



Backswath
Management Inc.

Producing a Strategy that Produces Results

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Innovatively advancing farm management



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Strategy that Achieves Results

Great vision precedes great accomplishment. Whamond.



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Farm Gate – 10 Fold by 2050

- Context
 - 2005/2006 to 2015/2016
 - 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

Strategy that Achieves Results

- Factors driving long term success
- Framing questions
- Challenges and realities
- Context
- Working groups and discussion

Strategy that Achieves Results

- 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

Strategy that Achieves Results

- 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’

Strategy that Achieves Results

- 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

Strategy that Achieves Results

- Factors driving long term success:
 - Youth
 - Ownership
 - Empower people to take ownership
 - Where do I / we fit in?
 - What can I / we do?

Strategy that Achieves Results

- 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

Strategy that Achieves Results

- 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

Strategy that Achieves Results

- 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.

Strategy that Achieves Results

- 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”?



Strategy that Achieves Results

- 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?

Strategy that Achieves Results

- Framing questions:
 - Who are the beneficiaries at '2050'?
 - Is the required investment going to be shared equitably?

Strategy that Achieves Results

- 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'?

Strategy that Achieves Results

- Challenges and realities:
 - 30+ years
 - Government
 - Leadership
 - Secondary
 - First steps have been taken
 - Sustainability through electoral change
 - Agendas and soundbytes



Strategy that Achieves Results

- Challenges and realities:
 - Competition for investment
 - Regionalization
 - Diversification
 - Sectors
 - Relevancy and disengagement
 - Myopia

Strategy that Achieves Results

- 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

Strategy that Achieves Results

- Canadian Farm Policy
 - 2003 - 2008
 - Agriculture Policy Framework
 - Food Safety and Food Quality
 - Environment
 - Science and Innovation
 - Renewal
 - Business Risk Management

Strategy that Achieves Results

- Canadian Farm Policy
 - 2008 - 2013
 - Growing Forward
 - A profitable, **innovative**, competitive, **market-oriented** agriculture, agri-foods and agri-based products industry
 - **Business Risk Management**

Strategy that Achieves Results

- Canadian Farm Policy
 - 2013 - 2018
 - Growing Forward 2
 - Innovation
 - Competitiveness
 - Market Development
 - Business Risk Management

Strategy that Achieves Results

- 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**

Strategy that Achieves Results

- Challenges
 - Federal / provincial agreements
 - Business Risk Management
 - Others
 - Farm business management
 - Relevancy
 - Regionalization
 - Sector competitiveness

Strategy that Achieves Results

- Challenges
 - At the farm gate, historical focus has been on supporting struggling sectors versus 10 fold-type growth
 - The past 10 years ...

Strategy that Achieves Results

- Discussion and working groups



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