



Swine Innovation Porc



Strategic Plan 2013–2018

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Introduction

The development of this Strategic Plan, for the period 2013 through 2018, comes at an important time in the development of Swine Innovation Porc (SIP).

SIP has just completed the management of a major research program under Agri-Science Clusters Initiative of Agriculture and Agri-Food Canada's Growing Forward 1. This initiative included over 100 researchers from 27 research organizations in Canada and around the world, working together on 14 research projects. There were established partnerships with 22 industry contributors, including producer organizations and private companies. Their contributions totaled \$1.8M within a \$12M budget.

Prior to the development of SIP, industry led swine research was primarily coordinated at a provincial level in each of the swine producer research committees. Growing Forward 1 provided the impetus for a national approach.

Today Swine Innovation Porc is recognized as a 'go to' organization in Canada that facilitates swine related research and technology transfer initiatives that are designed to enhance the profitability and differentiation of the Canadian pork value chain.

In March 2013, SIP submitted a detailed proposal to manage a second round of research activities. The proposal entitled *Driving Results Through Innovation*, describes how a planned investment of \$23.6M in public and private funds, during the period 2013 through 2018, will generate results across four critical themes:

- Reducing production and feed costs;
- Increasing product attributes and prices;
- Accelerating knowledge transfer; and
- Enhancing the adaptability and sustainability of the swine sector.

The Research Proposal describes the technical and management work that SIP intends to carry out. This Strategic Plan focuses on the attributes and capabilities of SIP as an organization, during the same period. It describes the opportunities and constraints to success, as well as identifying the areas of focus that will be required in order to ensure a sustainable and dynamic organization.

SIP Founding Purposes

The founding purposes of Swine Innovation Porc, which were enshrined in its bylaws, are to provide national leadership in coordinating and facilitating research, knowledge transfer and commercialization initiatives to enhance the competitiveness of the Canadian swine industry.

The activities that are enshrined in its incorporating bylaws are:

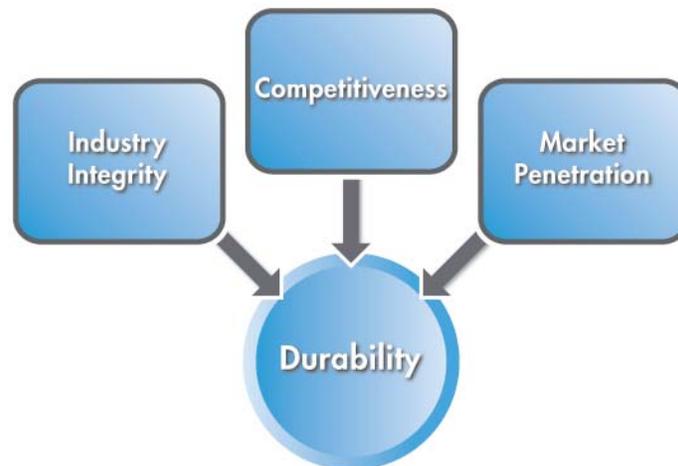
- Encouraging the development and implementation of applied agricultural science plans, technology transfer and commercialization strategies;
- Addressing the challenges of technology, organization and knowledge management in the pursuit of increased Canadian competitiveness and differentiation;
- Facilitating the development of new agri-products, practices and processes that will increase Canadian competitiveness and differentiation;
- Organizing calls for proposals for the implementation, delivery and management of national industry-led applied science plans, technology transfer and commercialization strategies;
- Coordinating the scientific and technical capacity of industry, government and academia;
- Validating opportunities and strategies to support increased competitiveness and differentiation; and
- Providing national leadership in the development of Canadian agri-innovation initiatives.

These founding purposes will remain valid for the period of this plan.

SIP Role in a National Swine Industry

The Canadian Pork Council (CPC) sets the overall direction for the Canadian swine industry. CPC's plan focuses on three Pillars of Durability, which in combination can provide the industry with the resources and support necessary for long-term success.

CPC's Pillars of Durability respond to the industry's situation in terms of the economic circumstances, industry performance, industry structure and societal pressures. There are three Pillars of Success. SIP is implicated in each of CPC's Pillars of Success.



The Industry Integrity Pillar has three elements which will help to defend the industry and provide mechanisms to gain and hold market access.

- *Swine Innovation Porc is expected to continue to focus on research efforts that are aimed at food safety, animal care and resource accountability.*

The Competitiveness Pillar focuses on four factors that will enable to industry to reduce the cost of doing business.

- *Swine Innovation Porc is expected to continue a focus on research efforts that are aimed at reducing feed input costs as well as innovation and productivity.*
- *CPC mandated Swine Innovation Porc to come forward with its proposal to achieve new synergies of public/private research funding, through the Growing Forward 2 programming.*

The Market Penetration Pillar has two components focusing on the domestic and the international opportunities and challenges.

- *Swine Innovation Porc is expected to focus on research efforts that are likely to help Canada Pork International and other marketing organizations to differentiate Canadian Pork meat as well as the Canadian pork value chain.*

SIP Strategic Assessment

During the past few months, SIP has undertaken a strategic assessment which: examined the principal activities that are taking place; identifying opportunities that can be addressed by SIP; and examined the risks to long-term sustainability.

Core Functions

During the assessment eight core functions were identified.

Representation to Government Bodies

The main responsibility in this function is to liaise effectively with Agriculture and Agri-Food Canada (AAFC) which is the principal policy and funding organization in Canada for SIP mandated activities.

Communications/Public Relations

This function relates to a wide range of stakeholders. Internally, SIP must do an excellent job communicating at its Annual General Meeting (AGM) and on an ongoing basis with the Board of Directors, Executive Committee and its President.

Externally, SIP must be focused on effective communication with the provincial swine producer organizations, universities, other research centres, AAFC, and other private partners.

Technology Transfer

SIP will need to ensure a seamless process of technology transfer, by effectively collaborating with universities and other research centres, as well as communicating with potential end-users.

Documentation and Analysis

The credibility of SIP rests on its ability to develop a sound analysis of the needs of the industry and a careful analysis of the capabilities of each research project proponent. The Board of Directors, the Executive Committee and the President are important internal customers for this information. Even more importantly, the research community, AAFC and suppliers will be assessing the capacity of SIP to perform this function.

Coordination

There are many people, within a large number of provincial producer organizations, universities, other research centres, as well as private partners that will be expecting SIP's coordination function to be a decisive factor in generating wins for the industry.

Support for Governance

Ensuring transparency and accountability are essential components of good governance. This needs to be an important function at the AGM, as well as at Board meetings and Executive meetings.

Administration

The scale of human and financial resources being deployed, from multiple sources requires a professionally rigorous approach to managing SIP.

Opportunities & Risks



Opportunities

The most obvious opportunity for SIP is to take advantage of the renewal of the Agri-Science Cluster Initiative. Given the variables of private and public funding through the life of the program, the total amount of funding will always be somewhat uncertain.

However, SIP can begin to diversify its range of research activities within its portfolio. SIP can create the capacity to entertain both solicited and unsolicited proposals from the research community and to match up researchers with investors, in order to create additional business results for the swine industry.

There is the opportunity to continue to develop SIP's national leadership in the pursuit of, and the implementation of, swine research. SIP was created principally because there was an historical absence of national leadership in swine research. During the period of Growing Forward 1, there has been an increasing recognition of SIP's role and its contribution. This can be leveraged over the next several years.

Swine innovation is an important aspect of agricultural R&D in Canada. Pork is a Canadian export success story and the future of pork sales will in large part be driven by the ability to differentiate Canadian pork. This necessitates continued development of the science of swine production.

It makes sense to centralize the management of R&D spending through the use of an organization like SIP. As SIP continues to develop its capacity and its recognition, it can be expected that there will be an increase of funding through private and public sectors using SIP as the conduit.

An area in which there is a significant amount of opportunities is that of knowledge transfer. SIP is committed to ensuring that the benefits of swine research are realized within the swine industry. This can only happen if there is an effective transfer to producers of all sizes and in all regions of Canada. Over time, the ratio of SIP's efforts in research management compared to that of knowledge transfer may increase greatly in favor of the latter.

One of the advantages of SIP is that of a flexible, virtual organization. It is purposely built to support the activities that it is been mandated to undertake and has created a positive history to date. As it continues to demonstrate value to provincial organizations and the private sector, it is believed there is an opportunity to increase its role, independent of major government programs.

Related to this, is the opportunity for the team within SIP to continue to demonstrate its competence to manage the processes and deliver the results that are required. One of the competencies that will be required is that of a facilitator/collaborator between private partners, public partners and the Corporation. It is believed that there is the opportunity to increase the capacity to manage these kinds of relationships and to continue to build the required partnerships.

One aspect of diversification is that of the clients. There is the opportunity for SIP to engage with clients that have historically not been the focus of the research mandate. This can create opportunities for additional scope of activities within current mandates.



Risks

The funding environment is not without risks. As noted earlier the total amount of funding is uncertain. The program requirements continue to increase along with its complexity. Simply managing the financial payment gaps that occur puts stresses on the organization that are extremely difficult to manage. For example, government approvals of projects and their release of funding are often far apart in time. Consequently, funding gaps occur which can imperil the start-up of projects and the payment of staff and contractors.

One of the effects of the consolidation of federal research funding through the cluster initiatives is to generate a significant demand across all sectors for research programming. This is creating unusually

strong competition between clusters for research programming dollars. In fact, there are sectors that are intending to engage in research activities which may not have been the case had there not been federal programming. It is anticipated the number of funded Agricultural Research Clusters will increase from 10 to 20.

The uncertain environment also places stresses on SIP's ability to manage the expectations of the scientific community. The constant "hurry up and wait" that occurs as a result of SIP encouraging timely production of research proposals and then having extended to periods of time before they are approved by governments, threatens the credibility of SIP and diminishes the confidence of the scientific community in the process of planning, conducting and following up research programs.

One of the predicates of successful swine innovation is that of having a sufficient critical mass of Canadian scientific expertise in pig production. A continual erosion in this capacity will endanger the ability of SIP to have sufficient scientific collaborators and therefore research programs that are sufficiently broad and deep.

There are a number of forces that are having the cumulative effect of reducing the amount of different sources for swine innovation research and development. At the federal level there is a concentration of funding which SIP is exploiting but there are no other complementary federal programs for research that used to be available. In addition, given provincial austerity measures and the tendency to combine federal with provincial programming, this had the effect of reducing the numbers and types of research grants and contributions.

In recent years the federal government has been increasing the required amount of private sector contributions as a percentage of total public research. While this may be useful public policy in some sectors, it is extremely problematic in industries that are undergoing serious economic challenges or rely on natural resources. This is certainly the case for the swine industry. Higher ratios of private spending create the risk of lower overall research activity being undertaken.

Until recently, research was primarily supply driven. Researchers developed topics and then canvassed potential sponsors in order to have projects implemented. SIP through its prioritization process is introducing a more demand oriented set of research programming. The former approach tends to fragment research activities, which risks missing key industry needs.

SIP Five Year Strategic Plan

SIP is a relatively young organization. It has just completed a complex and rather ambitious program of research and is awaiting decisions by the federal government in support of a larger program of research, extending over the next five years.

The demands of completing the previous research program and that of planning for the second round have precluded the opportunity to undertake other research agendas for which the Corporation has a mandate. However, it is contemplated that SIP could be undertaking other activities related to its established mandate during the period 2013–2018.

The current situation involves the ability to collaborate with a network of over 100 researchers from across Canada who are working in focused research projects. The capacity has been created to manage an R&D portfolio of \$4 million a year and to enable the work of 28 masters' students, 16 doctoral students and 23 postdoctoral fellows.

It is also true that today there is an aggressive program of technology transfer activities occurring which are beginning to touch lead users and most importantly affect production practices across Canada. Therefore, a principal assertion can be made that a capacity has been created to address each of the founding purposes for which SIP was established.

SIP Vision

“Swine Innovation Porc increases Canadian swine industry competitiveness through a national R&D structure”.

SIP Mission

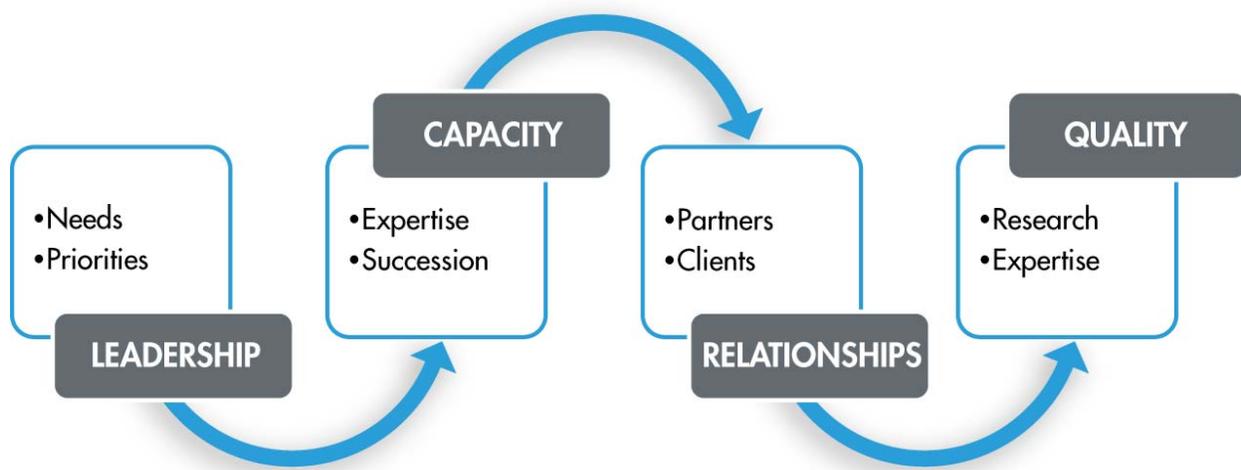
Swine Innovation Porc is committed to provide national leadership in coordinating and facilitating research, knowledge transfer and commercialization initiatives to enhance the competitiveness of the Canadian swine industry.

SIP Strategic Orientations

SIP has identified four strategic orientations which will be addressed in all of the work that will be done during the next five years. By focusing on each of these four strategic orientations, the mandate that SIP set for itself can be achieved and its vision fulfilled.

The four strategic orientations are:

1. Leadership
2. Capacity
3. Relationships
4. Quality



Leadership

SIP will be focused on continually understanding the national needs of the swine industry and interpreting those in the context of research priorities. This national leadership will underscore the pivotal role that SIP will play in increasing the competitiveness of the Canadian swine industry.

Capacity

One of the residual benefits of SIP's engagement with the swine research community must be that of improving the capacity for swine research in the years to come. As a consequence of SIP's actions, there must be programs that are generating increased expertise in swine research and new career paths for brilliant people to make swine research their vocational choice.

Relationships

SIP will be organized and focused on building strategic partnerships that will enhance its ability to facilitate breakthrough science outputs. The concept of partnerships entails that of building win-win relationships, driving innovation and exceeding expectations.

In addition to strategic partners, SIP also has other clients who are expecting superior performance. These clients include public agencies who have provided financing and expect a high degree of rigor in the management of research and in the reporting of activities and results.

Quality

SIP will be organized to ensure that quality standards are created and review processes implemented in order to ensure that high quality will be achieved in everything that it does. There are two principal components of quality. First is that of ensuring that research programs be undertaken and managed with processes that are likely to achieve quality results. The second component is that of knowledge transfer, executed in a manner that drives results.

The higher the quality of these efforts, the more likely that there will be direct benefits realized by the Canadian swine industry.

SIP Strategic Initiatives

SIP has identified five strategic initiatives which will create the organizational capacity to deliver on the promise of its programs and services.

These five strategic initiatives taken as a whole, will enable SIP to achieve the vision that it has set for itself and to respond to the mandate that has been provided by the Canadian Pork Council.

Determining National Priorities

SIP has already undertaken two cycles of identifying national research priorities. The organization will continue to improve the manner in which it conducts needs analyses, consultations with stakeholders and the final decision-making with respect to priorities.

The final demonstration of effectiveness will not be SIP making the decisions, but SIP facilitating the industry's ability to make priority setting decisions.



Developing Research Programs

To date SIP has been focused on responding to the need to develop proposals to take advantage of federal government programming. In future, SIP will create the capacity to implement research programs that are independent of the Growing Forward programming and are supported by its industry partners.

This will provide the opportunity for short-term, medium-term and long-term initiatives to be created which provide tangible economic benefits to the sector.

Expanding the portfolio of research programs that go beyond the existing government funding will create a more stable base for research programming within the swine sector and increase the breadth of activities that can be supported.

Development of a Coordinated Approach Among Partners

A significant determinant of success will be the role that SIP continues to play in coordinating a range of efforts among its research and industry partners. SIP will continue to build effective and flexible management coordination tools that respond to the time sensitive and information pertinent requirements of all stakeholders.

As part of its coordination efforts, processes will be established that ensure there is regular dialogue with universities, research institutions and industry partners so that communication is not simply driven by the need to respond to federal government timelines.

As part of this coordination role, a communication plan will be developed and implemented to ensure that SIP is communicating on a proactive basis and is sharing widely the information that can be helpful to its partners.

Delivering Timely and Effective Knowledge Transfer

While research programs provide the fuel for innovation, it is the knowledge transfer activities that provide the basis for productivity changes. SIP will continue to play a particularly focused role in enabling knowledge transfer. It will develop a Knowledge Transfer Plan. It will ensure that management resources will be available to deliver knowledge transfer activities throughout Canada, on a timely basis and with the methodologies that can benefit the most to producers.

To date, the partners that have been most instrumental in meeting the mandate of knowledge transfer are Centre de développement du porc du Québec (CDPQ) and the Prairie Swine Center. SIP will ensure that all interested parties that wish to participate in knowledge transfer programs will be engaged.

Promote the Development of Both Expertise and Succession Planning

Promoting the development of additional expertise in swine research, and in planning for the succession of ongoing science capacity, is a responsibility of SIP in conjunction with its partners. In particular, SIP will encourage the development of professional and research skill development.

SIP will support the development of research chairs at selected universities in Canada. Finally, it will undertake promotion activities in support of swine research.

SIP Strategic Positioning for Future Success

As each of the strategic initiatives described above are undertaken there will be a move from today's positioning of SIP to that of an improved position. Seven of these aspects are highlighted below.

SIP's Image

To date SIP has been seen as an organization that was created to facilitate the implementation of the Canadian Agri-Science Cluster's initiatives. Within the period of the Strategic Plan, however, SIP should be seen more as a platform for dialogue that is essential to maximize the results of research efforts and technology transfer in Canada.

Business Development

To date SIP has been an organization that has relied primarily on the initiatives and the commitment of Board Members and the Management Team to achieve the objectives that have been established. Within the period of Strategic Plan, SIP will be executing a common plan that is based on a strategy, with a greater emphasis is on the contribution of its partners.

Joint Ventures

To date research programs have been established in accordance with the proposals from the research centers and in line with government funding requirements. Within the period of the Strategic Plan, various types of joint ventures will be expected to be developed, based on the priorities of the sector nationwide and jointly established under the initiative of SIP.

Funding

To date funding has mainly been provided by the Canadian Agri-Science Cluster's Initiatives Program, although, there have been significant industry contributions as well. However in the course of the implementation of the Strategic Plan, it is expected that there will be an increasingly diversified source of funding from private and public sources for specific uses.

Supporting Team

To date the Management Team has been focused on meeting the terms and conditions of two cycles of government funding (Growing Forward 1 & 2). Within the period of the Strategic Plan, there will be further development of the team's capacity to implement SIP's Strategic Plan.

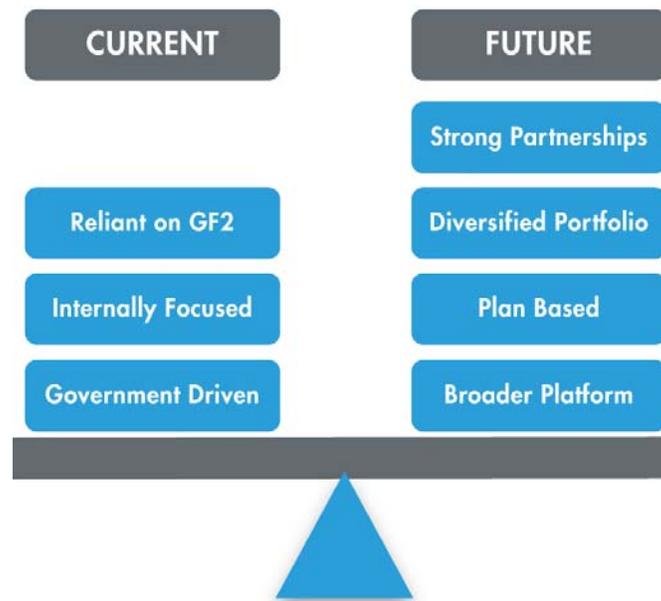
Way of Operating

To date the operations have been precarious in the sense that there have been a lot of financial vulnerabilities and everything has been new. Within the period of the Strategic Plan, the management processes and the structures for operating will be clearly defined and well-documented. Improvement processes will be a big feature going forward.

Expertise

SIP is in the early stages of acquiring the required expertise. The current team has gained considerable experience in planning and implementing a national contribution based research program. As the organization diversifies into additional forms of partner-based research, additional skill sets may be identified and acquired.

Strategic Positioning of SIP – Current and Future



Summary

SIP is a relatively young organization. It has just completed a complex and rather ambitious research program and is awaiting decisions by the federal government in support of a larger research program, extending over the next five years.

There is the opportunity to continue to develop national leadership of SIP in the pursuit of, and the implementation of, swine research. SIP was created principally because there was an historical absence of national leadership in swine research. During the period of Growing Forward 1, there has been an increasing recognition of SIP's role and its contribution. This can be leveraged over the next several years.

SIP has identified five strategic initiatives which will create the organizational capacity to deliver on the promise of its programs and services. The components are:

- National Priorities
- Research Program
- Coordination
- Knowledge Transfer
- Research Expertise

These five strategic initiatives, taken as a whole, will enable SIP to achieve the vision it has set for itself and to respond to the mandate that has been provided by the Canadian Pork Council.

As each of the strategic initiatives described in this document are undertaken there will be a move from today's positioning of SIP to that of an improved position. These include:

- Building stronger partnerships;
- Managing a diversified portfolio; and
- Implementing agreed strategies.

This is designed to provide the capability to assist the growth in the Canadian swine industry's competitiveness.

SIP Vision

“Swine Innovation Porc increases Canadian swine industry competitiveness through a national R&D structure”.

Acknowledgements



Agriculture and
Agri-Food Canada

Agriculture et
Agroalimentaire Canada

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