

# WA Citrus Industry Strategic Plan 2015-2030

Action Plan: V2 19-12-14

## VISION

The WA Citrus Industry will be a progressive industry which is profitable and sustainable because its consumers prefer and appreciate the taste of fresh WA grown citrus fruit.

## OBJECTIVES

- Increase consumption of WA citrus by 10% per person.
- Achieve price premiums for WA citrus in the domestic market.
- By 2017 have an export development plan established.
- Achieve first grade pack out rates of 65% and better.
- Improve profitability with best practice adoption across the industry.
- Maintain zero losses of fruit from biosecurity issues.

## STRATEGIES

|   |   |  |  |  |
|---|---|--|--|--|
| 1. Grow consumption of WA citrus fruit. | 2. Identify and implement production efficiencies for profitability growth. | 3. Invest in quality improvements and product development. | 4. Investigate collaborative marketing to achieve scale and market presence. | 5. Lead a responsive and innovative industry that rewards FFS members. |
|---|---|--|--|--|

## TACTICS

|  |   |  |  |   |
|--|---|--|--|---|
| <ol style="list-style-type: none"> <li>1. Determine the methodology to set and report on the Objectives. Annually in March.</li> <li>2. Drive quality improvements with a shorter supply chain to meet consumer taste expectations of fresh local fruit. Work with agents and retailers to reduce storage time of citrus fruit and promote freshness and taste.</li> <li>3. Develop a marketing campaign aimed at WA-grown and buy local, segment the market to use direct and effective tactics, use 'local hero' growers to promote.</li> <li>4. Plan and invest in a proactive social media program.</li> <li>5. Secure collaborative funding to support marketing activities.</li> <li>6. Work with all sectors of industry to market WA citrus</li> </ol> | <ol style="list-style-type: none"> <li>1. Establish citrus benchmarking to track orchard, pack house, market and retail efficiency, quality and product management and financial performance, using data from across the chain to drive profitable change</li> <li>2. Create opportunity for growers to assess their business and proactively plan for the future.</li> <li>3. Review orchard best practice and promote agronomic practices that improve quality.</li> <li>4. Identify labour and skills services and efficiencies in the WA industry.</li> <li>5. Actively pursue and capitalise on new variety IP with production and market potential.</li> <li>6. Access and utilise the national citrus census data to design and evaluate local initiatives.</li> </ol> | <ol style="list-style-type: none"> <li>1. Engage all parts of the value chain to look for opportunities to improve production efficiencies.</li> <li>2. Continue to invest in quality testing and raising standards.</li> <li>3. Facilitate a pack house reference group to more tightly manage minimum standards and improve the consistency of pack outs to reduce the flow of seconds onto the market.</li> <li>4. Investigate innovations in packaging for consumer convenience and appeal.</li> <li>5. Drive waste management and value adding innovations to divert low grade fruit from the markets.</li> </ol> | <ol style="list-style-type: none"> <li>1. Investigate and advance innovations in marketing. Learn from other commodities.</li> <li>2. Assist members to improve their agent/grower relationships with transparency, information flow, consistency, feedback, industry engagement.</li> <li>3. Improve access to export markets by addressing costs and disincentives that create barriers. Led by larger growers, with opportunity for others to achieve volumes.</li> <li>4. Identify opportunities for growers to achieve efficiencies through collaborative marketing.</li> </ol> | <ol style="list-style-type: none"> <li>1. Lead a revitalised industry body that advocates for industry advancement, represents the citrus industry, engages the whole value chain and works together to manage change.</li> <li>2. Access and manage alternative funding to enable industry development and promotion.</li> <li>3. Build and maintain the industry database to support grower communication, forecasting and marketing initiatives, and to manage biosecurity.</li> <li>4. Manage the citrus industry biosecurity plan, and plan to deal with any incursion.</li> <li>5. Continue to secure influence in our national levy investment and marketing programs e.g. Citrus Australia, HIA Ltd.</li> <li>6. Build a strong relationship and engagement with our members, and develop practical e-capacity to communicate effectively.</li> </ol> |
|--|---|--|--|---|