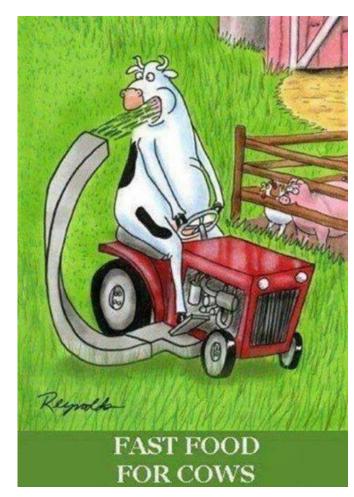
# **DRF Symposium**



26<sup>th</sup> July 2017





# "While others focus on the past or present, we build the future"

## Family

- ► 3<sup>rd</sup> Generation farmer
- Grandfather immigrated from Croatia 1938
- In 1951 he decided to start 25 milking cows
- At that time he quickly worked out that he wasn't going to succeed and support his family if they didn't grow
- Father and Uncle grew the business with limited schooling
- Over a number of years more properties and cows were purchased to expand the milking herd
- ▶ By 1991 we were milking 3,000 cows on 3 different properties
- Vertical and horizontal integration has been key

## Dairying

- > 1993, Federal Government resumed land for second airport
- 1998 Government finally settled
- 1999 new US based facility started being built
- 2000 new facility started with 1,000 cows
- 2001 existing operation was closed to milk 2,000 at new facility
- 2010 last conventional dairy closed to enable more home grown forage
- > 2015 formed Australian Fresh Milk Holdings. 3,500 cows
  - Strategic alignment of all 4 shareholders
  - Management of 6,000 cows at Gooloogong

2017 ?



#### **Business ventures**

- Cleaning chicken sheds and selling manure to farms
- Cleaning saw mills to use by product for bedding
- Bagging of by product to sell to consumers
- Pelletising of poultry manure to sell
- Follow poultry farms as they move to different sites
- Destruction of used pallets into bedding material



#### **Business ventures**

- Motor racing circuit
  - Run on the major weekends by family members
  - Farming philosophy to the business
- Development
  - Industrial
  - Residential
- Food
  - Freedom Foods
  - ▶ The a2 milk company
- Agriculture/Food and Development

### Planning

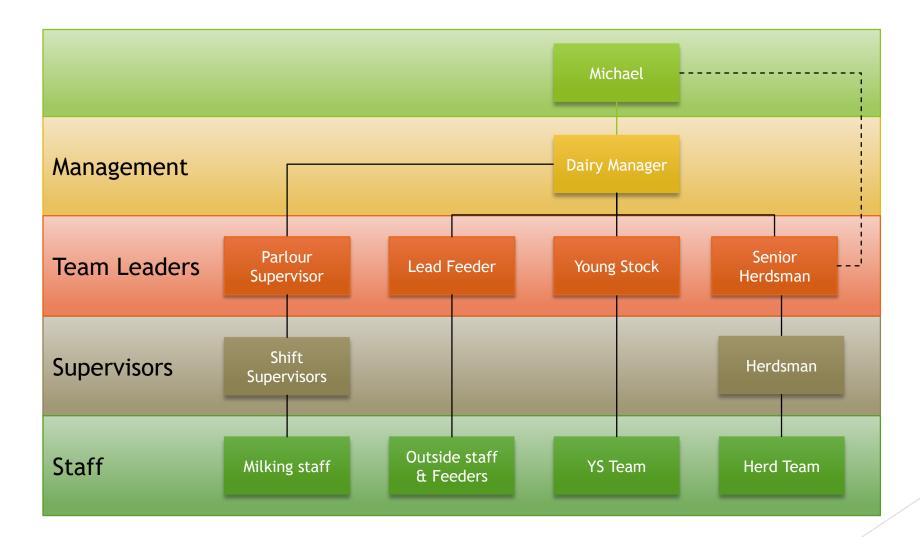




#### Structure

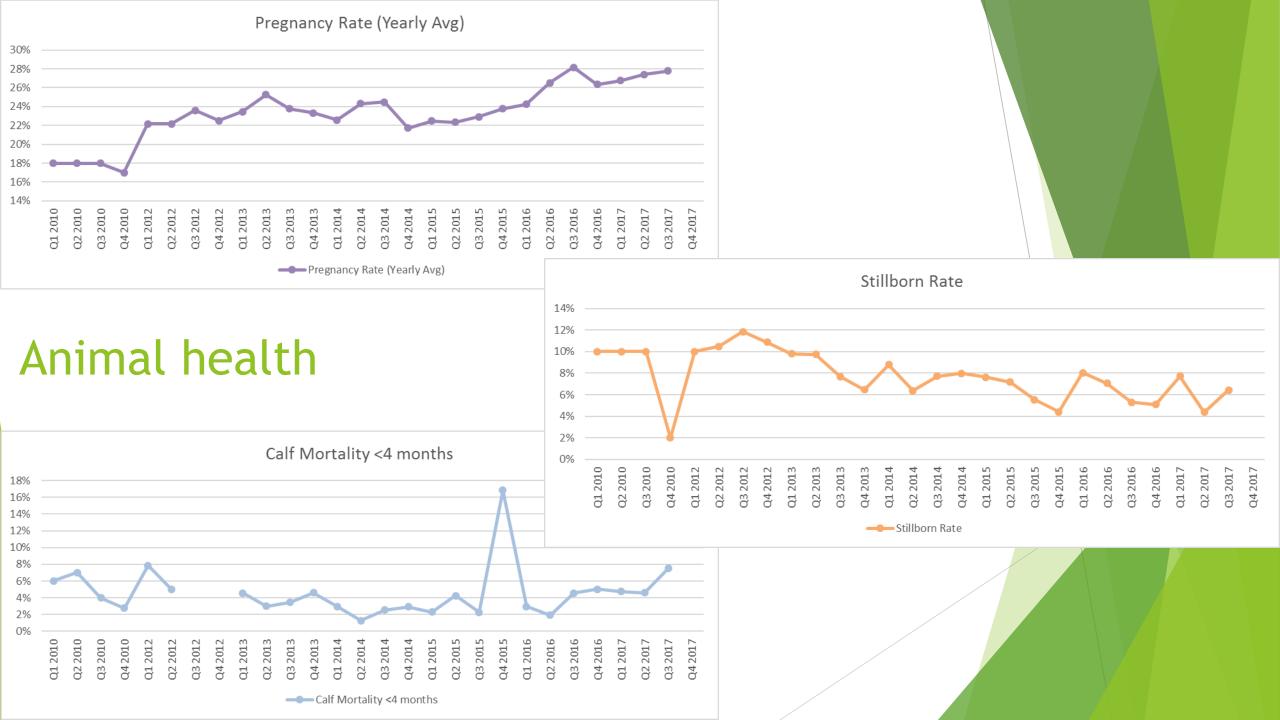
Position descriptions

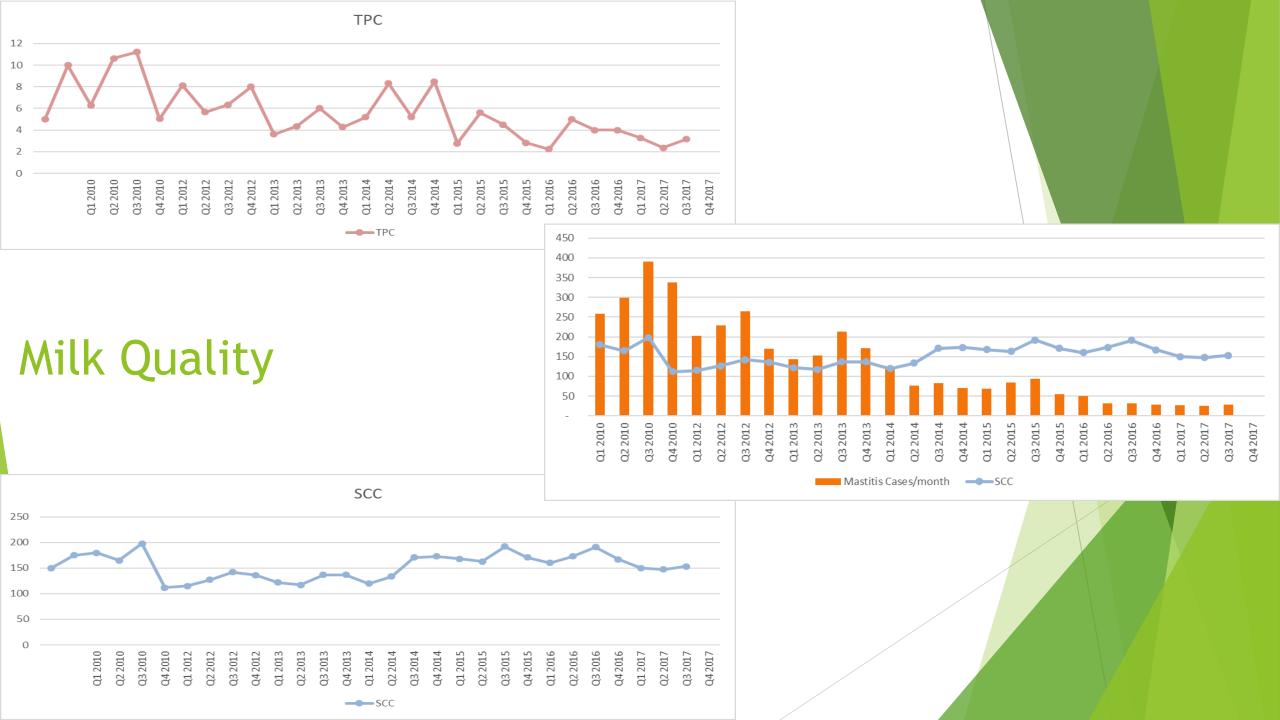
Clarity around roles

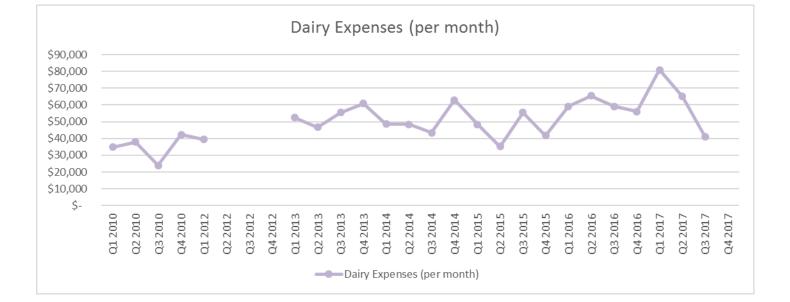


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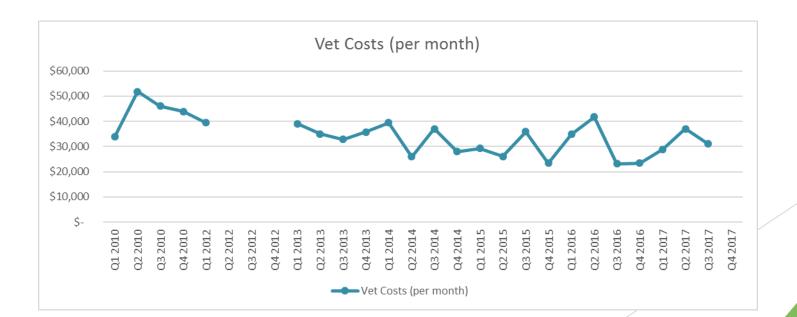
- Position descriptions
  - Clarity around roles
- ► KPI's and incentives
  - Don't necessarily like them
  - ▶ Use them as a tool
  - ▶ We have all managers being assessed on the same KPI's
  - Tracking







#### **Expenses**



# Organised - Not tidy (There is a difference, mum!)



#### Interaction

- Weekly team meetings
  - Agenda
  - Action items
  - Minutes
  - Weekly report
  - Accountability

#### **Decision Protocol**

- 1. Identify the issue
- 2. What do you believe that this is costing the business and how can we show that?
- 3. What is the proposal?
  - Consider the benefits and the risks
  - How will it affect the cows?
  - How will it affect the team?
- 4. What are the risks if we DON'T do it.
- 5. Do you have a cost that will be attributed to this, in time and actual cost?
- 6. What will we measure to see the change and what will determine if it is successful?
- 7. How long do we wait?
- 8. Can we reverse it? If yes, what do you think the costs maybe?

#### Interaction

- Weekly team meetings
  - Agenda
  - Action items
  - Minutes
  - Weekly report
  - Accountability
- Consultants
  - They will not make a decision, but help you form yours.
  - ▶ We are not experts, find people to help form your decision

## Training

- Important
- Clear direction
- Helps reduce mistakes
- Checklists
  - ▶ Helpful, but can limit people
- Clear goals
  - You
  - Staff
- Staff needs are different
  - Money
  - ► Time off
  - Hours of work

Cancel	Auditing	Done
Section 2 of 7 Audit		
Crowd Gate		
Is the backing of chain oiled?	gate working correctly and	l D
	Yes	
	No	
	N/A	
Check oil	resovoirs	0
Grease dr	ive shafts	J
W O R K	K	L F E

#### **Inventory Management**

- Contracting/Planning
- Milk
  - Projections
  - Customers
- Feed
  - Cover ourselves
  - Planning and schedules

#### **Inventory Management**

#### Contracting

- Milk
- Feed
- ► Home grown forage
  - Long term forecast
  - Corn (18-months)
    - Seed order May
    - Planting October
    - Harvest Feb
    - Feed out from June
    - ► Finish May

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Graze Silage/Graze Knockdown Lime Chicken Manure Rip Disc Pre Fert Kelly Chain Sowing Pre Emergent

#### **Inventory Management**

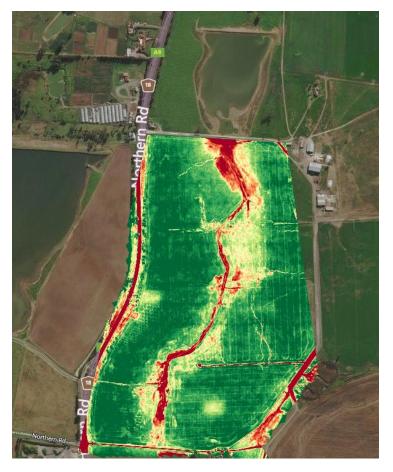
#### Contracting

- Milk
- Feed
- ► Home grown forage
  - Long term forecast
  - Corn (18-months)
- Systems
  - Purchase orders
  - Tracking
  - Allocation

### Tools

#### Drone

- Field mapping
- Helps agronomist understand paddock better.
- Better planning for seeding
- Concise data helps build the picture
- Daily monitoring
  - Tracks things faster
- Data never lies



#### My view

- Plan ahead
  - Enables you to manage the bumps
  - Don't sweat the small stuff
  - Don't complain about the things you cant control
- Engage stakeholders
  - Let me make decisions and be accountable
- Staff management
  - All individuals,
- Be an advocate for what you do.

# "You will never succeed if your afraid to fail"