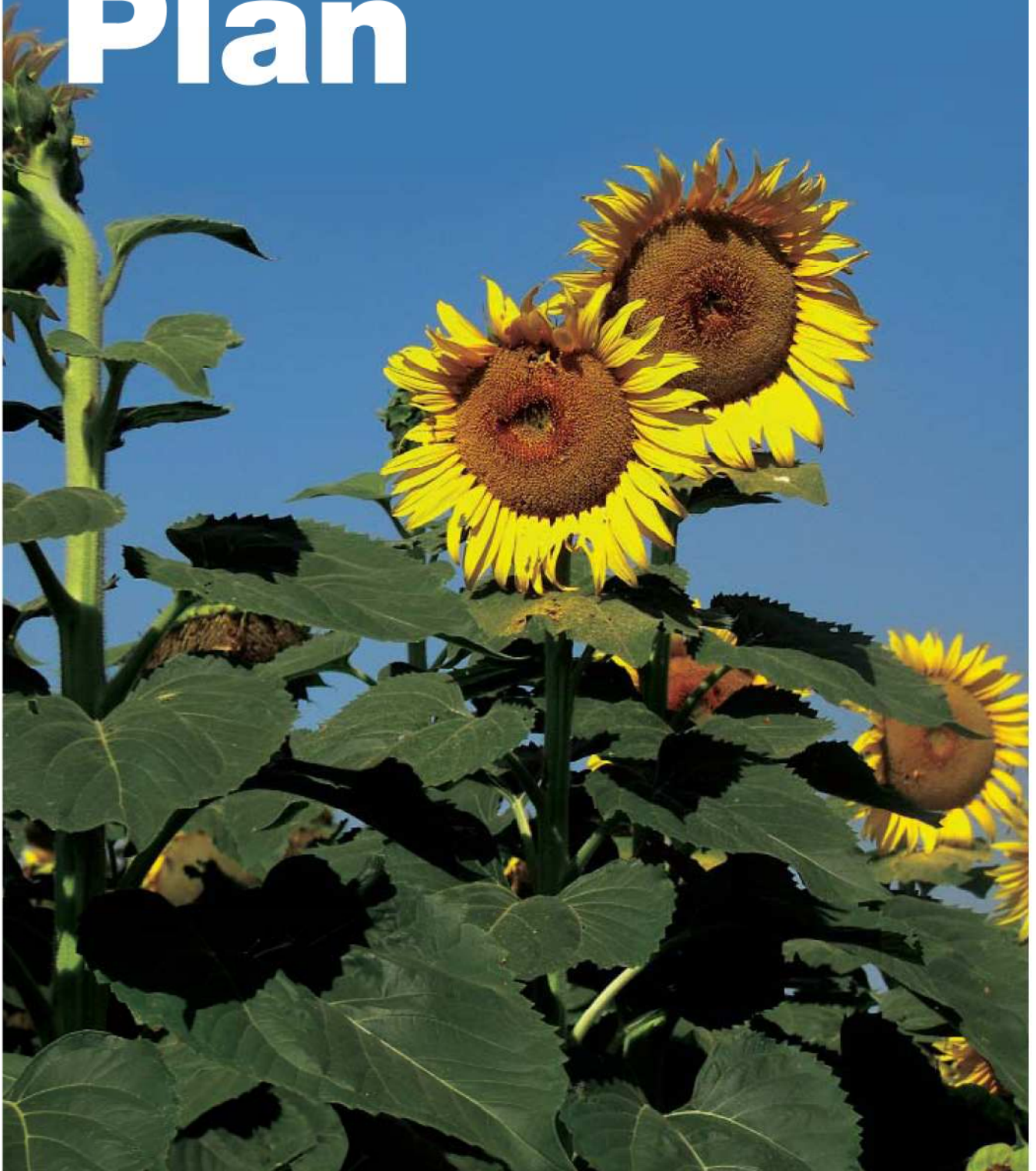


Strategic Plan



Strategic Plan Overview

The AOF Strategic Plan provides the direction for the Federation to pursue over the next planning period by setting realistic but stretching goals, supported by specific objectives, from which a 12 month and longer term activity plan is formulated. By setting the objectives for the Federation, the AOF Strategic Plan effectively sets the direction for the Australian Oilseeds Industry.

The 2015 plan was a logical 'build' on the 2010 plan, developed for the period from 2005 to 2010. While many of the core issues and opportunities remain the same, the 2015 plan has enabled a refreshed look at the issues and opportunities and has led to the formulation of 14 objectives to achieve over the coming 5 years.

Underpinning all the activities is the overriding Vision of driving the industry to be sustainable and internationally competitive.

Our Vision

An Australian oilseed industry valued at \$3.3bn, sustainable and internationally competitive, delivering a range of high value products to satisfy market demand.

The value growth will be delivered through improved productivity, quality, and product mix combined with value chain efficiency gains.

Our Mission

To provide leadership to the Australian Oilseed industry and coordinate activities that will achieve optimised profitability for all sectors of the value chain.

Our Goals

1. To provide a whole-of-value chain approach to improving industry profitability while remaining internationally competitive.
2. To improve grower capability in efficient, sustainable and profitable oilseed production across both minor and major crops.
3. To work with value chain sectors to improve the market opportunity and value for canola meal.
4. To ensure that market choice can be delivered through the value chain- from farm gate to dinner plate.
5. To contribute to the development and profitable access for Australian oilseed and derived products to all new and existing domestic and international markets.
6. To be recognised by all stakeholders as the 'go to' organisation for Australian oilseed information, strategic direction, advice and support.

5 Year Plan

Sector support for profit

Objectives:

1. Provide leadership across the value chain in addressing issues that serve to impede value creation.
2. Work cooperatively with GRDC to maintain and foster grower confidence in oilseeds as part of a properly planned broadleaf rotation.

Outcomes:

- Improved industry profitability and LT sustainability
- Increased oilseeds in crop rotation.

Industry support/ communication

Objectives:

3. Increase the proportion of canola meal in the feed ration
4. Promote Australian canola meal to the S.E. Asian markets.
5. Provide assurances to stakeholders that market choice is delivered.
6. Continue to build unity across the Value Chain
7. Provide relevant and timely response and actions when issues arise

Outcomes:

- Improved value for meal.
- Trust in the oilseeds value chain to deliver non GM

Market support

Objectives:

8. Respond quickly and appropriately to member raised market access issues.
9. Foster appropriate industry segregation protocols for new products
10. Provide the two-way end user market interface to crop sequencing group as part of Objective 2.
11. Continually lift the AOF 'offer'

Outcomes:

- More engaged membership
- AOF viewed as oilseed industry leader

Organisational capability

Objectives:

12. Market and deliver the benefits of ODF contribution
13. Continue to broaden the income base for AOF.
14. Strengthen core skills and knowledge base of ED

Outcomes:

- Stronger and more diverse income base.
- Strategically focussed organisation