Producing a Strategy that Produces Results

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Innovatively advancing farm management
Strategy that Achieves Results

Great vision precedes great accomplishment. Whamond.
Farm Gate – 10 Fold by 2050

▪ Context
    ▪ Increase in farm gate value
      ▪ $0.94 billion
      ▪ $1.24 to $2.18 billion
      ▪ or 379% increase
  ▪ Farm gate value extrapolated
    ▪ $5.9 billion
  ▪ Farm gate value required
    ▪ $10 billion
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- Factors driving long term success
- Framing questions
- Challenges and realities
- Context
- Working groups and discussion
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- Factors driving long term success:
  - Vision
    - Understood and communicated
      - Have to try and bring it ‘alive’
    - Sustained commitment
    - Work to make it NOT be political
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- Factors driving long term success:
  - Farmer engagement
    - Who is going to do the ‘heavy lifting’?
    - Professor Kevin Smith “If no one can make a buck …”
    - ‘Top 20’ … not ‘Middle 50’
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- Factors driving long term success:
  - Leadership
    - People crave leadership and push back against it at the same time
  - Sustainability across three decades
  - Primary and secondary
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▪ Factors driving long term success:
  ▪ Youth
  ▪ Ownership
    ▪ Empower people to take ownership
      ▪ Where do I / we fit in?
      ▪ What can I / we do?
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- Factors driving long term success:
  - Investment in capital
    - Financial
    - Quantified
  - Human
  - Time and effort
  - Energy / ideas
    - Innovation … promote … not stifle!
  - Appropriate and enabling investment models
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- Factors driving long term success:
  - Accountability
    - Distribution across the entire supply chain
    - ‘Puck Hog’
  - Fluidity
  - Trust
  - Evidence
    - Execution is happening ... observed and not ‘told’
    - Return on investment is real
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▪ Framing questions:
  ▪ Not necessarily questions that need answers per se … perhaps not even possible.
  ▪ But relevant in that they should be factored into the process.
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- Framing questions:
  - Curious … How has any of your thinking evolved since the opening comments on Monday?
  - How will the breakthroughs be identified? Shared? Celebrated?
  - How do we turn Julian Cribbs “We have a wicked problem” into “We have a wicked opportunity”? 
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▪ Framing questions:
  ▪ What about strategic risk?
    ▪ What if we’ve got it wrong?
    ▪ There has always been strategic risk … but is it not now greater than ever before?
  ▪ What is the risk in an unachievable vision? The cost?
  ▪ How do we mitigate those risks?
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▪ Framing questions:
  ▪ Who are the beneficiaries at ‘2050’?
  ▪ Is the required investment going to be shared equitably?
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- Framing questions:
  - What is the significance of ‘2050’?
  - Would it make sense to think in terms of 5 or 10 year increments?
    - Evaluate / re-set … sighted on ‘2050’?
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- Challenges and realities:
  - 30+ years
  - Government
    - Leadership
    - Secondary
    - First steps have been taken
  - Sustainability through electoral change
  - Agendas and soundbytes
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▪ Challenges and realities:
  ▪ Competition for investment
    ▪ Regionalization
    ▪ Diversification
    ▪ Sectors
  ▪ Relevancy and disengagement
  ▪ Myopia
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- Challenges and realities:
  - The ship in the harbour:
    - According to Mark Allison –
      - Productivity growth has slowed considerably
      - Losing market share in relative terms
      - Under investment in R&D
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- Canadian Farm Policy
  - 2003 - 2008
    - Agriculture Policy Framework
      - Food Safety and Food Quality
      - Environment
      - Science and Innovation
      - Renewal
      - Business Risk Management
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▪ Canadian Farm Policy
  ▪ 2008 - 2013
    ▪ Growing Forward
      ▪ A profitable, innovative, competitive, market-oriented agriculture, agri-foods and agri-based products industry
      ▪ Business Risk Management
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- Canadian Farm Policy
  - 2013 - 2018
    - Growing Forward 2
      - Innovation
      - Competitiveness
      - Market Development
      - Business Risk Management
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▪ Canadian Farm Policy
  ▪ 2018 - 2023
    ▪ Canadian Agricultural Partnership
      ▪ Grow Trade and Expand Markets
        ▪ $75 billion by 2025 ($56 billion 2016)
      ▪ Advance Science with focus on Innovation and Sustainable Growth
    ▪ Enhance Collaboration and secure Public Trust
  ▪ Business Risk Management
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- Challenges
  - Federal / provincial agreements
  - Business Risk Management
  - Others
    - Farm business management
    - Relevancy
    - Regionalization
    - Sector competitiveness
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▪ Challenges
  ▪ At the farm gate, historical focus has been on supporting struggling sectors versus 10 fold-type growth
  ▪ The past 10 years …
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- Discussion and working groups
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