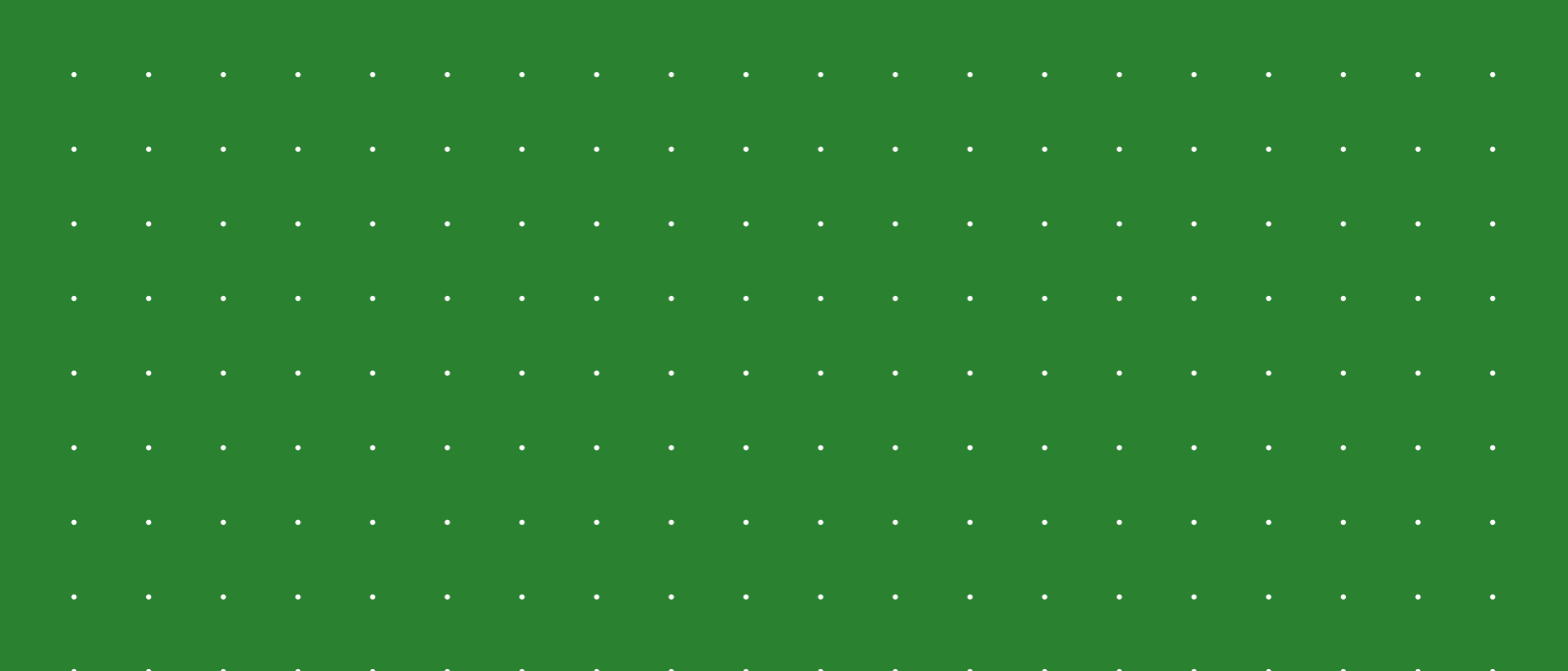


# APRIL STRATEGIC PLAN 2022–2025



Australasian  
Pork Research  
Institute Ltd  
**APRIL**





# EXECUTIVE SUMMARY

**THE AUSTRALASIAN PORK RESEARCH INSTITUTE LIMITED (APRIL) IS AN INDEPENDENT NOT-FOR-PROFIT ORGANISATION THAT FACILITATES RESEARCH AND DEVELOPMENT, EDUCATION AND TRAINING, AND COMMERCIALISATION ACTIVITIES FOR THE BENEFIT OF THE BROADER PORK INDUSTRY IN AUSTRALIA AND NEW ZEALAND.**

A viable, sustainable and profitable pork industry in Australasia relies on inputs and contributions from all organisations and parties across the entire pork supply chain. Through its Members and stakeholders, APRIL acts and participates in the landscape as an enabler and facilitator in delivering value and outcomes for the ultimate benefit of the Australasian pork industry.

**THE STRATEGIC PLAN SOUGHT  
FEEDBACK AND COMMENT DURING  
THE CONSULTATION PROCESSES,  
AND IS CONSTRUCTED AROUND **FOUR**  
**STRATEGIC PILLARS** THAT HAVE  
BEEN DEVELOPED IN CONSULTATION  
WITH APRIL MEMBERS...**

The Australasian Pork Research Institute Limited operates on a 3-year strategic planning cycle. This Strategic Plan will guide APRIL's philosophies and investments for the period 2022–2025. The Strategic Plan sought feedback and comment during the consultation processes, and is constructed around four strategic Pillars that have been developed in consultation with APRIL Members, as follows:

- 1. Developing the APRIL business.**
- 2. Effective management and delivery of research and development and education and training for the Australasian pork industry.**
- 3. Industry relevant commercialisation activities for the Australasian pork industry.**
- 4. Connecting with Members and the Australasian pork industry.**

This Strategic Plan outlines each theme's supporting programs, key result areas and the enablers required to deliver the Strategic Plan. Annual operating plans will outline the annual levels of investment in activities and projects designed to achieve the outcomes for each pillar.

A comprehensive Annual Report available to all Members will review and monitor APRIL's performance in the specified pillars.



# BACK- GROUND

**THE AUSTRALASIAN PORK RESEARCH INSTITUTE LIMITED (APRIL) IS A NOT-FOR-PROFIT (TAX EXEMPT) COMPANY LIMITED BY GUARANTEE THAT OPERATED THE CRC FOR AN INTERNATIONALLY COMPETITIVE PORK INDUSTRY FROM JULY 2005 TO JUNE 2011. THIS WAS THEN SUCCEEDED BY THE CRC FOR HIGH INTEGRITY AUSTRALIAN PORK (PORK CRC LTD) THAT CEASED ITS ACTIVITIES ON 30 JUNE 2019.**

In 2014, the Pork CRC Ltd. Board began discussions on a transition model after 30 June 2019. Industry acknowledged a need beyond the Pork CRC for continued investment in collaborative activities in research and development, education and training, and commercialisation, to continue the legacy of the two Pork CRC programs and complement Australian Pork Limited's work.

Australian Pork Limited, representing Australian pork producers, along with the New Zealand Pork Industry Board, allied pork industry businesses, and tertiary and research organisations, determined that APRIL was an appropriate vehicle to continue these activities. As such, APRIL adds additional expertise and benefits to the Australasian pork industry through its diverse and broader base of membership that includes all sectors participating in the pork value chain.

Since 2019, associated with the Board's approval of APRIL's first Strategic Plan 2019–2022, APRIL has developed a solid collaborative investment portfolio that has been driven by end-users for the benefit of the Australasian pork industry. Resources associated with research and development, education and training, and commercialisation activities have been invested to ensure value chain sustainability and delivery. In turn, APRIL has successfully leveraged more money into the pork industry for these activities.

This document draws on outcomes of the consultation process to define the strategic directions for APRIL from 2022 until 2025. These directions pertain to key operational elements of the APRIL business as well as priority research, education and training, and commercialisation initiatives.





## KEY OBJECTIVES OF APRIL

Be a **thought leader, strategic enabler,** and **strategic co-funder** of research and development, education and training, and commercialisation activities for the benefit of the Australasian pork industry.

Act as a **catalyst for innovation** in the Australasian pork industry through **strategic investments** in research and development, education and training, and commercialisation activities.

**Manage income** arising from commercialisation activities, and **generate further** commercialisation activities and income.

**Re-invest commercial income** in research activities, and education and training, relevant to the Australasian pork industries.

**Expand the total pool of funding** available for research and development, education and training, and commercialisation.

Assist and be aligned with Australian Pork Limited in **growing the overall science, infrastructure,** and **human capacity base** in the industry.

# BACK- GROUND

## CONSULTATION

The development of APRIL's new Strategic Plan 2022–2025 has been developed in consultation with all of its Members and the Board. Consultation workshops on the new (draft) Strategic Plan 2022–2025 were held with Member representatives in December 2021. In addition, all Members were invited to provide any written or verbal feedback to the Chair and (or) CEO/Chief Scientist in response to the draft Strategic Plan 2022–2025.

Consequently, a revised Draft Strategic Plan 2022–2025 was presented to the Board in February 2022, and following further discussions a revised Strategic Plan was adopted by the Board in April, 2022.

A review of APRIL's operating environment was completed as part of this process. Areas of strength and those requiring extra focus as well as opportunities and challenges were revised to reflect developments over the past 3 years. Accordingly, the mission, vision, core values and strategic imperatives were fine-tuned as part of the review.

The overarching finding from this consultation was that there is strong support for APRIL and recognition of its role in advancing pork production across Australasia.

## INVESTMENT IN CORE ACTIVITIES TO DATE

Since 2019, the Australasian Pork Research Institute Limited has approved investments in research and development, education and training, and commercialisation projects totalling approximately \$6.17 million to 30 June 2022.

## THE MISSION OF APRIL

Be a thought leader in the Australasian pork industry, to undertake new and high priority research and development, education and training, and commercialisation activities for the profitability and sustainability of the industry.

## THE VISION OF APRIL

APRIL will be a vehicle for change and innovation in the Australasian pork industry by:

- Working collaboratively with its Members and stakeholders to propose, address and solve key issues of concern and relevance for the Australasian pork industry.
- Successfully delivering innovative solutions and outcomes for the Australasian pork industry.
- Contributing to successful education and training programs that sustain the Australasian pork industry and engage future generations.
- Creating and fostering commercialisation opportunities that enhance end-user benefits.
- Enriching its membership and investment portfolio to ensure future security in delivering its objectives.
- Supporting Australian Pork Limited and the New Zealand Pork Industry Board in building an industry shared vision to enable a thriving pork industry.





## CORE VALUES OF APRIL

Key to the future continuation and success of APRIL are:

### INNOVATION

**APRIL always look for industry solutions.**

### FOCUS

**APRIL's members and the Australasian pork industry are its highest priorities.**

### EXCELLENCE

**APRIL strives for the best quality in research and development, education and training, and commercialisation activities and opportunities.**

### NETWORKS

**APRIL will collaborate locally, nationally and internationally to enhance capacity to solve local challenges and meet goals.**

### OPPORTUNITY

**APRIL will take considered risks to achieve desired outcomes.**

### COMMUNICATION

**APRIL will build strong relationships through open communications.**

### DEDICATION

**APRIL staff and the APRIL Board are driven to deliver the APRIL Strategic Plan on behalf of the Australasian pork industry.**

# STRATEGIC IMPERATIVES

**THE AUSTRALASIAN PORK RESEARCH INSTITUTE LIMITED OPERATES AND FUNCTIONS IN A DYNAMIC AND EVER-CHANGING ENVIRONMENT. THE FOLLOWING STRATEGIC IMPERATIVES WILL DEFINE THE OPERATIONS OF APRIL OVER THE NEXT 3 YEARS:**

- **Activity Portfolio:** APRIL's activities are balanced, relevant and innovative to meet Member, stakeholder and industry expectations.
- **Networks:** APRIL has capacity to problem solve through local, national and international collaborations.
- **Communication:** APRIL builds strong relationships through open communication to the industry.
- **Alignment:** APRIL advantageously aligns activities with relevant entities, including peak bodies Australian Pork Limited and New Zealand Pork Industry Board, to strive for efficient strategic alignments, opportunities and outcomes, and to avoid overlaps and duplication.
- **Investment:** APRIL is an enabler and co-funder strategically investing in progressive activities.
- **Leverage:** APRIL is a catalyst for innovation and is successfully able to raise additional investment funds with its Members and stakeholders for the overall benefit of the Australasian pork industry.
- **Returns:** APRIL delivers returns to Members, stakeholders and the industry through its research and development, education and training, and commercialisation outcomes.

**The Australasian Pork Research Institute Limited will achieve these strategies by:**

- Clearly defining, through an iterative process of engaging, developing and refining, several areas of transformative activity that will advance the Australasian pork industry.
- Embarking on a number of key transformative R&D initiatives, whilst maintaining open calls for other research and development initiatives to allow for the presentation of innovative solutions to industry issues and problems.
- Being an active investor in key production-driven research and development, education and training, and commercialisation priorities that meet Member and industry expectations.
- Building and maintaining research and development, education and training, and innovation capability.
- Developing a culture within research providers that embraces innovation, leveraging principles, collaboration and commercialisation (if appropriate).
- Communicating and promoting, or commercialising, research, education and training outcomes to maximise value to industry.
- Focussing on a strong and transparent value proposition that maintains and promotes on-going member and stakeholder investment in the program.





## APRIL'S OPERATIONAL ENVIRONMENT

### AREAS OF STRENGTH

- Excellent reputation amongst Australasian pork industry members and stakeholders.
- Outstanding ability to attract significant leverage through external funding schemes.
- Strong member support evidenced through continued support of APRIL.
- Positioned to champion commercialisation opportunities.
- Belonging to a cohesive industry willing to work together to solve common problems.
- Track record of honouring commitments and delivering outcomes.
- Momentum from its existing research programs.
- Ongoing support for new scientists, students and production-oriented staff trained through its activities.
- A coordinated approach to APRIL and APL research programs and processes.

### OPPORTUNITIES

- Propose, address and solve key (transformational) issues constraining Australasian pork industry profitability and sustainability through collaborative research and development investments.
- Greater leveraging of external funding for research and development, education and training, and commercialisation through seed investments and strategic collaborations.
- Deliver innovative and efficient research and education programs for the benefit of the Australasian pork industry.
- Collaborate with Australian Pork Limited and New Zealand Pork Industry Board to extend research findings and increase innovation adoption.
- Assist in building the next generation of research capability.

### CHALLENGES

- Growing the activities of the Company within the current financial and staff environment.
- Managing the different Member and stakeholder expectations.
- Remaining agile and responsive to new ideas.
- Sustaining funding sources for future activity investment.
- Retaining and growing capacity in research and development and education and training capability.
- Managing decision making associated with investment initiatives.
- Maximising efficiencies associated with administration of the Company.

### AREAS OF EXTRA FOCUS AND NEED

- Ensuring longer-term financial sustainability of the Company.
- Optimisation of existing and future commercialisation programs.
- Assist in delivering effective communication on project outcomes to the industry.
- Efficient utilisation of resources and the cost of conducting research.
- Optimising access to overseas markets for relevant commercial products.

# APRIL'S STRATEGIC PILLARS

**CONSULTATION AFFIRMED FOUR STRATEGIC PILLARS THAT WILL GOVERN THE SPECIFIC TASKS AND ACTIVITIES UNDER EACH IN ORDER TO DELIVER AGAINST THE TARGETED DELIVERABLES, WHERE APPROPRIATE AND APPLICABLE. THESE ARE OUTLINED BELOW AND WILL BE SUPPLEMENTED WITH AN ANNUAL OPERATING PLAN AND REPORTED AGAINST IN ANNUAL REPORTS.**

## PILLAR 1: FURTHER DEVELOPING THE APRIL BUSINESS

ACTIVITIES	KEY OUTCOMES/DELIVERABLES	IMPLEMENTATION
<b>Seek additional investment to deliver APRIL's activities</b>	<ul style="list-style-type: none"> <li>Leverage APRIL investment in research and commercialisation by stakeholder co-investment in applicable projects.</li> </ul>	On-going
	<ul style="list-style-type: none"> <li>Identify external opportunities for co-investment in APRIL activities and where feasible, and where appropriate, drive the bid process.</li> </ul>	On-going
	<ul style="list-style-type: none"> <li>Monitor major external funding programs and strategically apply for funds as an applicant or as a co-applicant with e.g., a member or members:                             <ul style="list-style-type: none"> <li>Development/submission of at least two major Transformational Projects application (&gt; 5:1 project leverage on APRIL funds) to an external funding body, per annum.</li> </ul> </li> </ul>	On-going
	<ul style="list-style-type: none"> <li>Exploit APRIL's 'freedom to operate' and strong collaborative culture among members to seek investment in its project portfolio from non-traditional funding sources.</li> </ul>	On-going
	<ul style="list-style-type: none"> <li>Increase Member and non-Member revenue of APRIL:                             <ul style="list-style-type: none"> <li>At least two new Ordinary Members by February 2024 (over December 2021 membership).</li> <li>Additional revenue (up to \$100,000 per annum) from non-membership activities, including from external strategic investment of cash reserves.</li> </ul> </li> </ul>	On-going
<b>Nurture and grow collaborative alliances</b>	<ul style="list-style-type: none"> <li>Review member benefits and expectations to ensure APRIL can deliver appropriately and sustain support.</li> </ul>	2022
	<ul style="list-style-type: none"> <li>Grow relationships/partnerships with relevant investors to advance progress in mutually beneficial activities.</li> </ul>	On-going
<b>Review operational capability to ensure management efficiency</b>	<ul style="list-style-type: none"> <li>Operational resources and staffing are adequate to ensure all activities can be implemented according to this Strategic Plan.</li> </ul>	On-going
	<ul style="list-style-type: none"> <li>Employees and consultants have effective and sustainable employment arrangements.</li> </ul>	On-going
	<ul style="list-style-type: none"> <li>Suppliers that deliver services to, or on behalf of APRIL, enhance APRIL's ability to operate effectively and without conflict.</li> </ul>	On-going



## PILLAR 2: EFFECTIVE MANAGEMENT AND DELIVERY OF RESEARCH AND DEVELOPMENT AND EDUCATION AND TRAINING FOR THE AUSTRALASIAN PORK INDUSTRY

ACTIVITIES	KEY OUTCOMES/DELIVERABLES	IMPLEMENTATION
<b>Review the APRIL R&amp;D activities portfolio</b>	<ul style="list-style-type: none"> <li>Review research investment to ensure an appropriate portfolio of Transformational, Innovation, and Commercialisation Projects, with &gt; 60% of the available funds for R&amp;D directed to Transformational Projects.</li> <li>Ensure research investments are not duplicative, but complementary, with Strategic Plans of APL and NZPIB.</li> <li>Reassessed targets for investment after each funding round and adjust targets accordingly, e.g., balance strategic research domains with research opportunities, enable continuation of completed projects having high potential for industry outcomes, assessment of APRIL commercial income versus direct industry benefits.</li> </ul>	2022, and then annually  Annually  Annually
<b>Initiate key Transformational Projects for the Australasian pork industry</b>	<ul style="list-style-type: none"> <li>Ensure at least four Transformational Projects, for longer-term, collaborative, inter- and multi-disciplinary 'big picture' projects, are prepared and submitted annually, with major external funding support sought where possible, in priorities to be determined.</li> </ul>	On going
<b>Support for Innovation Projects</b>	<ul style="list-style-type: none"> <li>Funding support annually (20–30% of applicable funds) for smart, innovative and 'out of the box' projects that stimulate change and innovation in the industry and can be a commercialisation pipeline.</li> <li>Change the Innovation Project guidelines to make the (potential) path to commercialisation clearer.</li> </ul>	Annually
<b>Assist with human capacity building in the Australasian pork industry</b>	<ul style="list-style-type: none"> <li>Make annual investments into maintaining and building education and training for the industry, to support undergraduate and postgraduate students and the Industry Placement Program (IPP):               <ul style="list-style-type: none"> <li>Offer at least three full scholarship Masters or PhD awards per annum.</li> <li>Four undergraduate students completed an Honours project by June 2022, with at least two Honours students completing a project per year thereafter.</li> <li>Three DVM or BSc/BVMS students completed a project by June 2022, with at least two DVM or BSc/BVMS students completing a project per year thereafter.</li> <li>Four postgraduate students working on APRIL or APRIL-related projects being trained by 2022, and each year thereafter.</li> <li>A minimum of three IPP awardees embedded in industry organisations at any one time.</li> </ul> </li> </ul>	On going
<b>Support for Facility Funding</b>	<ul style="list-style-type: none"> <li>Ongoing support for appropriate, diversified and cost-effective facility funding for the Australasian pork industry.</li> </ul>	Annually
<b>Support for Kickstart program</b>	<ul style="list-style-type: none"> <li>Ongoing support for the Kickstart program, to provide funding to assist with the preparation and submission of a specific, targeted and agreed major external funding application (or applications) in partnership with APRIL and other partners.</li> </ul>	Annually
<b>Support for APRIL Innovation Prize</b>	<ul style="list-style-type: none"> <li>Create an annual APRIL Innovation Prize to support on-farm creativity and innovation for practical application.</li> </ul>	Annually



# APRIL'S STRATEGIC PILLARS

## PILLAR 3: INDUSTRY RELEVANT COMMERCIALISATION ACTIVITIES FOR THE AUSTRALASIAN PORK INDUSTRY

ACTIVITIES	KEY DELIVERABLES	IMPLEMENTATION
<b>Be the single point of contact, referral and guidance for commercialisation activity in Australia</b>	<ul style="list-style-type: none"> <li>Formalise an agreement and processes with Australian Pork Limited to become the single point of contact, referral and guidance for commercialisation activities in Australia</li> </ul>	2022
<b>Support a viable, innovative and expanding commercialisation business</b>	<ul style="list-style-type: none"> <li>Effectively continue to manage current commercialisation arrangements to ensure they are sustainable and providing a return to APRIL: <ul style="list-style-type: none"> <li>Commercialisation income &gt; \$450,000 per annum, by 2025.</li> <li>At least one new product/service successfully commercialised and generating revenue for APRIL, by 2025.</li> </ul> </li> <li>Conduct a Product Development Scheme program in conjunction with commercial partners to enhance investment and product adoption into the industry, and permit an acceptable financial return to APRIL: <ul style="list-style-type: none"> <li>Three new projects launched by 2025.</li> <li>Reinvest up to \$100,000 per annum into new product development.</li> </ul> </li> <li>Maintain the operation and function of the Commercialisation Advisory Panel.</li> <li>Communicate a commercialisation report as a Standing item at each APRIL Board meeting.</li> </ul>	On going
<b>Ensure commercialisation processes are efficient and are generating optimal returns</b>	<ul style="list-style-type: none"> <li>Assess the commercialisation potential of relevant research activities or proposals and develop commercialisation plans for approved projects with commercial potential.</li> <li>Review all existing commercialisation projects and ensure markets with greatest potential are adequately resourced, including potential to exploit overseas markets: <ul style="list-style-type: none"> <li>AusScan (China).</li> <li>Sow Block (USA, Europe).</li> <li>Lawsonia qPCR Test (USA, Europe).</li> </ul> </li> <li>Reinvest commercial income from investment in product development in applicable APRIL activities.</li> </ul>	On-going
<b>Support for Commercialisation Projects</b>	<ul style="list-style-type: none"> <li>Funding support on a continuous basis for projects that increase APRIL's commercialisation pipeline and lead to greater commercial returns to APRIL and potential benefits to industry.</li> </ul>	On going
<b>Continued engagement with growAG</b>	<ul style="list-style-type: none"> <li>Continue engagement with growAG to promote commercialisation opportunities arising from R&amp;D activities and ad hoc commercial opportunities.</li> </ul>	On going



#### PILLAR 4: CONNECTING WITH MEMBERS AND THE AUSTRALASIAN PORK INDUSTRY

ACTIVITIES	KEY DELIVERABLES	IMPLEMENTATION
<b>Implement an effective and appropriate communication plan</b>	<ul style="list-style-type: none"> <li>Initiate an appropriate communication framework that effectively disseminates APRIL activities and associated outcomes.</li> </ul>	2022 and reviewed annually
<b>Develop activities that are collaborative and inclusive across the member and stakeholder base</b>	<ul style="list-style-type: none"> <li>All projects to involve at least one Member organisation.</li> <li>Maintain the Board Director-Ordinary Member buddy system to enable one-on-one communication with Ordinary Members (4–5 times annually).</li> <li>Invite Members and key stakeholders to attend the APRIL Annual Stakeholder Day (and other events as appropriate) to extend latest results and receive direct feedback on outcomes and progress.</li> <li>Provide an APRIL update at APL Delegates' Forum events/annual joint APRIL–APL Board discussion (at least once annually).</li> </ul>	On going
<b>Present updates of APRIL's activities and progress at producer and scientific forums</b>	<ul style="list-style-type: none"> <li>Present on APRIL activities and outcomes to representatives of a wide member and producer base in Australia and New Zealand through industry seminars/meetings, and to international conferences and forums (where appropriate): <ul style="list-style-type: none"> <li>Present at a minimum of one international conference per annum, from March 2022.</li> <li>Present at a minimum of two member-based conferences per annum, from March 2022.</li> </ul> </li> </ul>	On going
<b>Participate in strategic sponsorship/partnerships</b>	<ul style="list-style-type: none"> <li>Raise and reinforce APRIL's contributions to the Australasian pork industry by providing strategic sponsorship or partnerships (e.g., APSA conference, State field/industry days, member events).</li> </ul>	On-going
<b>Keep industry and stakeholders informed of APRIL's activities and outcomes</b>	<ul style="list-style-type: none"> <li>Provide timely and relevant media releases to the rural press including at least 10 articles per annum in the Australian Pork Newspaper/Pork Journal.</li> <li>Write a quarterly newsletter to all members.</li> <li>Conduct strategic/targeted scientific seminars and updates (two per year, from March 2022).</li> <li>Financial support for selected peer-reviewed publications in internationally recognised journals (up to five papers supported per year, to a total value of \$7,500).</li> </ul>	On-going
<b>Maintain an independent website for information and promotion of APRIL activities</b>	<ul style="list-style-type: none"> <li>Maintain the APRIL website for communication of research, education and training and commercialisation outcomes, and APRIL news, and maintain links to the Pork CRC website.</li> </ul>	
<b>Review and dissemination of project success</b>	<ul style="list-style-type: none"> <li>For applicable projects and where appropriate and robust mechanisms exist, evaluate the return on investment into APRIL for the pork industry.</li> </ul>	On-going







2022  
2025



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