

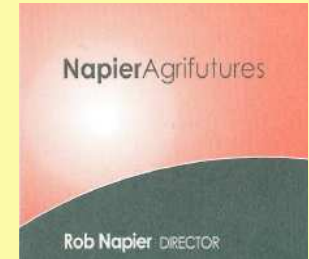
Market Opportunities – Anticipating the Sweet Spots

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Sydney, Australia**

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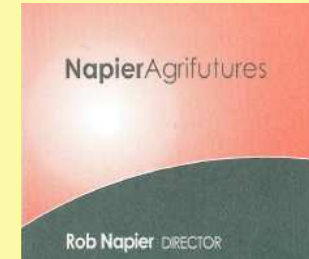
Introduction



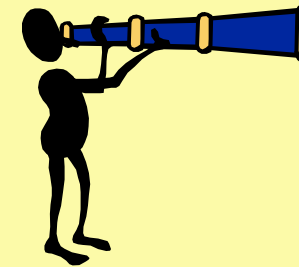
My interests

- the future of the family farm
- management excellence
- strategic opportunities & threats
- benchmarking against the world

Introduction



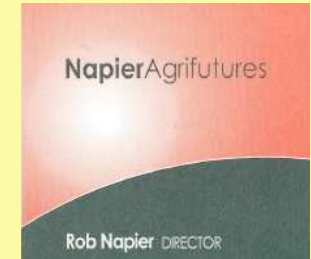
Presentation outline



1. Anticipating the sweet spots
2. Opportunities & threats – issues I am watching
3. Where in the world am I watching?
4. Questions for you to consider

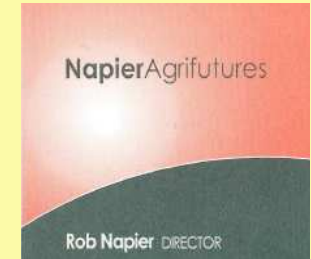


Anticipating the Sweet Spots



- **A nervous, fragile and volatile world**
- **Sweet spots will come and go**
- **What skills do we need to continually anticipate the sweet spots?**
- **Creativity, courage, question everything**
- **Doing things right vs doing the right things**
- **‘Luck is where preparation meets opportunity’**

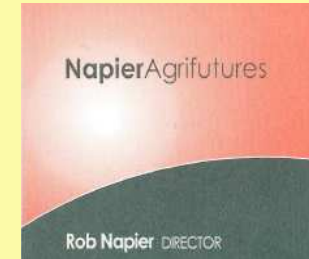
Strategic Opportunities & Threats



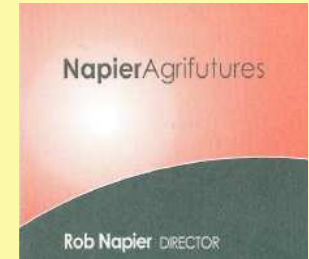
'The future will always belong to those who see the possibilities before they become obvious'

**Danny Klinefelter –
Twenty Five Attributes of the 21st Century Farm Executive**

The Strategic Planning Process

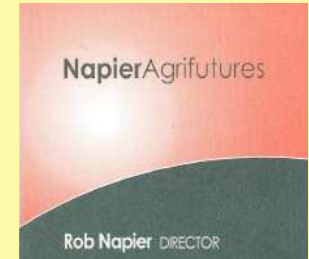


Opportunities & Threats



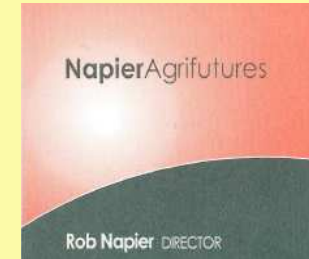
1. **Energy**
2. **Water**
3. **Human resources**
4. **Agriculture and the environment are now linked**
5. **New technologies**
6. **The 'land' business**

Opportunities & Threats



- 7. Consumer demands**
- 8. Government policies (domestic & international)**
- 9. Realignment of global centres of power & production**
- 10. Structural change**
- 11. Food prices, input costs, global economies**
- 12. Market shocks**
- 13. Unknown changes**

Where in the World am I Watching



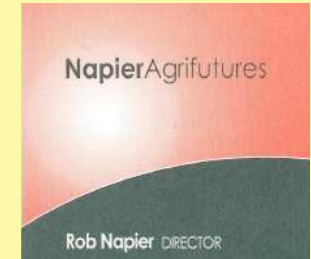
1. Kazakhstan/Russia/Ukraine/Eastern Europe

- Grain production potential
- Livestock resurgence
- Human resources – management abilities
- Political & social unrest
- Transport links to Asia

2. Israel

- Water use efficiency
- Innovation
- Alternative energy

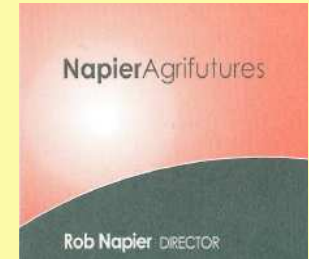
Where in the World am I Watching



3. The Middle East (Gulf States/Iran)

- Water
- Oil
- Islam
- The effects of wealth
- Potential political and social unrest

Where in the World am I Watching



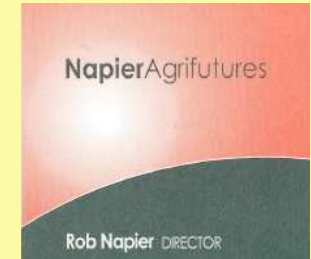
4. Europe

- Environmental management
- Common agricultural policy (CAP)

5. USA

- Land prices
- Water
- New technologies

Where in the World am I Watching



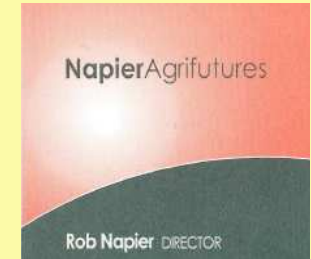
6. Canada & Australia

- Climate change
- Structural change

7. New Zealand

- Farming without subsidies
- Stampede into dairying
- Farm business management

Where in the World am I Watching



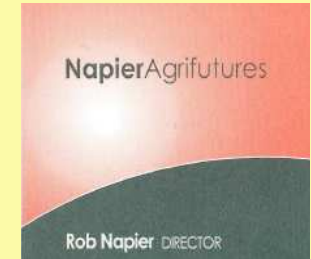
8. China

- Population/Industry vs agriculture
- Water
- Rising middle class
- Environmental management/pollution

9. India

- Water
- Infrastructure
- Rising middle class

Where in the World am I Watching



10. Brazil

- Supply chain efficiency
- EMBRAPA

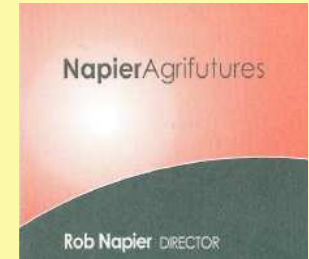
11. Morocco

- Phosphate production
- Political & social unrest

12. Africa

- When will potential be realised?
- Sovereign fund investment

Conclusions



- **How good are your strategic thinking & planning skills?**
- **How good is your risk management?**
- **What global issues are potentially important for your family and business?**
- **How are you going to continually learn about those issues & adapt your business?**

Thank You!

