



OHIO SOYBEAN COUNCIL FY2014 STRATEGIC PLAN

- OHIO SOYBEAN COUNCIL VISION:** Assure the long-term viability of Ohio soybean farmers
- OHIO SOYBEAN COUNCIL MISSION:** Invest soybean checkoff funds to maximize the profit opportunities for Ohio soybean farmers
- OHIO SOYBEAN COUNCIL CORE VALUE:** We will intentionally collaborate with all stakeholders to advance the profitability of Ohio soybean farmers and ensure the highest value to our customers

PRIORITY AREAS FOR FY2014:

- **SOYBEAN RESEARCH:** Invest in research that increases profitability, identifies best management practices, and develops specific characteristics that meet customers' and farmers' needs
- **SOY-BASED PRODUCTS/TECHNOLOGIES:** Build commercial and industrial uses of soybeans through public and private collaboration that encourages rapid commercialization of new technologies
- **ANIMAL AGRICULTURE:** Support and promote the growth and long-term viability of Ohio's animal agriculture industry
- **GLOBAL UTILIZATION:** Develop and market Ohio soybeans and soy-based products to the global marketplace
- **TRANSPORTATION/LOGISTICS:** Support the improvement of existing transportation and logistics infrastructure and identify emerging opportunities
- **FREEDOM TO OPERATE:** Proactively build awareness with farmers, consumers and influencers of the critical role Ohio soybean farmers play in providing a safe and healthy food supply

STRATEGIES FOR FY2014:

Strategies in the **SOYBEAN RESEARCH** priority area:

- **New Uses Strategies:** Identify and develop specific soybean characteristics to support the growth of the soy bioproducts industry
 - ***Desired Outcome:*** Create specific characteristics in soybeans for new use applications
- **International Marketing Strategies:** Identify and develop characteristics that fulfill international customer demand
 - ***Desired Outcome:*** Identify international markets that are willing to pay a premium for superior Ohio soybeans
- **Communications Strategies:** Communicate to farmers about new and existing soybean research projects and findings
 - ***Desired Outcome:*** Continue to collaborate with researchers and publish reports as needed with progress and status of Ohio specific projects (e.g. aphid research)
 - ***Desired Outcome:*** Create communication tools to effectively deliver soybean research information to Ohio farmers (e.g. Soybean Rewards Program)
- **Production Research Strategies:** Fund production research to enhance profitability; and identify new trait, disease and pest-resistance research opportunities
 - ***Desired Outcome:*** Provide funding for multiple test sites of specific research projects and regional meetings around increasing oil and/or protein levels and amino acids, with an increased number of test sites over current test sites

- *Desired Outcome:* Provide funding for multiple test sites of specific research projects and regional meetings around management practices, with an increased number of test sites over current test sites
- *Desired Outcome:* Provide funding for multiple test sites of specific research projects and regional meetings around pests and diseases, with an increased number of test sites over current test sites

Strategies in the **SOY-BASED PRODUCTS/TECHNOLOGIES** priority area:

- *New Uses Strategies:* Collaborate with research-based organizations to commercialize new bioproducts, identify research and development collaborators, and develop new soy bioproducts
 - *Desired Outcome:* Develop at least one new research collaboration opportunity to create new ideas/partnerships that leads to commercialization of new products/technologies
 - *Desired Outcome:* Develop at least one new technology license agreement
 - *Desired Outcome:* Develop at least one new value-added use for soy protein (e.g. high-oleic meal)
- *International Marketing Strategies:* Collaborate with research organizations to identify additional commercialization opportunities in international markets
 - *Desired Outcome:* Execute at least one technology commercialization agreement with an international partner
- *Domestic Marketing Strategies:* Facilitate the development of the soy-based products industry through the creation of business tools and resources that support bioproduct businesses and entrepreneurs
 - *Desired Outcome:* Serve as a catalyst to develop a clear plan that outlines how to best nurture and serve the bioproducts industry and begin developing relevant business tools and resources
 - *Desired Outcome:* Continue to focus research on opportunities created by high oleic soybeans
- *Communications Strategies:* Create awareness of and develop educational and communication programs about the benefits of soy bioproducts
 - *Desired Outcome:* Support and promote the continued improvement of a consumer-friendly bioproducts website that encourages purchasing
 - *Desired Outcome:* Develop mechanisms to drive consumers to the website
 - *Desired Outcome:* Develop a communication tool to effectively deliver bioproduct pipeline information to consumers and Ohio farmers
- *Production Research Strategies:* Identify specific traits of soybeans to support the development of soy bioproducts
 - *Desired Outcome:* Identify and focus upon the traits that will be critical and most valuable moving forward (e.g. proteins, oils, high oleic, etc.)

Strategies in the **ANIMAL AGRICULTURE** priority area:

- *New Uses Strategies:* Collaborate with other organizations to research and develop new ways of utilizing soy-based nutrients
 - *Desired Outcome:* Identify and evaluate opportunities to collaborate with other organizations to increase the inclusion of soybean meal in animal diets
 - *Desired Outcome:* Advance and improve meal protein applications from high-oleic soybeans
- *International Marketing Strategies:* Support U.S. meat and poultry exports by promoting global consumption, and produce superior feed and meal for international markets
 - *Desired Outcome:* Work with animal organizations (e.g. USAPEEC, USMEF) to drive year-over-year increases of poultry and meat export volumes
 - *Desired Outcome:* Work with organizations (e.g. USSEC) to drive year-over-year increases in soybean exports

- *Desired Outcome:* Advance and improve meal protein from soybeans for animal feeds
 - *Desired Outcome:* Explore opportunities to export Ohio soybean products for international aquaculture use
 - *Domestic Marketing Strategies:* Promote the value of livestock, poultry, and aquaculture production to the state of Ohio; and provide research and resources to livestock, poultry and aquaculture producers that enable market growth
 - *Desired Outcome:* Increase awareness among Ohio farmers and consumers on the importance of Ohio's animal agriculture industry, including livestock, poultry and aquaculture
 - *Desired Outcome:* Identify new concepts and research opportunities that enhance the advantage of soy protein compared to competitive feedstocks
 - *Desired Outcome:* Promote the expansion of the Ohio livestock industry by identifying growth opportunities (e.g. processing plants)
 - *Communications Strategies:* Communicate, support and promote the importance of animal agriculture to all stakeholders, including end consumers
 - *Desired Outcome:* Continue educational campaigns for influencers about the livestock industry (e.g. targeting end consumers in conjunction with other stakeholders such as grocers/retailers)
 - *Desired Outcome:* Continue to communicate to soybean producers the value of the livestock, poultry and aquaculture industries
 - *Production Research Strategies:* Identify soybean characteristics that provide added value to animal agriculture
 - *Desired Outcome:* Identify desired feed characteristics with a focus on maximizing return by animal type (incorporate existing information from organizations such as the National Oilseed Processors Association)
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Strategies in the **GLOBAL UTILIZATION** priority area:

- *New Uses Strategies:* Work with industry partners to license and market new technologies in international markets
 - *Desired Outcome:* Execute at least one technology licensing agreement with an international partner that will generate revenue
 - *International Marketing Strategies:* Market the superior quality of Ohio soybeans and soy-based products to develop export opportunities and partner with state, national and international groups
 - *Desired Outcome:* Increase sales of Ohio soybeans and/or soy-based products (includes trial shipments)
 - *Desired Outcome:* Execute trade visits to at least one new international market
 - *Desired Outcome:* Maintain existing international trade relationships
 - *Desired Outcome:* Provide research-based information to support the superior quality of Ohio soybeans
 - *Communications Strategies:* Educate and inform farmers on value-added market opportunities, and identify cooperative communication opportunities
 - *Desired Outcome:* Evaluate opportunities for improving the Soybean Rewards website, and create customer awareness of premium opportunities and best management practices on Soybean Rewards website
 - *Production Research:* Identify soybean characteristics that provide added value to international markets
 - *Desired Outcome:* Identified desired characteristics that focus on increased oil and protein quality with a specific focus on food grade soybeans
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Strategies in the **TRANSPORTATION/LOGISTICS** priority area:

- *International Marketing Strategies:* Leverage opportunities surrounding shipping containers, promote improvement of existing transportation and logistics infrastructure, and utilize Ohio's strategic geographic advantage
 - *Desired Outcome:* Work with the Ohio Ag Transportation Coalition and national organizations to improve transportation and logistics infrastructure
 - *Desired Outcome:* Help facilitate logistics of shipments of Ohio soybeans and soybean products in containers
 - *Domestic Marketing Strategies:* To identify and educate the key influencers of Ohio transportation infrastructure
 - *Desired Outcome:* Grow the Ohio Ag Transportation Coalition focused on improving transportation infrastructure and sharing best practices (e.g. technology), and include other industries as part of the coalition
 - *Desired Outcome:* Support national level initiatives focused on improving the national transportation infrastructure (through organizations such as the Soybean Transportation Coalition)
 - *Communications Strategies:* Communicate to farmers and other stakeholders, including influencers, about the emerging transportation, logistics and infrastructure issues and opportunities
 - *Desired Outcome:* Facilitate communication to farmers and influencers about the current state of our transportation infrastructure and communicate why action is needed
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Strategies in the **FREEDOM TO OPERATE** priority area:

- *New Uses Strategies:* Identify partners to develop new soy bioproducts to improve environmental qualities
 - *Desired Outcome:* Identify additional opportunities to develop technologies that improve the environment
- *International Marketing Strategies:* Promote improved access to restricted global markets
 - *Desired Outcome:* Actively participate in efforts to maintain global market access
- *Domestic Marketing Strategies:* Provide education and research on modern production practices and the economic impact of the Ohio soybean industry
 - *Desired Outcome:* Conduct research on how Ohio soybeans are utilized and quantify the impact through economic metrics including creation of jobs
 - *Desired Outcome:* Research public perceptions and develop resources and programs that educate the public on the modern agricultural industry and the use of agricultural products
- *Communications Strategies:* Create messages to farmers, consumers and influencers of the role Ohio soybean farmers play in providing a safe and healthy food supply
 - *Desired Outcome:* Leverage social media channels for consumer education efforts
 - *Desired Outcome:* Develop messages and materials for board members, staff and interested farmers around freedom to operate topics
 - *Desired Outcome:* Organize a meeting of all Ohio commodity groups to discuss collaborative messaging around freedom to operate
 - *Desired Outcome:* Conduct a farmer awareness campaign on what each entity (i.e. OSC and OSA) brings to the Ohio soybean industry
 - *Desired Outcome:* Continue to collaborate with the Ohio commodity groups, focused on the efforts of water quality and nutrient management objectives
 - *Desired Outcome:* Evaluate consumer opinion research options
- *Production Research Strategies:* Encourage research and development of environmentally impactful solutions
 - *Desired Outcome:* Identify, develop and improve production practices, with an emphasis on water quality and nutrient management