Who represents Industry when value chains transform?

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My background as an industry representative

12 Years later (of commercial experience) and why would you do this?
Why I’m still interested in this subject

Strategically Located Facilities

Annual Turnover $3bn

Global Reach

4500 Employees

Process 1.4m Cattle Per Year
20-25% of Australia’s Cattle
..with an unparalleled opportunity to grow

GLOBAL DEMAND FOR MEAT

2005 vs. 2050

(in tonnes)

Source: Food and Agriculture Organization of the United Nations, ESA Working Paper No. 12-03, p. 121
Provided we can overcome some challenges.
Hence a role for Government and Industry Associations (the positive)

• Inside vs outside the tent
• Government induced costs and charges
  1. Labour Market
  2. Utilities
• Market Access-partnership
• But these issues were identified at ABARES in 2000!!

(Competitiveness of the beef industry, Rose and Gleeson)
Because this is the vehicle we have to start with
..and after years of consultants and committees we can come up with this
But we get to the starting line and look across at the competition!
Also effective industry Associations can help with the “adaptability gap”

Friedman and Teller’s Adaption Gap
... in the age of accelerations*

* Computing Power / Technology
  Globalisation
  Climate change

Rate of Change

Human Adaptability

Technology

Time
However the current representatives fail the 1\textsuperscript{st} test!

They don’t represent the majority of the industry

And legal status giving representational rights in lieu of members cannot fix this
And therefore the current group are not effectively helping industry adapt

- Lack of representation leads to a disconnect, lack of engagement in the bush
- “Us and them” in the supply chain undermines trust and is a “free kick” to vertically integrated competitors
- Organisations that are intended to facilitate innovation in fact can act as a handbrake

As well as continued lack of progress from those priority issues identified 20 years ago!
So what do we need to do

- Move to a distinctly new model – customer focused
- Commercially-led, begin with largest business
- Strategic engagement for political influence
- Small, scalable body responsive to members
- Focus on a few big issues for impact
In order to secure due recognition
and to effectively compete and respond to critics.
Questions