



# **Building Industry Governance to Create Our Future...**

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# Food Valley – The Netherlands

- ◆ The Netherlands is the world's third largest exporter of agricultural produce (\$20B annually) and accounts for 10% of the country's GNP. Only 4.5% of the population is involved in agriculture.
- ◆ Food Valley is *the* science and innovation region of The Netherlands for agrifood, life sciences and health.
- ◆ Food Valley hosts international food companies such as H.J. Heinz, Campina, Nestlé, Sobel, Mead Johnson, Mars, Heineken, Givaudan, Grolsch, Monsanto, Abbott Laboratories, Numico Research and Royal Friesland Foods.

# Meat and Livestock Australia

◆ MLA is a producer-owned company that provides services to:

- Livestock producers
- Processors
- Exporters
- Food service operators
- Retailers



# Areas of Operation

- ◆ **Markets and Consumers** – domestic and export trade, market access, red meat innovation
- ◆ **Product Initiatives** – meat safety, meat standards
- ◆ **Community Concerns** – environment, animal welfare
- ◆ **Whole-of-chain efficiency** – improved productivity, supply chain initiatives, market information
- ◆ **Strategic R&D** – identification of R&D priorities and strategic R&D investments
- ◆ **Other** – live export standards, industry and corporate communication

# Determining **OUR** Future...

- ◆ How do we enable our industries to compete with the many jurisdictions that are building their industries through organizational models like these?
- ◆ Today's process, and moving forward with a review of MAPA, is an opportunity to open up the discussion on where our industry organizations will be a decade down the road?

# The **CHALLENGE** for industry and government working together is to:

- ◆ Create the laws – the legislation that enables industry governance
- ◆ Develop resolutions that fulfill the potential created by the legislation
- ◆ Build industry competitiveness, capacity and competence to meet the challenges of the global marketplace

# A **KEY** to this is leading-edge industry governance to ensure:

- Sound due diligence in developing policy
- Initiatives to ensure strong business relationships in markets and with partners in the value chain
- Adequate resources to pursue key ingredients to industry success

# A **KEY** to this is leading-edge industry governance to ensure:

- Development of quality leadership and effective participation and representation
- Strategic operations that are cognizant of competitors' actions and our own needs
- Influence and capacity in areas such as research and development
- Collaborative efforts with other sectors (forestry, energy, health & wellness, and advanced technology)

# Looking ahead...to 2010...to 2015

1. What will your agenda look like?
2. Will you need to operate beyond provincial, regional, national boundaries?
3. What areas of endeavor could make a difference?
4. With whom do you need to build working relationships and alliances?

# Looking ahead...to 2010...to 2015

5. What leadership and skill sets will you need at board and management levels to succeed?
6. What resources, investments, commitments, agreements need to be in place to help you succeed?
7. Are there areas where legislation/regulation/governance needs to be enhanced relative to the current MAPA?
8. Are there regional and national legislative frameworks that could help your industry's long-term direction?

# What tests does good governance NEED to pass?

- ◆ Is your organization clear in its goals and values?
- ◆ Have you earned the trust and confidence of your members and affiliates?
- ◆ Is the board well connected to membership and stakeholders within and beyond your jurisdiction?

# What tests does good governance NEED to pass?

- ◆ Do people value your organization's work?
- ◆ Can your organization measure up to critical challenges?
- ◆ Does your organization have the ability to ensure adequate resources to meet the above?

- Borrowed and expanded from The Institute on Governance

# Moving Forward

<b>From (2006):</b>	<b>To (2015):</b>
MAPA	Industry Development Act (2008)
20 Boards and Commissions	XX Boards and Commissions
Minimal Alliances	Multi-sectoral undertakings within and outside agriculture
Modest international relationship building	Well-linked internationally at both director and management levels
Minimal R&D investment and direction-setting	Leadership in setting direction and goals, and increasing investment and leverage
Reactive lobby efforts	Strong policy development, due diligence and influence