



AWI Strategic Planning Workshop Summary

Wednesday, 30 January 2019, 8.00am – 3.10pm
Amora Hotel Jamison, 11 Jamison St, Sydney

Session one – the strategic planning process

- AWI's CEO, Stuart McCullough, outlined the purpose of the day was about the strategic intent of AWI and gathering an understanding from woolgrower representatives, of their priorities for AWI's activities, for the next 3-year strategic plan.
- Throughout the development of the new plan, AWI will publish updates, highlighting the drafting changes, and encouraging feedback and submissions from industry. There may be an opportunity for another workshop in May 2019 before the final plan has to be approved by the Board.
- The proposed framework for the new plan is structured around four new pillars - productivity, demand, efficiency and price - that will underpin the plan's measurement. Other changes from the current strategic plan include a new strategic section of traceability (reflecting current global trends) and consultation (reflecting the emphasis being placed on improving consultation intent following the Review of Performance). There is also a proposed shift from business and digital being a stand-alone strategic area, to providing service delivery across the company.
- The new strategic plan is due to be signed off by the AWI Board at the end of May 2019, and subsequently submitted to the government.
- AWI noted workshop participants' concern around the 'chicken and egg' situation of the strategic planning process beginning after WoolPoll, and the new plan not being available to inform woolgrowers' vote.

Session two – where we've come from; where to go from here

Dr Jane Littlejohn – *On-farm research for woolgrower profitability*

- AWI proposed to continue with its current focus on-farm in the areas of sheep health, farm automation, feedbase and fibre advocacy. *See presentation for more detail.*
- Workshop participants suggested a focus on areas including: alternatives to mulesing and continued investment in flystrike prevention; automated wool classing; genetics and genomics; shearing automation and lamb survivability. *See workshop feedback form for more detail.*

Julie Davies – *Product innovation and supply chain education extension*

- AWI has spent the last 3 years in a 'building and piloting' phase for much of the education extension portfolio (for example the online Woolmark Learning

Centre, Wool4School and Wool Resource Centres) and proposed the next 3 years will see the full roll out and expansion of programs in this area.

Proposed new product innovation areas include new processing technologies, wool shoes and high-performance socks. *See presentation for more detail.*

- Workshop participants suggested a focus on areas including: continuing the expansion of the Woolmark Performance Challenge; encouraging more students into the online education program and building the reputation of the Woolmark. *See workshop feedback form for more detail.*

Laura Armstrong – *Marketing wool to the world*

- Current marketing strategy defined into 3 areas womenswear, menswear and global campaigns. The proposed new strategy will focus on audiences - trade, business and talent development and consumers – and tailor marketing to reflect global trends. *See presentation for more detail.*
- Workshop participants suggested a focus on areas including: risks to supply chain integrity (such as child labour); measuring audience sentiment; recycling woollen cloth and garments; effectively explaining the marketing program to woolgrowers. *See workshop feedback form for more detail.*

Damien Madden – *Digital innovations*

- The proposed new digital services strategy will focus on delivering the Woolmark Learning Centre, reviewing digital infrastructure, ongoing digital development, improving customer management and engagement, developing agri-tech and exploring new technologies. *See presentation for more detail.*
- Workshop participants suggested a focus on areas including: more agri-tech to entice the next generation and digital improvements to reduce program overheads. *See workshop feedback form for more detail.*

Nigel Gosse & Elissa Lewis - *Communications and Stakeholder Engagement*

- Consultation is proposed as a new strategic area focused on improving communication, engagement and consultation with stakeholders. *See presentation for more detail.*
- Workshop participants suggested a focus on areas including: use SMS to communicate with woolgrowers; understand difference between consultation and communications; provide woolgrower representatives with better feedback and more ownership of the consultation process; continue advertorial content; capture Beyond the Bale in short dot-point form to make it more easily digestible; make email headlines punchier and relevant; continue face to face engagement and consultation and don't rely only on WoolPoll roadshows every 3 years; dove tail with existing industry events and make forums in a format that will present a business benefit to woolgrowers to entice them to attend. *See workshop feedback form for more detail.*

Stephen Feighan – *Services and extension for woolgrowers*

- AWI proposed to continue with its current focus for woolgrower services focused on training and technology uptake including sheep and wool management skills and wool harvesting and quality preparation. *See presentation for more detail.*
- Workshop participants suggested a focus on areas including: extension services for newcomers to the industry; adding a welfare module to the

shearer and wool handler training and continuing the National Merino Challenge program. *See workshop feedback form for more detail.*

Session three – measuring the success of the new plan

- AWI outlined its proposed metric that will be used to measure the success of new strategic plan in a way that is meaningful to woolgrowers – through a measure on return on farm assets managed. *See presentation for more detail.*
- Workshop participants suggested a focus on areas including: need to split out wool from meat production to get a more accurate measurement; some participants considered the return on farm assets managed metric as meaningful; useful to understand value of investment across the different areas though shouldn't discourage research on a purely \$/kg basis; need to ensure outcomes are measured; should look at data from private consultants (and not just ABARES) and compare the programs against the more productive producers. *See workshop feedback form for more detail.*

Session four – plenary session

- Key priorities identified by workshop participants were: the impact of animal activists; including increased production in AWI's strategic intent; increasing agri-tech innovations and encouraging the next generation into the industry.
- Other suggestions raised by workshop participants included: retaining the marketing and off-farm investment; ensuring the new AWI strategic plan aligns with the National Wool Research, Development and Extension Plan; ensuring collaboration with other Research and Development Corporations (RDCs) wherever possible and leveraging investments; using woolgrower groups to communicate programs and activities; promoting MERINOSELECT; changing the perception of careers in shearing and shed handling; investigating new pasture species for low rainfall/semi-arid areas; improving communication and consultation with woolgrowers; developing communications strategy to assist encouraging woolgrowers coming out of drought to stay in/get back into sheep; providing wool classer training; providing feedback from the supply chain to woolgrowers on trends and clarifying the proposed new supply chain integrity scheme; addressing glyosphate issue; addressing lice issues on the comb; managing contamination from medullated fibres; marketing wool to the US military; issue of rising land value for the next generation and resolving the Graziers' Investment Company. *See workshop general feedback form for more detail.*

Session five – developing a long-term industry plan

- Workshop participants agreed that the industry needed a 10-year plan to provide a vision and confidence to government and the supply chain and direction to the next generation. It was mooted that a brief plan that stayed at a strategic, high-level and avoided tactical detail, would be preferable. The plan should be relevant, include achievable goals and be careful not to alienate any groups in industry. Suggestions for who should develop the plan varied from woolgrowers with involvement from other stakeholders, to FAWO or AWI's Industry Consultative Committee (ICC). *See workshop feedback general form for more detail.*

ATTENDEES

NAME	POSITION	ORGANISATION
Wayne Button	President	Stud Merino Breeders' Association of WA
Nick Cole	Representative	Broad wool representative
Geoff Davidson	Representative	SA Stud Merino Sheepbreeders Association
John Ferrier	Vice President	Birchip Cropping Group
Michael Field	Representative	MerinoLink
Ron Hards	Treasurer	Mallee Sustainable Farming Group
Andrew Johnston	Wool Council	Tasmanian Farmers & Graziers Association
Joe Keynes	President	Livestock SA
Tom Kirk	Representative	Don Brown Ewe Competition
James Kirkpatrick	Livestock Council	Victorian Farmers Federation
Jock Macrae	Representative	Victorian Stud Merino Sheep Breeders Association
Andrew McDonald	Assistant Secretary – Animal Industries, RDCs, and Investment	Department of Agriculture and Water Resources (DAWR)
Martin Oppenheimer	Director	Australian Wool Growers Association
Chris Patmore	Representative	Pastoralists & Graziers Association of Western Australia
Danny Picker	President	Australian Superfine Wool Growers' Association
Geoff Power	President	Flinders Ranges Merino
Alan Rae	Sheep and Wool Board	AgForce Queensland
Ed Rogister	Livestock Council	Western Australian Farmers Federation
Ed Storey	President	WoolProducers Australia
Dave Vandenberghe	Representative	ASHEEP
Scott Williams	Workshop Facilitator	Forest Hill Consulting
Max Wilson	President	Australian Association of Stud Merino Breeders / Queensland Merino Stud Sheepbreeders Association
Andrew Wood	Wool Committee	NSW Farmers Association

Laura Armstrong	General Manager, Marketing Communications	AWI
Julie Davies	General Manager, Processing Innovation & Education Extension	AWI
Stephen Feighan	General Manager, Woolgrower Services	AWI
Colette Garnsey	Chair	AWI
Emma Gittoes	Corporate Affairs Manager	AWI
Nigel Gosse	General Manager, Operations	AWI
Elissa Lewis	Media Relations Manager	AWI
Jane Littlejohn	General Manager, Research	AWI
Don Macdonald	Director	AWI
Damian Madden	General Manager, Digital	AWI
Tracy Marshall	Chief Financial Officer	AWI
Stuart McCullough	CEO	AWI
John Roberts	General Manager, Eastern Hemisphere	AWI
Meredith Sheil	Deputy Chair	AWI
Peta Slack-Smith	General Manager, Corporate Affairs & International Market Access	AWI