



Strategic Plan Outcomes **2018 - 2020**

THE NATIONAL ASSOCIATION FOR SUSTAINABLE AGRICULTURE, AUSTRALIA



IN SEPTEMBER 2017, THE NATIONAL ASSOCIATION FOR SUSTAINABLE AGRICULTURE BOARD AND MANAGEMENT MET TO DEVELOP A STRATEGIC PLAN TO GUIDE THE ORGANISATION'S WORK OVER THE FOLLOWING THREE YEARS.

The full strategic plan was completed by October and includes details on the process used in its development as well as considerable background documentation on our assessment of market influence and available options.

The strategic plan will be used as a template to guide further detail for plans covering the intervening years and hopefully will remain a living document that can be built upon to form the foundation for our next three year plan covering 2021 to 2023.

Leading NASAA strategic direction in a new era

THIS DOCUMENT OFFERS A PRESENTATION OF THE OUTCOMES OF THIS PROCESS, DESIGNED TO GIVE MEMBERS, STAKEHOLDERS AND INTERESTED PARTIES KNOWLEDGE OF THE DIRECTION THAT NASAA IS TAKING.

Over the course of developing the Strategic Plan it became apparent that the major challenges facing NASAA at the moment could be seen through the lenses of four major themes – new revenue opportunities, membership, policy and politics and market growth. A fifth overarching theme was added to bring the organisation more completely into digital delivery services and promotion. This includes revising NASAA's digital generally, adding functionality to the website, such as online applications for services, building and maintaining a strong social media profile and looking at potential smartphone apps. Furthermore, improvements to add value for NASAA stakeholders can be delivered across advice, marketing and education. To achieve the requirement of diversifying income we also need to focus on ways to monetise our digital presence such as advertising.

Challenges

The five themes are outlined below in more detail along with the reasoning behind their importance to NASAA at the present time. It is expected that the broad themes will remain through time though the individual emphasis may change over the years – and there is always the possibility that a new theme may emerge.



SECURE REVENUE BASE

NASAA is primarily reliant on revenue from a single source – NCO. In order to reduce risk and ensure that the work of NASAA can continue notwithstanding variation in revenue from NCO, it is important to develop new sources of ongoing revenue. This focus is in addition to any work by NCO to develop and protect its certification business.



GROW MEMBERSHIP

Although NASAA owns a business that has close to 1,000 customers, its own membership is much lower. Recent steady increases in membership need to be continued and enhanced. Understanding and communicating the value NASAA delivers to members is vital, as is the consideration of different member subsets who may seek specific services (e.g. consumer vs operator, commodity groups).



STRENGTHEN POLICY ENVIRONMENT

The organic industry has grown on the back of strong standard-setting and monitoring. This work needs to continue both for organic standards and related areas such as genetically modified organisms (GMO). NASAA has the opportunity to contribute strongly in its own right and through the proposed peak industry body to state, federal and international policy that supports sustainable agriculture.



PROMOTE & GROW ORGANIC MARKETS

NASAA exists to promote sustainable agriculture. There are many pathways to achieve this including supporting existing organic operators whether through marketing support or sharing technical knowledge, assisting new operators to transition to organic and fostering the establishment of organic programs in new regions overseas. This theme will prioritise and progress key initiatives to grow organic.



PRIORITISE DIGITAL

The world is changing rapidly, with digital technology impacting every aspect of society. Digital technologies have the potential to enhance all aspects of NASAA's strategy and operations. Although digital initiatives could be considered under each strategic theme, the significance of the changing digital landscape is such that it has become a strategic theme in itself.

Vision

ORGANIC LIVING IS AFFORDABLE,
ACCESSIBLE AND MAINSTREAM.

Mission

TO INCREASE THE UPTAKE AND DEMAND FOR
SUSTAINABLE ORGANIC AGRICULTURE AND PRODUCTS
THROUGH INNOVATIVE AND ETHICAL PROVISION OF
EDUCATION, MARKET DEVELOPMENT, ADVOCACY,
POLICY, STANDARDS AND CERTIFICATION SERVICES.

NASAA
organic



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