



FIVE-YEAR STRATEGIC RECOMMENDATION

Our distinct organizations collaborate for the advancement of Kansas soybean farmers. We drive on-farm profitability through strategic checkoff investments and advocate for the farmers of today and tomorrow.

FUTURE: Strategic Direction

Invest to secure the organization's roles as relevant thought-leaders for the future.

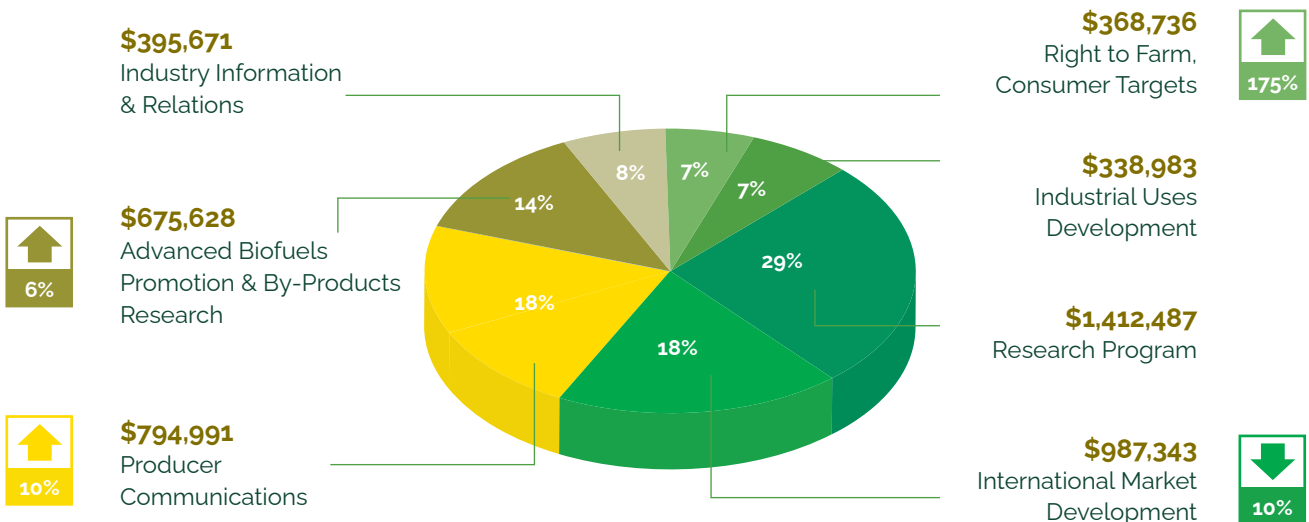
Our Priorities:

- 1 Support On-Farm Profitability:** Invest in unbiased, third-party research
 - Production: best management practices (BMPs), pest and disease management (including weed resistance), and plant breeding
 - Technology: data best practices, in-field software and hardware
 - Environment & Climate: Identify and confirm profitable opportunities for sustainability programs including carbon capture, participation in federal and state programs, and innovative approaches
- 2 Sustain and Grow International Soy Purchases**
- 3 Make our Farmers our #1 Advocate**
 - Enhance producer communication programs
 - Establish the Kansas Soybean collaboration as leaders in the state's economy
- 4 Support New Uses and Encourage Growth Markets**
 - Lead continued growth of biodiesel and renewable diesel market place – a key driver of soybean oil demand
 - Bring new emphasis to soybean meal research and promotion for livestock, aquaculture, or other new markets to move soybean meal
- 5 Engage Consumers as Key Influencers in Social License to Farm**

Action Steps:

- 1 Take Leadership**
 - Become clear leaders for Kansas farmers, their right to farm, and their commitment to consumers
 - Consumers are important. Position messaging for consumers as an avenue for social license to farm versus just consumption of soy products
- 2 Encourage Producer Engagement**
 - Create low-barrier-to-entry opportunities for farmers to participate in Association and Commission activities and campaigns
 - Take a proactive role in encouraging progressive leaders to consider board leadership
- 3 Relevancy through Forward-Looking Relationships**
 - Position the organization among thought-leaders in science & technology, animal agriculture, and consumer goods to gain early access to research opportunities and be a voice for Kansas farmers in policy and regulation-making
 - Look to entrepreneurs to generate production innovations
 - Shift a portion of biodiesel and renewable diesel investments into soybean meal by-product research

FUTURE: Program Area Recommendations



STRATEGIC DIRECTION

Invest to secure the organization's roles as relevant



Industry Information & Relations

- Protein demand on the rise
- Technology and data driven operations
- Consumers direct social license to farm
- Non-commodity voices speaking for farmers on policy & regulation
- Renewable diesel creating utilization paradigm



Communications Challengers

- Consumer goods companies telling their ag story
- Vocal consumers influence change
- Private investors and start-ups investing heavily in ag



What our Farmers Look Like

- Farmers are business managers. Segment to grow
- Non-operating landowners growing in influence
- Consolidation
- Sophistication
- Competition for Producers' Attention

Investment Decision-Making Filter

