

## 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

- |   |   |
|---|---|
| <ol style="list-style-type: none"> <li>1. Increase consumption of WA citrus by 10% per person.</li> <li>2. Achieve price premiums for WA citrus in the domestic market.</li> <li>3. Export 25% of citrus fruit produced in WA.</li> </ol> | <ol style="list-style-type: none"> <li>4. Achieve first grade pack out rates of at least 65%.</li> <li>5. Improve profitability with best practice adoption across the industry.</li> <li>6. Maintain ultra-low losses of fruit from biosecurity issues.</li> </ol> |
|---|---|

## STRATEGIES

- |   |   |  |   |  |
|---|---|--|---|--|
| <ol style="list-style-type: none"> <li>1. Grow consumption of WA citrus fruit.</li> </ol> | <ol style="list-style-type: none"> <li>2. Identify and implement production efficiencies for profitability growth.</li> </ol> | <ol style="list-style-type: none"> <li>3. Invest in quality improvements and product development.</li> </ol> | <ol style="list-style-type: none"> <li>4. Investigate and develop markets.</li> </ol> | <ol style="list-style-type: none"> <li>5. Lead a responsive and innovative industry that rewards FFS members.</li> </ol> |
|---|---|--|---|--|

## TACTICS

- |   |   |  |  |   |
|---|---|--|--|---|
| <ol style="list-style-type: none"> <li>1. Determine consumer expectations of local fruit.</li> <li>2. Develop a marketing campaign aimed at WA-grown and buy local. Segment the market to use direct and effective tactics, use 'local hero' growers.</li> <li>3. Secure collaborative funding to support marketing activities</li> <li>4. Investigate and advance innovations in marketing. Learn from other commodities.</li> <li>5. 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. Nurture collaboration amongst growers for packing of citrus to get the economies of scale.</li> <li>3. Create opportunity for growers to assess their business and proactively plan for the future.</li> <li>4. Invest in developing best management practices in the orchard to increase 'Grade One' pack out.</li> <li>5. Identify labour and skills services and efficiencies in the WA industry.</li> </ol> | <ol style="list-style-type: none"> <li>1. Engage with the industry value chain to ensure product quality consistency.</li> <li>2. 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>3. Explore value adding opportunities for composite fruit</li> <li>4. Drive waste management innovations to divert low grade fruit from the markets.</li> <li>5. Determine the citrus varieties in production and assist growers with varietal selection to meet future markets.</li> <li>6. Drive quality improvements with a shorter supply chain</li> <li>7. Work with agents and retailers to reduce storage time of citrus fruit</li> </ol> | <ol style="list-style-type: none"> <li>1. Assist members to improve relationships with their agent/grower transparency, information flow, consistency, feedback, industry engagement.</li> <li>2. 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>3. Investigate collaborative supply/marketing to achieve scale, market presence or efficiencies.</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.</li> <li>2. Access and manage alternative funding to enable industry development and promotion.</li> <li>3. Build capacity and skills of growers to increase the professionalism of the industry.</li> <li>4. Oversee the state's citrus industry biosecurity plan to maintain ultra-low losses of fruit by reducing biosecurity, phytosanitary and agrichemical related risks.</li> <li>5. Build a strong relationship and engagement with our members, and communicate effectively.</li> <li>6. Monitor performance against strategic plan.</li> </ol> |
|---|---|--|--|---|