



BC Egg Marketing Board

Strategic Plan 2015 - 2020



Size Up

S Top Ranked Strengths

1. Our system of Producers, Graders, and regulations allows us the flexibility to align production with consumer expectations
2. We have been able to get our staff aligned and on the same page with the Board
3. Transparency and communication are improving
4. We have very good financial stability as an organization
5. We have been able to establish successful pricing protocols, including a system that prices specialty eggs

W Top Ranked Weaknesses

1. We lack the necessary level of openness and transparency needed to build and maintain trust with Producers and Stakeholders, plus we lack effective communication with Producers and Stakeholders
2. We have not succeeded in convincing other provincial egg boards to price specialty eggs
3. We have not been able to create a demand model for identifying consumer needs and a system that can respond to changes in market demand in a timely way
4. Our database needs to be more robust in order to enhance utilization and decision making.
5. We have not been vigilant in monitoring and enforcing our consolidated orders

O Top Ranked Opportunities

1. Overall growth in consumer desire for and consumption of eggs
2. Growing desire of consumers to understand where the food they eat comes from geographically
3. Growing desire of consumers to understand how the food they eat is produced
4. Growing trend of people to seek information on-line that informs their purchase decisions
5. Growth in demand for eggs in further processing
6. Producers need better information to allow them to make the call on what/how to shift their production
7. The work of Producers is becoming more and more complex - more labour intensive ways of farming, more record keeping – and they need help to build skills and navigate this change in order to achieve understanding and compliance of the system

T Top Ranked Threats

1. A lack of supply of eggs to meet Domestic demand will create pressure for imports entering our market
2. Potential for future AI outbreaks with devastating impact on the industry and ongoing local consumer demand
3. Upstream governing bodies lack a sufficient future focus to meet market needs – threatening our relevance
4. That a non-licensed egg producer results in food safety or bio-security issues – damaging the reputation of the industry
5. Provinces/EFC is too slow to provide leadership on issues like animal welfare – and we lose our social license



Mission, Vision, Values

Our Vision

A cohesive and sustainable growing BC egg industry that meets the needs of consumers while being socially and environmentally responsible.

Our Mission...

To engage stakeholders to meet the demands of the marketplace:

- Making principle based decisions according to SAFETI guidelines
- Building trust through transparency
- Providing high value support to members, helping them thrive in the face of change
- Continuing to build our social license and raising the standards on health, safety and sustainability

Our Values

- Being **accountable**
- Doing all things with **excellence**
- Having **respectful & caring** relationships
- Being **transparent** in everything that we do
- Being **supportive** to supply management



Strategic Imperatives & Objectives

Based on the Ranked SWOT's we have identified the following seven “Strategic Imperatives” – i.e. the seven big things we are seeking to achieve over the next five years.

1. Building trust through greater transparency and engagement with stakeholders

2. Becoming the preferred go-to resource for Producers seeking to grow and improve their business

3. More powerfully marketing eggs to meet the evolving desires of consumers

4. Being a driving force to better match supply and demand in the industry

5. Taking leadership in setting standards and ensuring compliance – fundamental to our social license

6. Finding a win-win solution to meet the needs of Further Processors and their customers

7. Sustaining and extending our successful pricing model

For each of these imperatives, the notes on the following pages capture:

- The underlying SWOT issues that speak to the need for this work
- The specific, measurable objective we are striving for – i.e. what success looks like
- The strategies (actions and investments) we will employ in order to achieve the objective



Strategic Imperatives & Objectives

SI #1

Building trust through greater transparency and engagement with Stakeholders

Underlying SWOT issues:

- W1** We lack the necessary level of openness and transparency needed to build and maintain trust with Producers and Stakeholders, plus we lack effective communication with Producers and Stakeholders
- S2** We have been able to get our staff aligned and on the same page with the Board
- S4** We have very good financial stability as an organization
- S3** Transparency and communication are improving
- W5** We have not been vigilant in monitoring and enforcing our consolidated orders

Objectives	Strategies & Actions
<p>Objective 1.1 To have FIRB satisfied with our level of transparency, as measured by it ceasing to be an issue in our relationship, by Dec. 31, 2016</p> <p>Objective 1.2 To achieve high levels of satisfaction with our members and stakeholders, as measured through our annual survey (targets tbd until we have our benchmarks):</p> <ul style="list-style-type: none"> a. satisfaction on transparency and engagement b. confidence in quality of the work of our staff c. timeliness of information d. trust 	<ol style="list-style-type: none"> 1. Complete an initial benchmarking survey early in 2016 2. Develop a transparency plan to identify the things we need to share openly 3. Step up our communication around compliance – educate producers – not assuming that they know 4. Establish a calendar of the engagement events through the year – moving away from ad hoc interaction and into a formalized process 5. Achieve a minimum of four verbal or in person touch points per Producer per year
<p>Objective 1.3 To achieve high levels of satisfaction with our staff members, as measured through our annual survey</p>	<ol style="list-style-type: none"> 1. Develop a Staff Engagement Strategy to create the conditions of high job satisfaction 2. Measure staff member satisfaction



Strategic Imperatives & Objectives

SI #1 (cont.)

Building trust through greater transparency and engagement with stakeholders

Objectives	Strategies & Actions
<p>Objective 1.4 To achieve a high level of Board member satisfaction with the work of staff, as measured through ongoing reviews</p>	<ol style="list-style-type: none"> 1. Ensure that Board Members have all the information they need in their package to make decisions – the Board will measure how well we do on that front after each meeting: <ul style="list-style-type: none"> • Improve the level of preparation of the Board Package – more detailed and accurate information • Be more disciplined in what gets on the the agenda and send out the agenda earlier for Board feedback • Establish a standard briefing note format for issues to be put forward from staff to board 2. Insert questions into COMB BOD review survey 3. Perform quarterly reviews 4. Ensure that we have the right people in the right seats
<p>Objective 1.5 To achieve and sustain a high level of producer compliance to board policies and to staff administration of these policies</p>	<ol style="list-style-type: none"> 1. Develop and put in place a policy and procedure binder 2. Revisit the disincentives currently in place to encourage compliance 3. Establish benchmarks for producer compliance



Strategic Imperatives & Objectives

SI #2

Becoming a preferred go-to resource for Producers seeking to grow and improve their business

Underlying SWOT issues:

- O6** Producers need better information to allow them to make the call on what/how to shift their production
- O7** Egg Production is becoming more and more complex - more labour intensive ways of farming, more record keeping – and they need help to build skills and navigate this change in order to achieve understanding and compliance of the system
- S1** Our system (combination of willing producers & graders, our regulations) allows the flexibility to align production with consumer expectations
- W4** We lack insight into who our Producers/constituents are, what production levels they have, what facilities they have, where they want to take their business etc. – preventing us from increasing utilization and meeting consumer demand

Objectives	Strategies & Actions
<p>Objective 2.1 To achieve strong ratings in our ongoing annual survey of producers on the extent of:</p> <ul style="list-style-type: none"> a. the quality and utilization of BCEMB programs b. BCEMB providing valuable insight and tools to inform their production decisions 	<ol style="list-style-type: none"> 1. Complete initial benchmarking survey in early 2016 2. Make a significant investment to refresh our current practices through education/workshops – go to the producers rather than waiting for them to come to us: <ul style="list-style-type: none"> • Include a train the trainer component where needed • Include workshops on emerging changes – e.g. animal care program 3. Invest in multiple mediums for delivering our critical information 4. Invest in building the relationship with stakeholders – using an ADKAR lens to help us improve change management 5. Invest in creating a system that will produce an accurate picture of the state the industry: <ul style="list-style-type: none"> • Invest in aggregating the data on barn space, equipment etc.



Strategic Imperatives & Objectives

SI #3

More powerfully market eggs to meet the evolving desires of consumers

Underlying SWOT issues:

- O1** Overall growth in consumer desire for and consumption of eggs
- O2** Growing desire of consumers to understand where the food they eat comes from geographically
- O3** Growing desire of consumers to understand how the food they eat is produced
- O4** Growing trend of people to seek information on-line that informs their purchase decisions

Objectives	Strategies & Actions
<p>Objective 3.1 To increase the per capita consumption of BC eggs over the life of the strategic plan</p> <p>Objective 3.2 To have a better informed consumer who:</p> <ul style="list-style-type: none"> a. places a premium value on a BC egg over other eggs — BC eggs are their egg of choice b. is well informed on key messages relating to BC eggs (organic, caged etc.) 	<ol style="list-style-type: none"> 1. Gather initial benchmarks on key public opinion points (key to identify the right research firm) 2. Invest in a public education program regarding the brand and what it represents – geography, BC production methods, sustainability etc. 3. Invest in search engine optimization to take a lead position in the dissemination of information - we come up first in search results with accessible information 4. Invest in understanding why consumers come to our site today



Strategic Imperatives & Objectives

SI #3 (cont.)

**More powerfully
market eggs
to meet the
evolving desires
of consumers**

Objectives	Strategies & Actions
<p>Objective 3.3 To have a BC egg stamping program in place:</p> <ul style="list-style-type: none"> a. with first quality Grader by June 30, 2016 b. universally by Dec. 31, 2016 – or sooner 	<ol style="list-style-type: none"> 1. Research provinces who are already stamping eggs 2. Establish the stamping strategy for the long term: <ul style="list-style-type: none"> • Regional stamping etc. • Other stamping allowable by Graders • Understanding the cost implications and funding 3. Lobby BC government (as per Quebec) for the regulatory requirements for stamping of BC eggs: <ul style="list-style-type: none"> • Be proactive in establishing what stamping needs to look like before the industry fills the void with their own solutions • Appeal to the government on this as a measure for delivering Food Safety etc. 4. In the meantime, move quickly to implement stamping with the graders who are already prepared to do so; if we can get one grader on the program, the pressure will be on others to follow: <ul style="list-style-type: none"> • Requires us to have our grader audit program ready to support this



Strategic Imperatives & Objectives

SI #4

Being a driving force to better match supply and demand in the industry

Underlying SWOT issues:

- T1** A lack of supply of eggs to meet domestic demand will create pressure for imports entering our market
- T3** Upstream governing bodies lack a sufficient future focus to meet market needs – threatening our relevance
- W2** We have not been able to create a demand model for identifying consumer needs and a system that can respond to changes in market demand in a timely way

Objectives	Strategies & Actions
<p>Objective 4.1 To close the importation gap (US, Interprovincial) in BC – reduce US imports to the maximum allowed by trade agreements and eliminate interprovincial imports over the life of the strategy</p> <p>Objective 4.2 To increase and sustain our utilization rate to the maximum allowable (currently 100%) by Dec. 31, 2017</p>	<ol style="list-style-type: none"> 1. Invest to create an effective demand forecasting model provincially, by egg type and production method: <ul style="list-style-type: none"> • Encourage EFC to have a forecasting model by province (start with sharing ours) 2. Refresh our production forecasting model, finding ways to create the utilization rate and encourage increased production



Strategic Imperatives & Objectives

SI #4 (cont.)

Being a driving force to better match supply and demand in the industry

Objectives	Strategies & Actions
<p>Objective 4.3 To shorten the time between quota allocation and FIRB approval, to be within 30 days by June 30, 2016</p>	<ol style="list-style-type: none"> 1. Invest in building trust between BC Egg and FIRB on our governance, asking them to pre-approve our allocation model and speed up the approval process: <ul style="list-style-type: none"> • Speak to the SAFETI model 2. Invest time to help EFC and FPCC reach a common understanding: <ul style="list-style-type: none"> • Maintain pressure and keep noise level high • Encourage EFC to undertake a stakeholder satisfaction survey by province – including their transparency • Keep pushing for the opening up of the Federal-Provincial Agreement • Develop a white paper with suggested solutions 3. Lobby more actively with the BC FPCC member: <ul style="list-style-type: none"> • Get the real numbers on the table 4. Lobby the Minister of Agriculture in BC to press the Federal Minister – with caution 5. Executive Director to invest more time in working actively with his counterparts in other provinces (Ontario and western provinces) so that there is a stronger, more coherent voice on these issues



Strategic Imperatives & Objectives

SI #5

Taking leadership in setting standards and ensuring compliance – fundamental to our social license

Underlying SWOT issues:

- T2** Potential for future AI outbreaks with devastating impact on the industry and ongoing local consumer demand
- T4** That an non-licensed egg producer results in food safety or bio-security issues – damaging the reputation of the industry
- T5** Provinces/EFC is too slow to provide leadership on issues like animal welfare – and we lose our social license
- W5** We have not been vigilant in monitoring and enforcing our consolidated orders

Objectives	Strategies & Actions
<p>Objective 5.1 To have a comprehensive AI capacity in place by December 31, 2016, as measured by:</p> <ul style="list-style-type: none"> a. achieving a high level of compliance on all biosecurity protocols b. ensuring that any AI event has minimal impact on the industry – fully contained within the originating farm 	<ol style="list-style-type: none"> 1. Use policy tools to encourage dispersal of farms beyond the Fraser Valley, to lower the potential impact of an AI outbreak 2. Work proactively to establish clear protocols that all parties agree to 3. Invest to ensure protocols are in place, allowing those dealing with the disease to move faster: <ul style="list-style-type: none"> • Manage the kill • Compost the birds • Disinfect, etc. 4. Extend the Emergency Preparedness Program to regions outside the Fraser Valley 5. Implement a public education program, in partnership with the other poultry association, to inform those who keep their own birds: <ul style="list-style-type: none"> • Encourage Poultry association to take the lead here 6. Invest in an emergency response program, in conjunction with other poultry boards, for non-licensed producers: <ul style="list-style-type: none"> • Provide media response for the unregulated (we have the rest of the emergency response program in place now) • Establish a third party who can validate the actions we take • Have camera ready media support – showing what goes on normally



Strategic Imperatives & Objectives

SI #5 (cont.)

Taking leadership in setting standards and ensuring compliance – fundamental to our social license

Objectives		Strategies & Actions											
<p>Objective 5.2 To have every Producer with over 99 hens fall under our system by Dec. 31, 2020</p> <table border="1"> <thead> <tr> <th>2015</th> <th>2016</th> <th>2017</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>50 Producers Today</td> <td>75</td> <td>100</td> <td>125</td> </tr> </tbody> </table>		2015	2016	2017	2018	50 Producers Today	75	100	125	<ol style="list-style-type: none"> 1. Explore the potential to access census data to aid this process 2. Work with PHA's, Provincial government, and Federal government on clear regulations: <ul style="list-style-type: none"> • What is allowable in restaurants and in retail • What is allowable re reusing of egg cartons 3. Work with industry associations to remind their members about the risks of non-licensed eggs 4. Work with Public Health Authorities to ensure that any occurrences of Se are reported in a timely manner to BCEMB 5. We will revisit our current practices around small lot licenses and consider developing a more favourable membership fee structure to encourage enrolment 6. Lobby EFC to ensure that the small lot farmers don't interfere with our quota 			
2015	2016	2017	2018										
50 Producers Today	75	100	125										



Strategic Imperatives & Objectives

SI #6

Finding solutions to meet the needs of further Processors and their customers

Underlying SWOT issues:

- O5** Growth in demand for eggs in further processing

Objectives	Strategies & Actions
<p>Objective 6.1 To establish a framework that allows us to:</p> <ul style="list-style-type: none"> a. meet the current commitment rate of 23,500 boxes per week by March 31, 2016 b. meet the demand of future growth 	<p>1. We will establish a working committee to take the lead in finding solutions, examples:</p> <ul style="list-style-type: none"> • Pursue the idea of EFC paying the differential — they are now paying — to us, to aid our negotiation on pricing • Put an RFP out to the industry inviting them into a joint venture partnership with the FP that will help fulfill the demand • Establish a better process for information sharing amongst BC Egg, Graders, and Further Processors

SI #7

Sustaining and extending our successful pricing model

Underlying SWOT issues:

- S5** We have been able to establish a successful pricing regime, including a system that prices specialty eggs
- W2** We have not succeeded in convincing other Provincial Egg Boards to price specialty eggs

Objectives	Strategies & Actions
<p>Objective 7.1 To have each provincial egg marketing board adopt BC's pricing strategy for specialty eggs, by June 30, 2016</p>	<ul style="list-style-type: none"> 1. Capture the current methodology in BC 2. Work with other marketing boards to bring them onboard with pricing specialty eggs



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