

FY17-FY21

Dr. Richard Joost  
USB Director of Supply  
Programs

# USB Strategic Planning

## - Through the years

- **2010 and before**
- **2011-2016**
  - Movement to Target Area/Action Team structure
- **2017-2021**
  - Shift to product – value chain focus

# Why a strategic plan?

USB revisited its strategic plan in 2014-2015 to better address industry direction. The matrix structure of USB was revised to better address USB's Strategic Objectives. With this in mind, funding priorities will shift somewhat as well.



"Cheshire-Puss," Alice began rather timidly, "Would you please tell me, please, which way I ought to go from here?"

"That depends a good deal on where you want to get to," said the Cat.

"I don't much care where . . ." said Alice.

"Then it doesn't much matter which way you go," said the Cat.

" . . . so long as I get *somewhere*," Alice added as an explanation.




"Oh, you're sure to do that," said the Cat, "if you only walk long enough."

# 2010 Strategic Objectives

- **Annual utilization of 3.5 billion bushels of U.S. soybeans in 2011.**
- **Approval in importing countries for each new biotechnology event by the time of commercialization.**
- **Promote U.S. sustainable soybean production**

# USB 2011-2016 Strategic Plan

## STRATEGIC OBJECTIVES

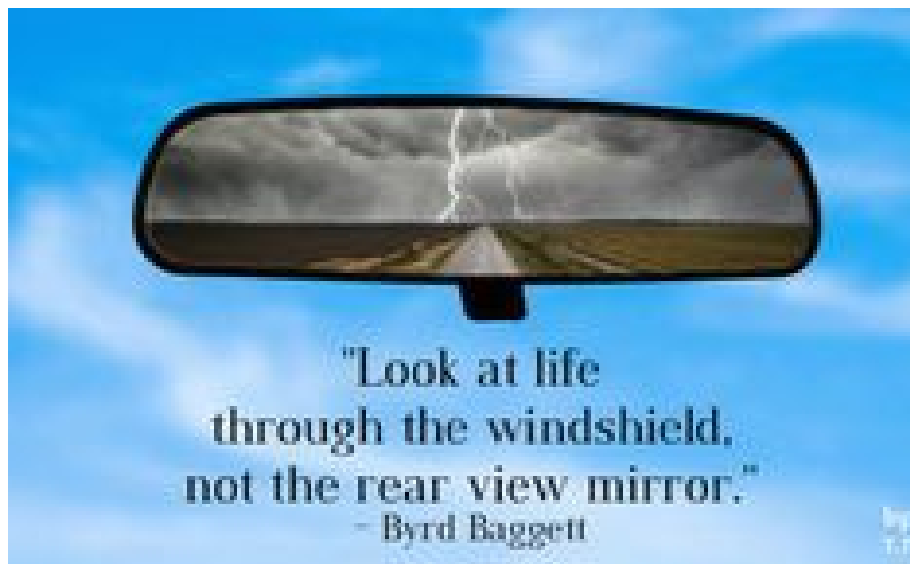
-  **MEAL:** Increase the value of U.S. soybean meal to the entire value chain.  
**Measurement:** Changes in volume and value of U.S. soy meal.
-  **OIL:** Increase the value of U.S. soy oil to the entire value chain.  
**Measurement:** Changes in volume and value of U.S. soy oil.
-  **FREEDOM TO OPERATE:** Ensure that our industry and its customers have the freedom and infrastructure to operate.  
**Measurement:** Increase in acceptance of today's agriculture practices by influencers, customers, regulators and influential consumers.
-  **CUSTOMER FOCUS:** Meet our customers' needs with quality soy products and services to enhance and expand our markets.  
**Measurement:** Improvement in customer relationships by key segments.



# USB STRATEGIC OBJECTIVES AND TARGET AREA GOALS

FY15

ACTION TEAMS					
TARGET AREAS	MEAL Increase Value of U.S. Meal	OIL Increase Value of U.S. Oil	FREEDOM TO OPERATE Ensure Freedom and Infrastructure to Operate	CUSTOMER FOCUS Quality Soy Products and Services to Enhance and Expand Markets	
DOMESTIC OPPORTUNITIES					<p><b>Quality and Component Value:</b> Ensure quantity and quality of U.S. soybeans to sustainably supply global markets while capturing greater value for all sectors of the soybean industry</p> <p><b>Feed:</b> Increase value of soybean meal in domestic feed</p> <p><b>Industrial:</b> Grow the use of soybean components for industrial and other new applications</p> <p><b>Food:</b> Increase the value and consumption of soy products for food use</p>
INTERNATIONAL OPPORTUNITIES					<p><b>Customer Preference:</b> Engage foreign buyers with information and tools that help impact their profitability and drive preference for U.S. soy</p> <p><b>Differentiate:</b> Differentiate the value, sustainability and competitive advantage of U.S. soy from other competing products and origins to increase value and/or market share</p> <p><b>Market Access:</b> Develop credible resources and educate foreign governments, influencers and stakeholders to improve market access and resolve trade barriers</p> <p><b>Sound Science:</b> Increase the awareness of globally recognized sound science associated with U.S. soy with regard to biotech, food safety and security and sustainability</p>
SUPPLY					<p><b>Component Value:</b> Improve seed composition to increase component value of U.S. soybeans ensuring quantity and quality to sustainably supply global markets, including the expansion of the availability of the high oleic (&gt;70%) trait in adapted, high-yielding varieties in all major soybean maturity groups</p> <p><b>Yield Research:</b> Identify molecular techniques and genetic pathways that enhance soybean yield potential and stress resistance</p> <p><b>Sustainable Yield Production:</b> Develop soybean production systems that capture maximum yield potential while achieving continuous improvement against all key production sustainability metrics outlined in the U.S. Soybean Sustainability Protocol</p> <p><b>Feed:</b> Identify and develop measures that characterize and allow value capture of U.S. soybean meal</p>
COMMUNICATIONS					<p><b>Customer Acceptance:</b> Increase acceptance of today's agriculture by non-ag audiences</p> <p><b>Customer Awareness:</b> Grow U.S. farmer understanding of end-use customers and their changing needs</p> <p><b>Leverage:</b> Collaborate with QSSBs and value chain to ensure consistent messaging and leveraging of resources</p> <p><b>Farmer Support:</b> Maintain level of U.S. soybean farmers who see value in the soy checkoff</p>



**One must change  
tactics every ten  
years if one wishes to  
maintain superiority.**

**Napoleon Bonaparte**



# Long-Range Strategic Plan

FY17-FY21 Goals



## Core Value

The United Soybean Board works with honesty and integrity to achieve maximum value for the U.S. soybean farmer's checkoff investments.

## Mission

Maximize profit opportunities for U.S. soybean farmers by investing and leveraging soybean checkoff resources.

## Vision

U.S. soy drives soybean innovation beyond the bushel.

















## Strategy

Create and enhance partnerships that increase the value and preference for U.S. soy.

S U P P L Y	1	 SUSTAINABLE PRODUCTION	Soybean producers use improved seed varieties and the latest production techniques to maximize profit opportunities while meeting the standards of the U.S. Soybean Sustainability Assurance Protocol.
	2	 TECHNOLOGY	Farmers use big data and technological advances to maximize their profit opportunities.
M A R K E T P L A C E	1	 INFRASTRUCTURE	Potential partners and influencers use new information to communicate to appropriate target audiences why improvements to the transportation infrastructure are needed.
	2	 VALUE	The soy value chain is using an accurate definition of the U.S. soy advantage and bringing that value back to farmers.
		 MEAL	
D E M A N D	1	 OIL	Animal and aquaculture producers seek meal made from U.S. soybeans in their feed rations because of the superior component value.
		 INDUSTRIAL USES	
	2	 SUSTAINABILITY	End users recognize, use and communicate the advantage of both conventional and high oleic U.S. soy oil.
	3	 FOOD EXPORTS	Manufacturers of high value or high volume industrial products prefer U.S. soybean oil or meal as a feedstock/ingredient.
	4	 UNITED SOYBEAN BOARD	Buyers and end users recognize U.S. soy as a sustainable and responsible choice for food, feed and industrial applications.
5	 FOOD EXPORTS	Targeted food manufacturers in export markets prefer U.S. soy protein.	



# Revised Board Structure

		ACTION TEAMS						
		SUPPLY		MARKETPLACE		DEMAND		
TARGET AREAS	MEAL	 SUSTAINABLE PRODUCTION	 TECHNOLOGY	 VALUE		 MEAL	 INDUSTRIAL USES	 FOOD EXPORTS
		Production Research		Market Research		Product Research		
	Communications							
	OIL	 SUSTAINABLE PRODUCTION	 TECHNOLOGY	 VALUE		 OIL	 INDUSTRIAL USES	
Production Research		Market Research		Product Research				
Communications								
SUSTAINABILITY		 SUSTAINABLE PRODUCTION	 TECHNOLOGY	 INFRASTRUCTURE	 VALUE	 SUSTAINABILITY		
	Production Research		Market Research		Product Research			
	Communications							



**Strategy without  
tactics is the slowest  
route to defeat.  
Tactics without  
strategy is the noise  
before defeat.**

**Sun Tzu *The Art of  
War***

**The essence of strategy is choosing what not to do.  
- Michael E. Porter, Harvard Business School**





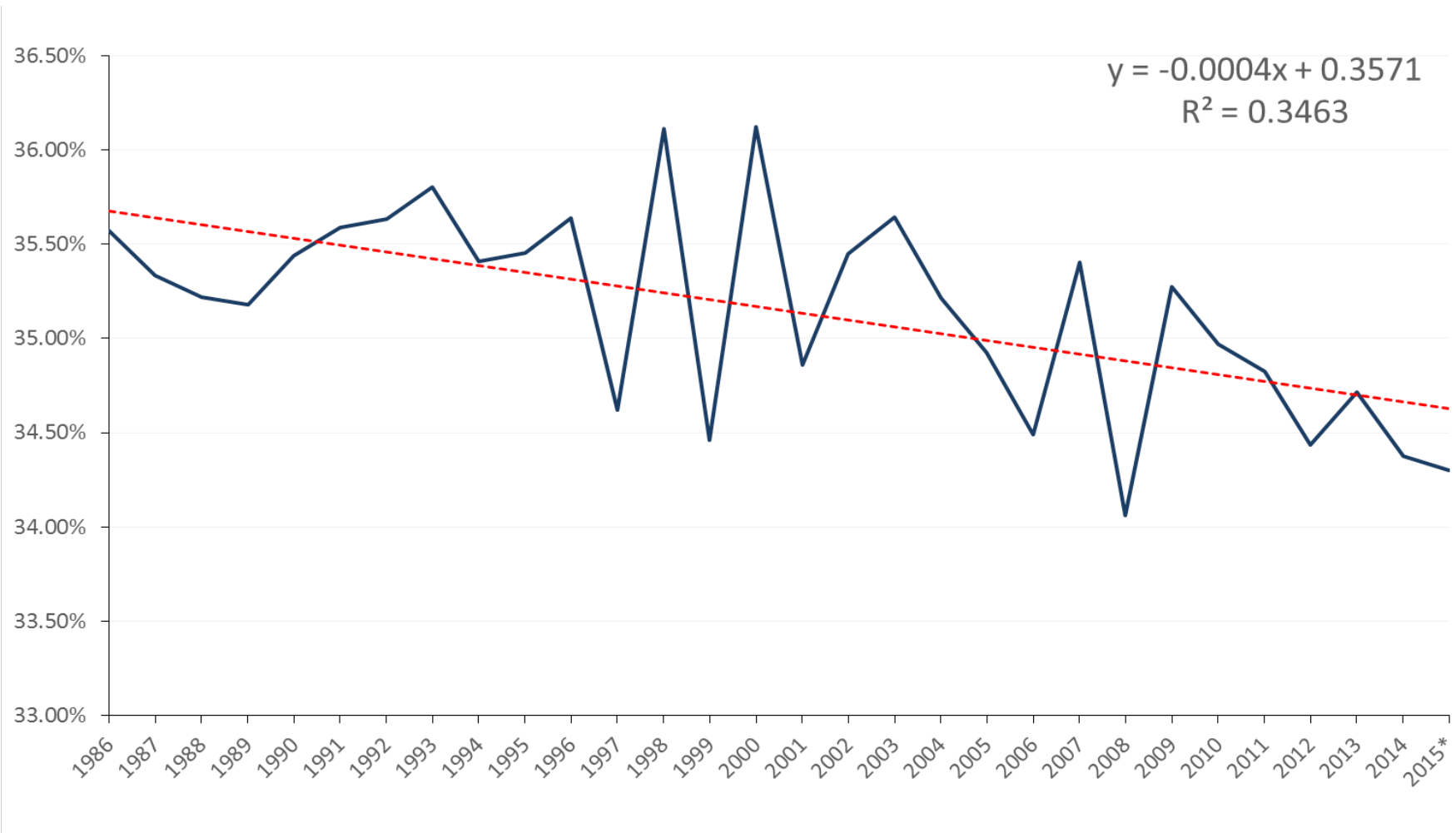
# Sustainable Production

## Objectives

- Public researchers will create innovation in soybean meal composition that can be incorporated into commercial products.
- Seed companies will develop and commercialize improved seed varieties in a timely manner as they become available.



# Historical Soybean Protein (13% moisture basis) 1986-2015



\* Preliminary estimate

# Meal Sustainable Production

## FY17 Milestones

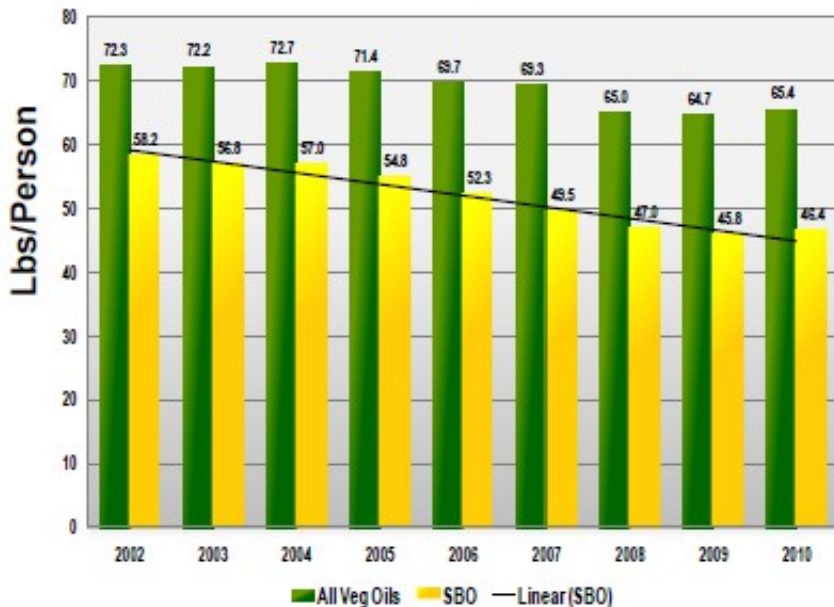
- Public researchers will dialog with USB to identify new varieties with an improved nutritional bundle for commercialization.
- One new trait for improved meal nutritional bundle developed through by USB-funded research is identified for adoption into seed company germplasm development.

# Sustainable Production Objectives

- Public researchers will create innovation in soybean oil composition that can be incorporated into commercial products.
- Seed companies will develop and commercialize improved seed varieties and help convert research innovation into applications

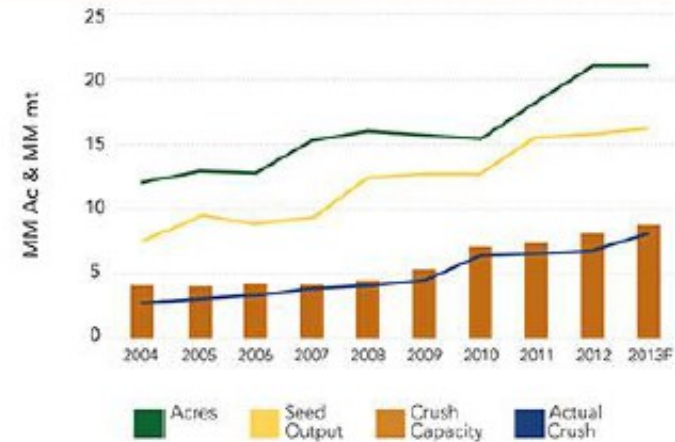
- U.S. soybean oil has lost 4 billion lbs of food market share to trans fat labeling
- Another 2 billion lbs vulnerable due to loss of PHO GRAS status

## US Soybean Oil Consumption



## Canola is Filling Much of the Gap

EXPANSION OF NORTH AMERICAN CANOLA INDUSTRY



Source: Stats Canada and USDA



# Oil Sustainable Production

## FY17 Milestones

- Public researchers will develop a timeline for non-GMO (conventional) HOS handoff to commercial companies.
- Public researchers will evaluate opportunities for development of high oil content and low saturate soybeans.
- One million acres of high oleic soybeans are planted in 2017.



# Sustainable Production Objectives

- Public researchers will collaborate with the checkoff to identify BMPs that enhance the overall sustainability of the U.S. soy crop and that avoid increased regulations.
- Seed companies will develop and commercialize improved seed varieties, recommend BMPs, and help convert research innovation into applications

# Sustainability Sustainable

## Production

- Public researchers will identify new traits and create new innovations to protect soybeans from disease and environmental stress.

- Public researchers participate with USB and QSSBs to create a unified soybean research strategy.

- One new trait each for disease and environmental stress developed by USB-funded research is identified for adoption

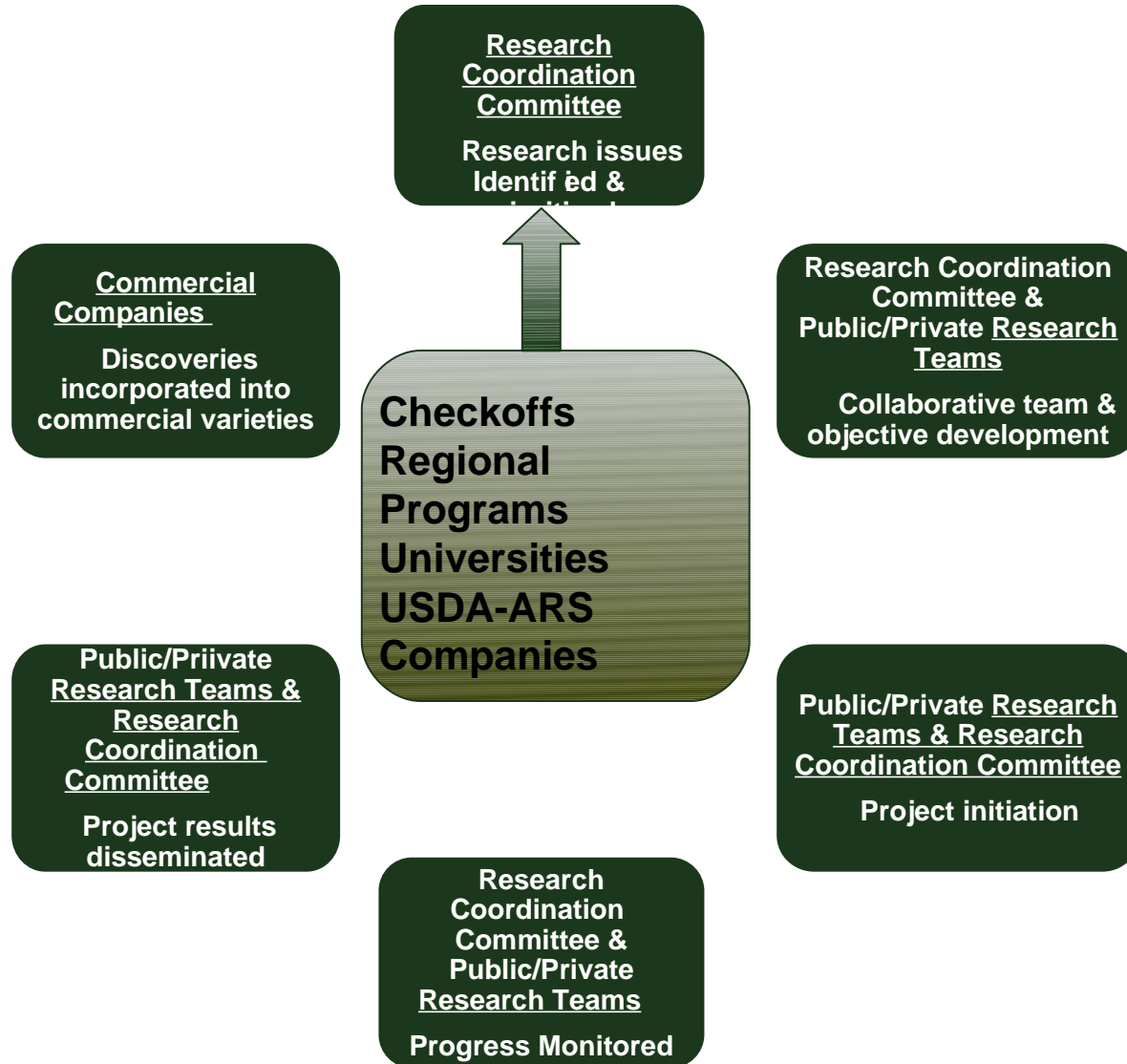
# Keys to Success

1. **Focus on USB Goals**
2. **Defined annual milestones to track progress**
3. **“Stage-Gate” approach**
4. **Deliverables that meet farmer and end user needs**

# Proposed Structure



# Operation





# Thank you!

## Questions??

