industry information</li> <li>• Challenges with capital/infrastructure</li> <li>• Access to skilled labour</li> <li>• Being “price takers”</li> </ul>	<ul style="list-style-type: none"> <li>• Fair prices</li> <li>• Freight assistance</li> <li>• Skilled staff</li> <li>• Part of community</li> <li>• ROI</li> <li>• Support from all levels of government</li> <li>• Effective biosecurity</li> <li>• Less wastage</li> <li>• Competitive labour costs</li> </ul>
Demographics	Identity
<ul style="list-style-type: none"> <li>• 30 to 60 years old</li> <li>• Specialists in 1-2 crops</li> <li>• Strong technical ability</li> <li>• Located on urban fringe</li> <li>• Tertiary education</li> </ul>	<ul style="list-style-type: none"> <li>• Innovative, forward looking</li> <li>• Low tech operations</li> <li>• Hard workers</li> <li>• Range of ethnic backgrounds</li> <li>• Family business</li> </ul>
 <p data-bbox="898 938 1207 992">GROWER: Charlie</p>	
Fears	Aspirations
<ul style="list-style-type: none"> <li>• Crop failure</li> <li>• Business failure</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable business</li> <li>• Financial freedom</li> </ul>

## Who are our Customer Avatars?

Frustrations	Wants
<ul style="list-style-type: none"> <li>• Not enough growers/markets</li> <li>• Geographic spread</li> <li>• Budget-driven growers – cashflow</li> <li>• Product importation lead times/challenges</li> <li>• Product risk – crop failure</li> </ul>	<ul style="list-style-type: none"> <li>• More sales</li> <li>• Growing industry</li> <li>• Profitable growers</li> <li>• Access to growers</li> </ul>
Demographics	Identity
<ul style="list-style-type: none"> <li>• 25 to 60 years old</li> <li>• <del>Corporate, city locations</del></li> <li>• Sales driven</li> <li>• Tertiary education</li> </ul>	<ul style="list-style-type: none"> <li>• Good communicators</li> <li>• Good network – linkages</li> <li>• Specialised services and products</li> </ul>
 <p data-bbox="898 831 1205 883">ALLIED: Nam</p>	
Fears	Aspirations
<ul style="list-style-type: none"> <li>• Not being paid</li> </ul>	<ul style="list-style-type: none"> <li>• Growing, viable sales pipeline</li> </ul>

## Appendix B – Membership Levels, Costs and Value Proposition

To increase value for our existing Members, and to encourage new growers and allied trade Members to come on board, PCA has increased tangible benefits to complement its vital role of advocating on behalf of the protected cropping sector.

### Corporate (Group) Membership \$1000 +GST

Save \$100s or \$1000s on advertising, trade exhibits, tours, etc.

- First offer to sponsor Member events, tours and educational activities
- 5 individual memberships (for the price of 4) and up to 10 subscriber memberships ... which means that Soilless Australia magazine and regular PCA news and updates are distributed directly to five nominated recipients in your organisation; and you can share the online benefits with up to 10 other members of your team, or partners such as clients or suppliers.
- Corporate logo on PCA website – partner page
- **50% discount** to advertise in Undercover (PCA's e-newsletter) and commercial e-mailouts to members
- **15% discount** on registrations for to PCA tours, workshops, training and educational programs
- **10% discount** on Soilless Australia advertising rates
- **10% discount** on trade exhibition sites for PCA conference
- Access to **PCA Members Only** website area – including back issues of Soilless Australia magazine
- Discounted registrations to PCA and other industry conferences
- Discounted water and nutrient laboratory analysis at AgVita Analytical Centre

### Individual Membership - \$250 + GST

- Individual Membership – including hard copy of quarterly Soilless Australia magazine and regular PCA news and updates
- **10% discount** on registrations for to PCA site tours, workshops, training and educational programs
- **15% discount** to advertise in Undercover (PCA's e-newsletter) and commercial e-mailouts to Members
- **5% discount** on Soilless Australia advertising rates
- **5% discount** on trade exhibition sites for PCA Conference
- Access to **PCA Members Only** website area – including back issues of Soilless Australia magazine
- Discounted registrations to PCA and other industry conferences
- Discounted water and nutrient laboratory analysis at AgVita Analytical Centre

### Student Membership - \$50.00 + GST

- Individual Membership – including **e-copy of quarterly Soilless** Australia magazine and regular PCA news and updates



- **5% discount** on registrations for to PCA site tours, workshops, training and educational programs
- Discounted registrations to PCA and other industry conferences
- FREE eBook “Basis Principles of Protected Cropping”

#### **Subscriber – Free**

- Regular PCA e-news and updates, and access to Soilless Australia sample e-copies
- Industry networking opportunities
- Invitations to PCA conferences, site tours, workshops, training and educational programs

#### **DIRECT DEBITS NOW AVAILABLE**

Members can now pay fees on an annual or monthly basis via direct debit system.

For enquiries about membership, please email [business@protectedcropping.net.au](mailto:business@protectedcropping.net.au) or call Jo Archer 0417 114 311.

Membership details and application form - <https://protectedcropping.net.au/become-a-member/>

## Appendix C – Product Surround Model

