

BPIA: A Plan for Growth

Membership Survey Results, Updated Strategic Plan,
& New Dues Structure

Rick Melnick, BPIA Chairman
December 12, 2014

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BIOPESTICIDE INDUSTRY ALLIANCE



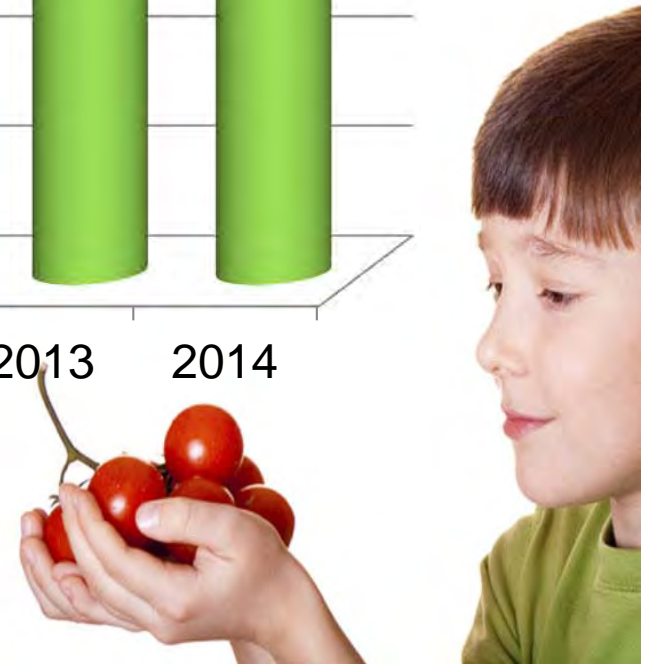
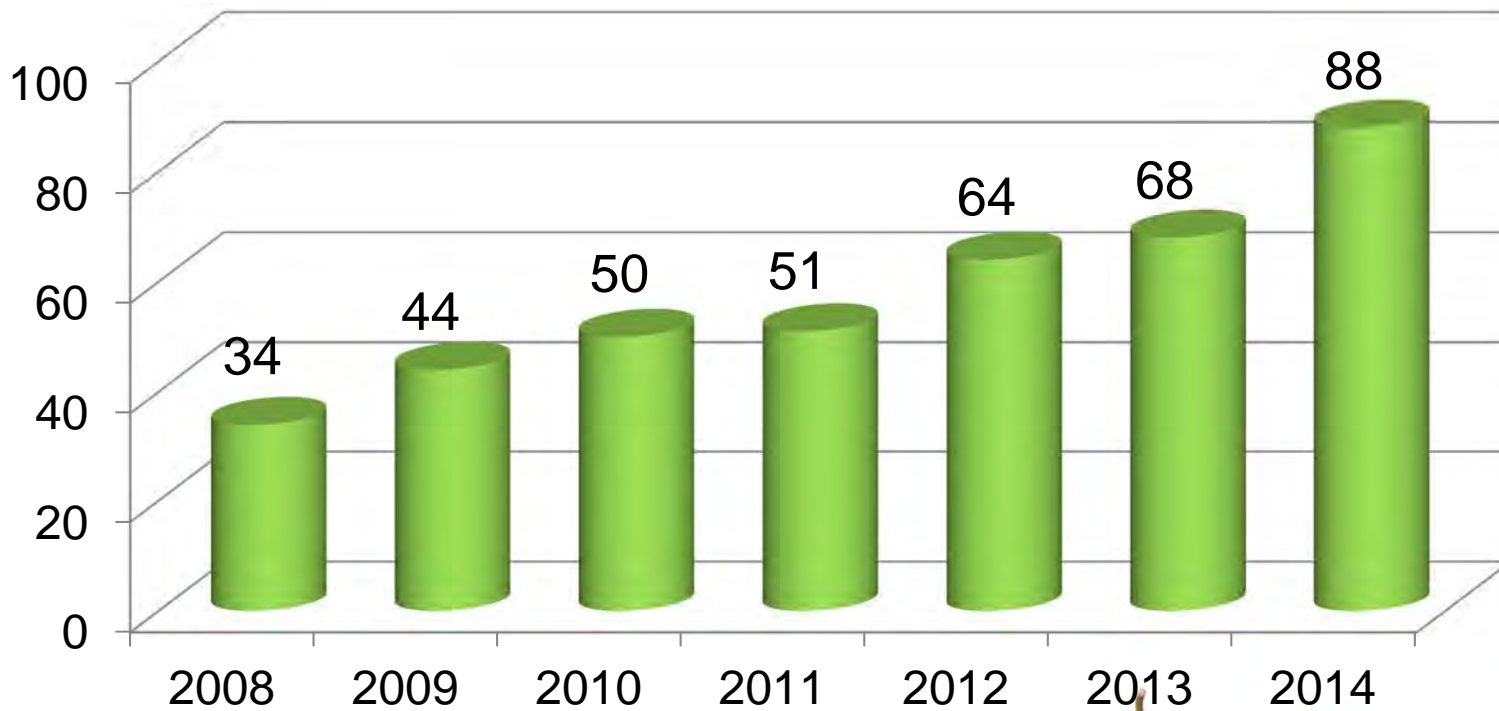
BPIA Webinar Housekeeping

- This Webinar is scheduled for one hour
- **Attendees lines are muted** to avoid audio problems for other participants
- We should have time at the end for Q&A – use your control panel to raise your hand with a question at the appropriate time and we'll try to address as many as we can.



The Steady Growth of BPIA

BPIA Membership: 2008 – Present



The Current Equation

The Growth of our **Industry**
+ Growth of **BPIA**

Growing Opportunities for our Members

Educate

Influence

Build Business



BPIA BOD Strategic Planning Session

Denver, July 2014

Meeting Objectives:

- Review and assessment of performance vs outgoing 5-year Strategic Plan (2011 – 2015)
- Draft of incoming 5-year Strategic Plan (2015 – 2019)
- Focus on Key Action Items surrounding Executive Director Position



BPIA BOD Strategic Planning Session

Denver, July 2014

Assessment: Previous Plan Performance Strengths

Medium-High	High
Delivering on mission of improving acceptance and adoption of biopesticides	Developing collaborative relationships with regulators
Communicating value of biopesticides	
Becoming a leading source of information on biopesticides	



BPIA BOD Strategic Planning Session

Denver, July 2014

Assessment: Previous Plan Performance Weaknesses

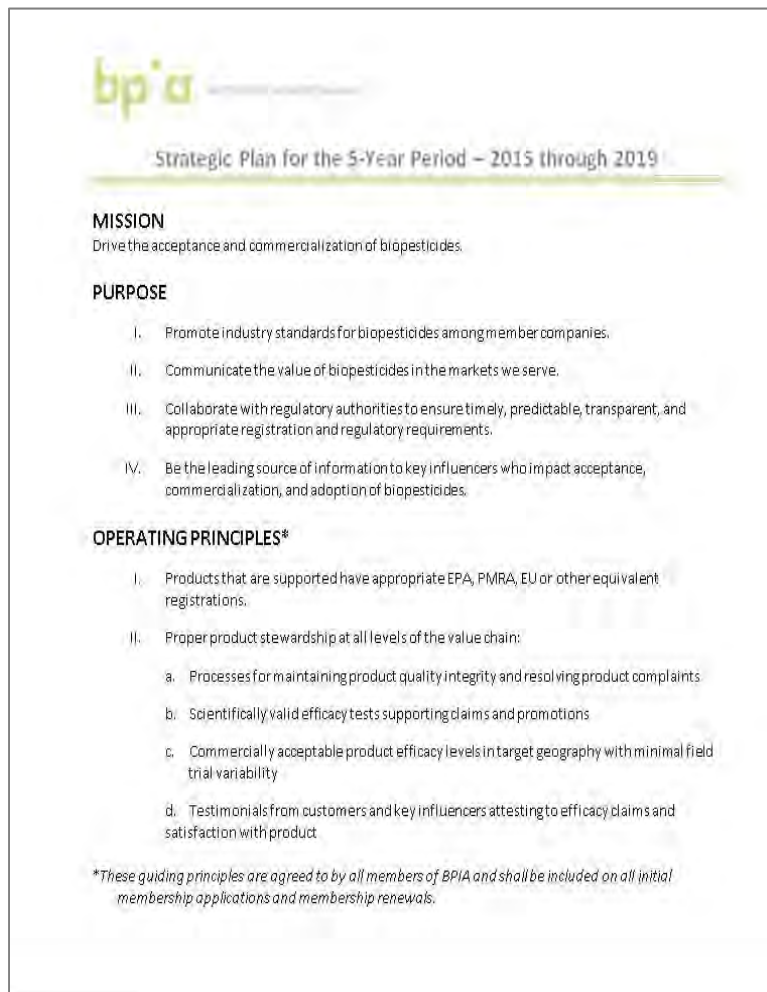
Medium-Low	Medium
Promoting industry standards for biopesticides	Approaching value chain at all levels
Generating biopesticide testimonials from customers and key influencers	Developing response strategies for legislative and policy issues
	Continuous measurement of BPIA's perceived value to members



BPIA BOD Strategic Planning Session

Denver, July 2014

Based on this assessment, a SWOT analysis, and related discussion surrounding the changing market dynamics for biopesticides, the Board drafted an updated strategic plan 2015 – 2019



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Strategic Plan for the 5-Year Period – 2015 through 2019

MISSION
Drive the acceptance and commercialization of biopesticides.

PURPOSE

- I. Promote industry standards for biopesticides among member companies.
- II. Communicate the value of biopesticides in the markets we serve.
- III. Collaborate with regulatory authorities to ensure timely, predictable, transparent, and appropriate registration and regulatory requirements.
- IV. Be the leading source of information to key influencers who impact acceptance, commercialization, and adoption of biopesticides.

OPERATING PRINCIPLES*

- I. Products that are supported have appropriate EPA, PMRA, EU or other equivalent registrations.
- II. Proper product stewardship at all levels of the value chain:
 - a. Processes for maintaining product quality integrity and resolving product complaints
 - b. Scientifically valid efficacy tests supporting claims and promotions
 - c. Commercially acceptable product efficacy levels in target geography with minimal field trial variability
 - d. Testimonials from customers and key influencers attesting to efficacy claims and satisfaction with product

**These guiding principles are agreed to by all members of BPIA and shall be included on all initial membership applications and membership renewals.*



BPIA Mission

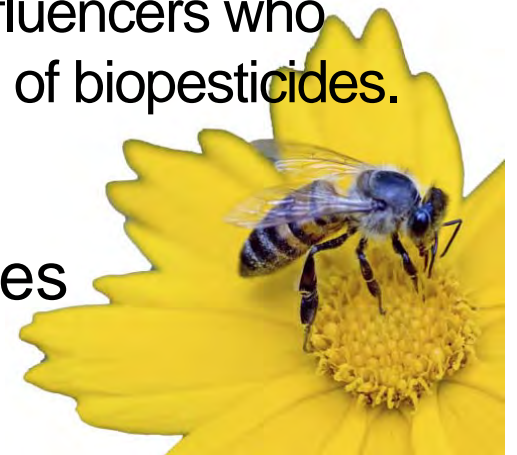
Drive the acceptance and commercialization of biopesticides.

BPIA Purpose

- I. **Promote industry standards** for biopesticides among member companies
- II. **Communicate the value of biopesticides** in the markets we serve.
- III. **Collaborate with regulatory authorities** to ensure timely, predictable, transparent, and appropriate registration and regulatory requirements.
- IV. **Be the leading source of information** to key influencers who impact acceptance, commercialization, and adoption of biopesticides.

Underlying Mission:

- **Deliver value** to BPIA Member Companies



Strategic Plan Highlights

- Identify BPIA key issues and **develop a plan to influence policy**
- Identify key **global opportunities to influence** biopesticides regulation
- **Prioritize value chain audience segments and communicate** value of biopesticides to each **through an integrated communications program**
- **Develop collaborative relationships with peer organizations,** i.e IBMA, ANBP
- Implement recruitment and retention strategies for BPIA
- **Position BPIA for Growth**

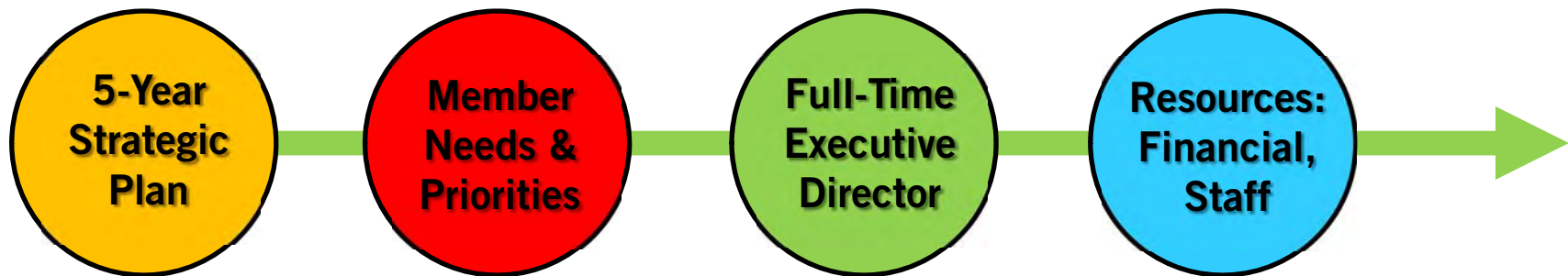


Growth: Critical Success Factors

1. Close **alignment** with BPIA member companies' objectives
2. Sufficient **resources** to meet those objectives
3. Clearly **defined & measureable goals** for new BPIA leadership



Growth Roadmap: Connecting the Dots



2014 Goal: Rationalize these elements in an informed manner to create a Roadmap for the future.

Method: Conduct a research study to connect with BPIA membership and ensure our Roadmap aligns with member companies' priorities and needs.





BIOPESTICIDE INDUSTRY ALLIANCE

BPIA QUANTITATIVE SURVEY RESULTS

Prepared for BPIA Board of Directors
November 21, 2014

BPIA MEMBER SURVEY STRATEGY

- Define current membership perceived value
- Compare value frameworks of competitive memberships
- Provide insights on perceived value gaps and opportunities for adding value to membership
- Quantify added value in terms of annual member dues and benefits
- Recommend value-added benefit concepts for strategic input and member validation

METHODOLOGY

- 91 surveys were sent via email to the membership of BPIA.
- 94 surveys were completed indicating that a handful of surveys were forwarded to others.
- Survey remained open between November 3 and November 14, 2014.
- Survey consisted of 22 questions using a variety of multiple choice, open end, yes/no, and Likert scale formats.
- Survey questions were based on prior qualitative interviews of BPIA board members.
- Two reminder emails were sent; 8 days before survey close and 3 days before survey close.

EXECUTIVE OVERVIEW

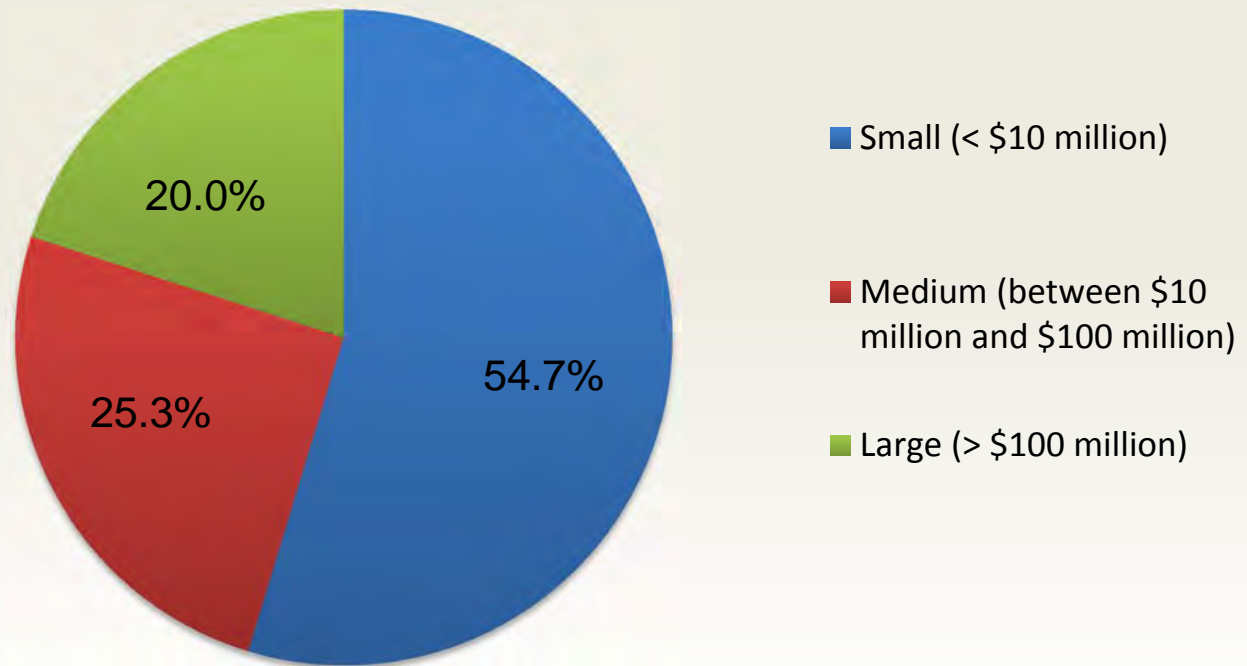
Highlights

- There is a gap between BPIA's perceived cost and perceived value, which indicates that dues can be raised.
- Respondents rate BPIA's current value for networking and regulatory representation as being high. They rate marketing the organization and education as being low.
- Respondents rate the importance of advocating the use of biopesticides the highest.
- Most respondents feel that a full-time executive director and small staff will increase the performance and value of BPIA.

More than half of the respondents classify themselves as small organizations.

n = 94

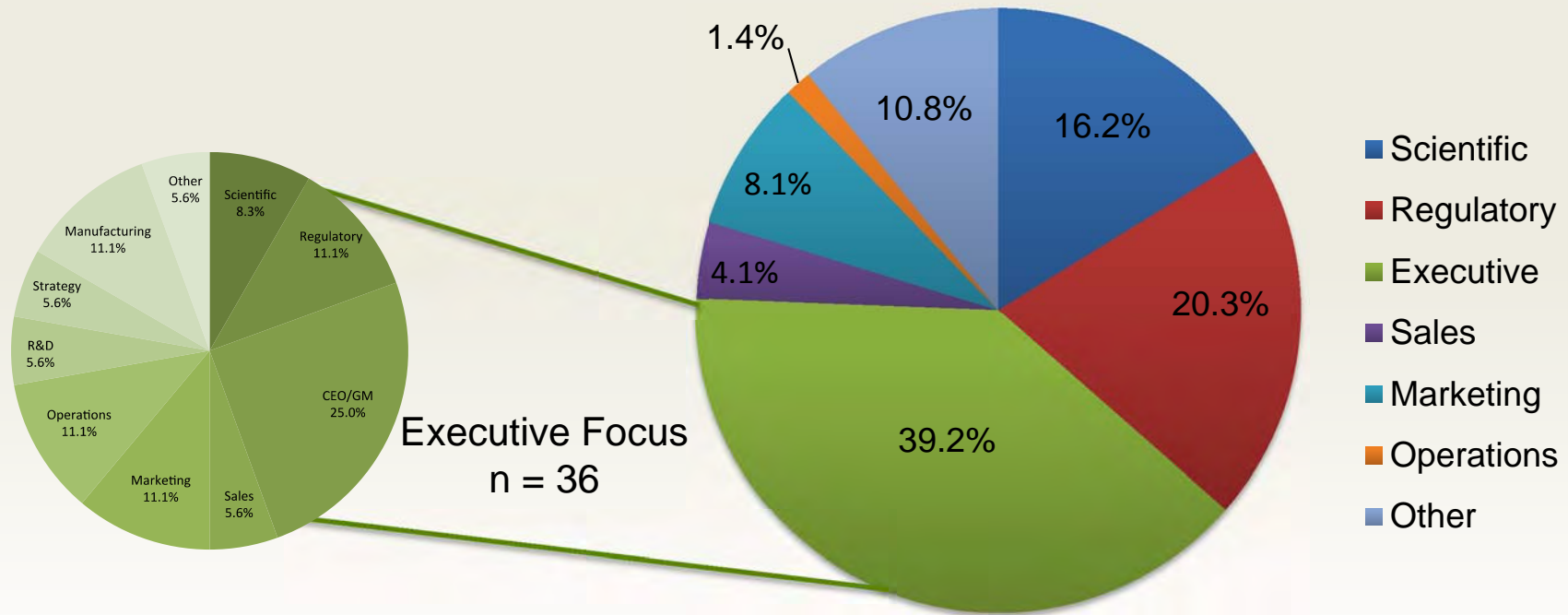
How would you classify the size of your organization in annual revenues?



Executive, Regulatory, and Scientific functions represent more than 75% of respondents.

n = 94

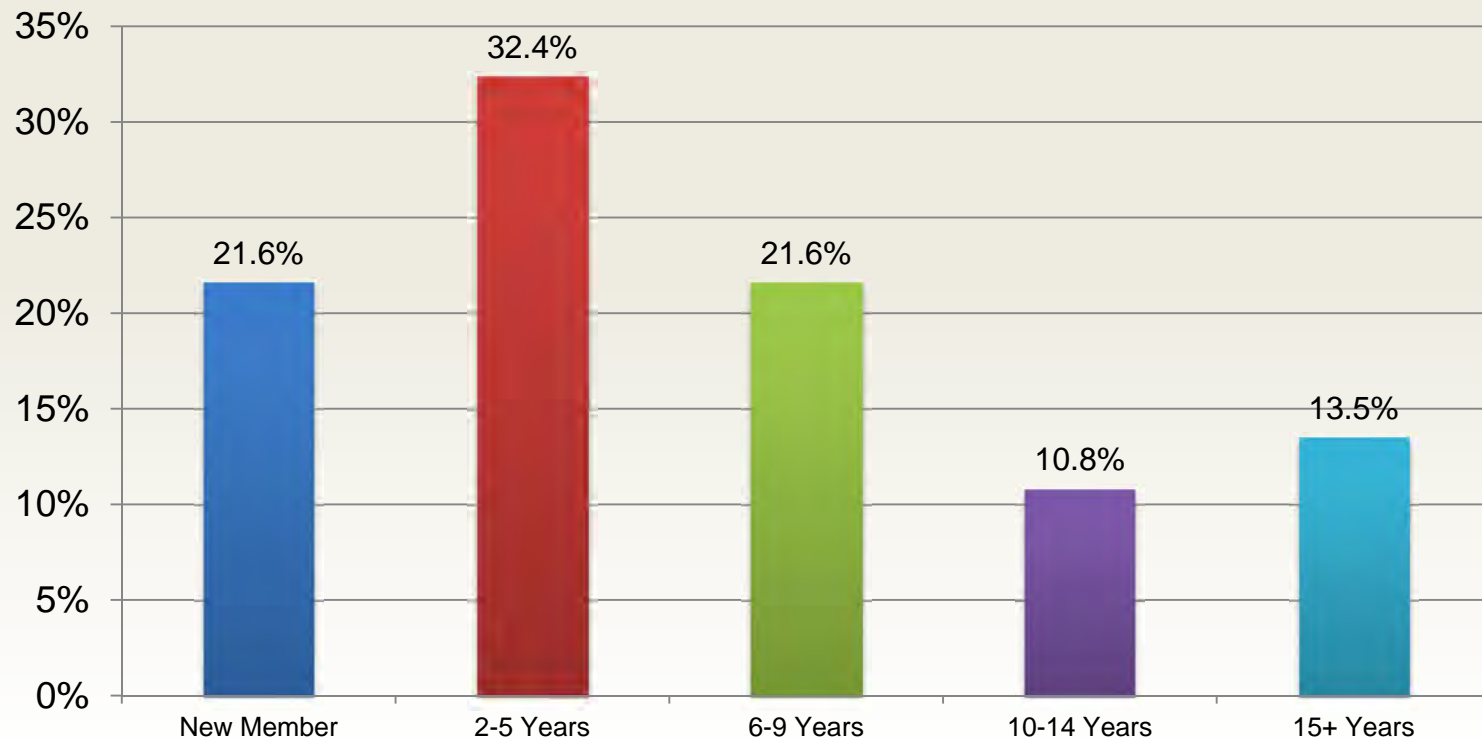
What is your functional area of focus?



- ~ 54% of the respondents have members 5 years or less.
- ~ 46% of the respondents have been members 6 years or more.

n = 94

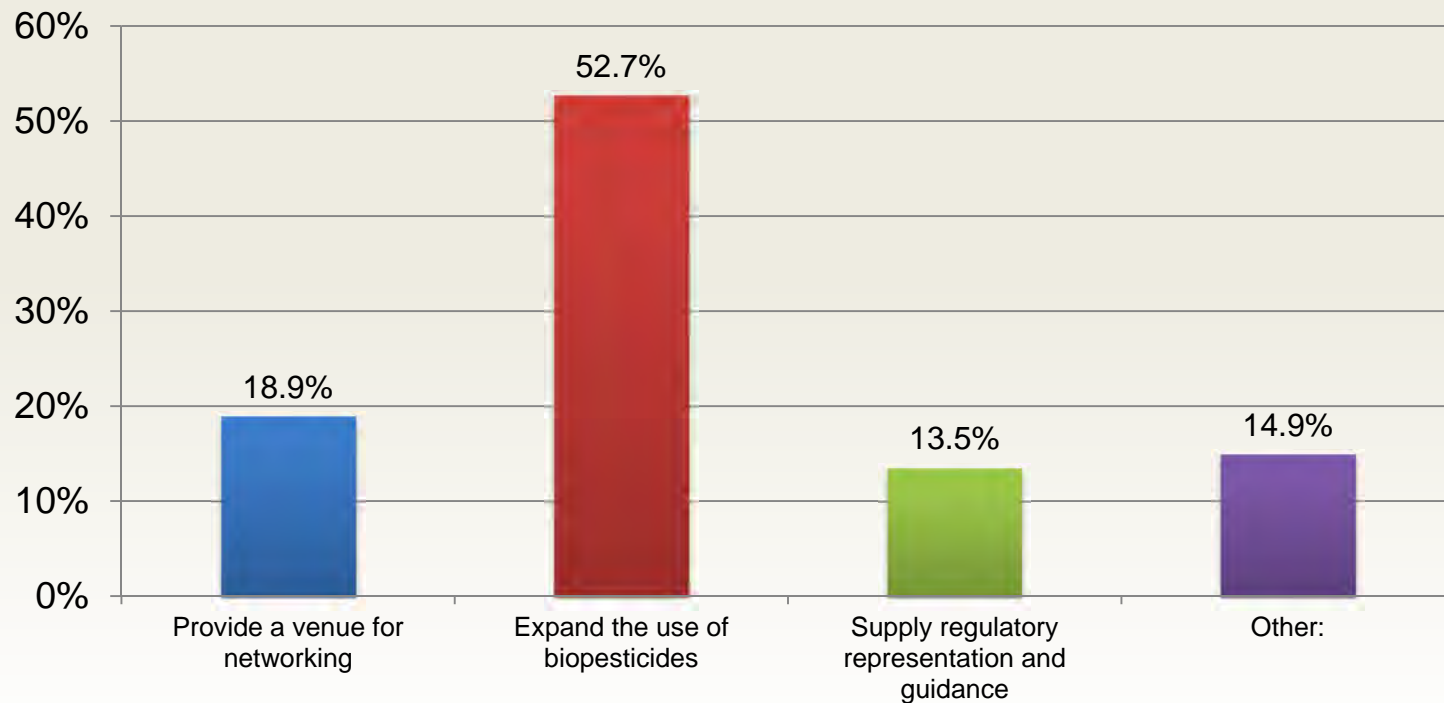
How long has your organization been a BPIA member?



More than 50% of respondents agree with the stated mission of BPIA.

n = 94

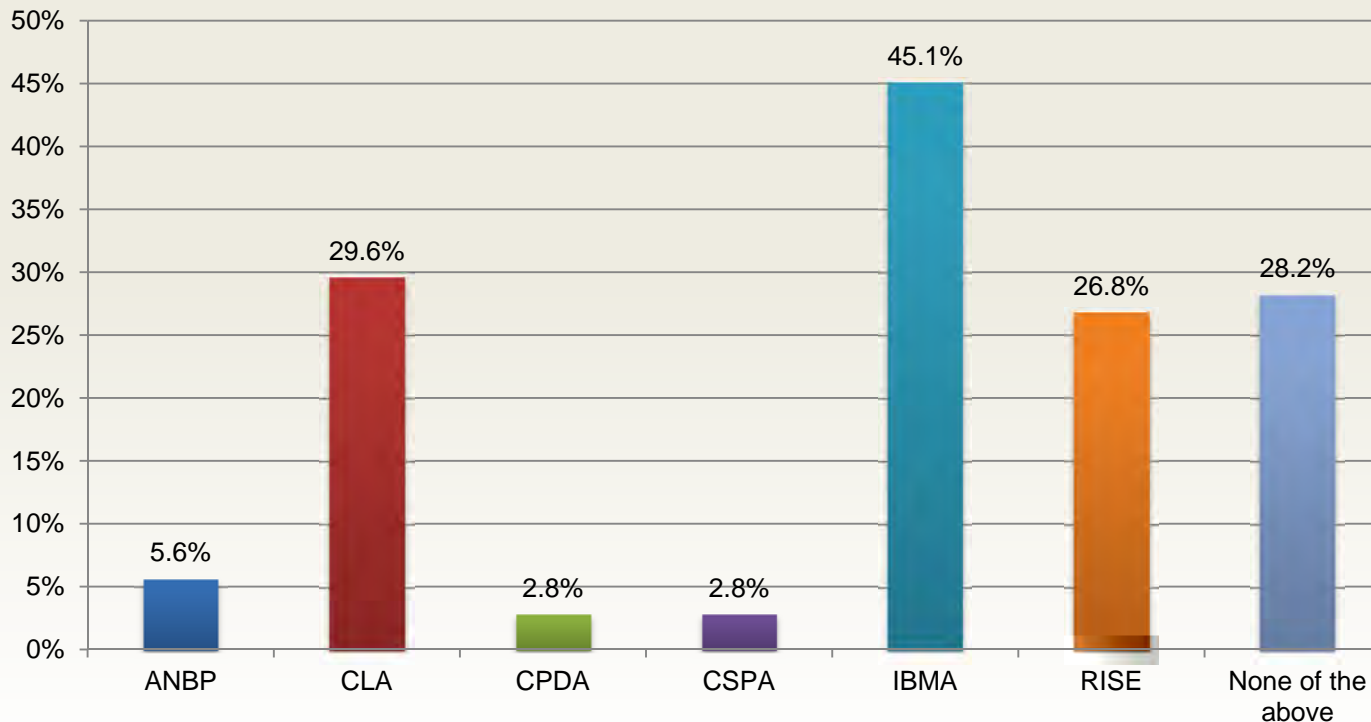
In your opinion, the primary mission of the BPIA organization should be to ...



Multiple memberships are common, but nearly 30% of respondents don't belong to any of the associations listed.

n = 94

What associations (other than BPIA) does your organization belong to?



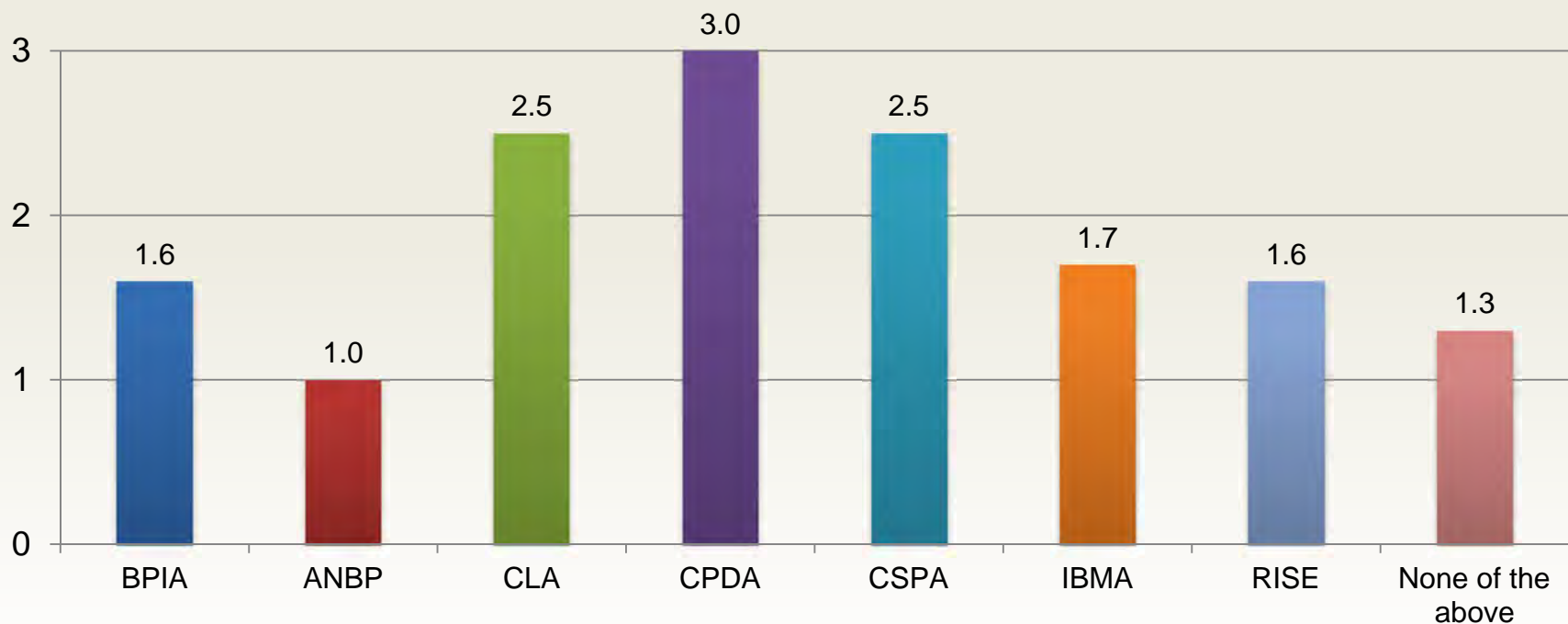
- ANBP** Association of Natural Biocontrol Producers
- CLA** Crop Life America
- CPDA** Council of Producers & Distributors of Agrotechnology
- CSPA** Consumer Specialty Products Association
- IBMA** International Biocontrol Manufacturers' Association
- RISE** Responsible Industry for a Sound Environment

BPIA is perceived as a lower-cost membership

n = 94

In a “high/medium/low” comparative format, how would you rate the cost of annual membership for each organization?

0 = Don't know, 1 = Low, 2 = Medium, 3 = High

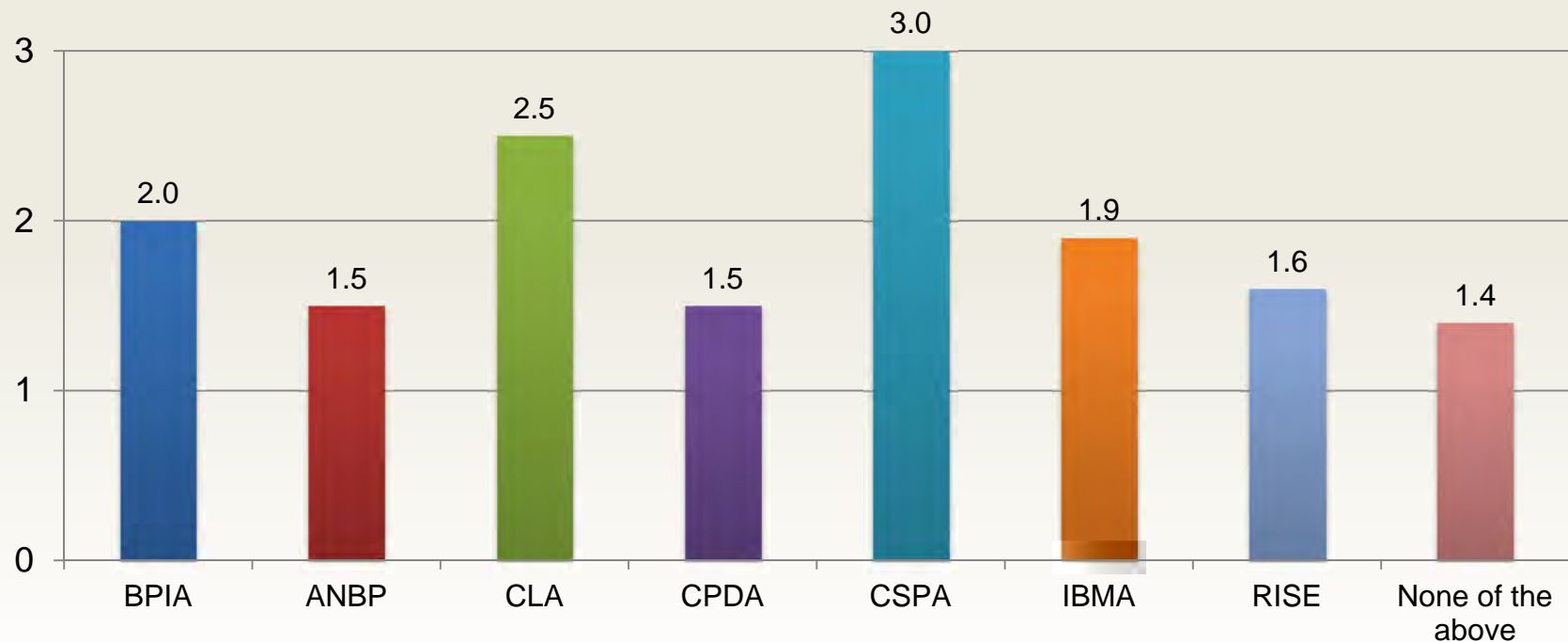


BPIA perceived value* is 20% higher than its perceived cost

n = 94

Compared to the annual cost, in your opinion, how much value does your organization receive from each of the associations you belong to?

0 = Don't know, 1 = Low, 2 = Medium, 3 = High



* See detail on following slide

Advocating the use of Biopesticides is top of mind for the respondents

n = 94

Please rate the importance of each of the following attributes you might expect from a properly funded, "ideal" BPIA.

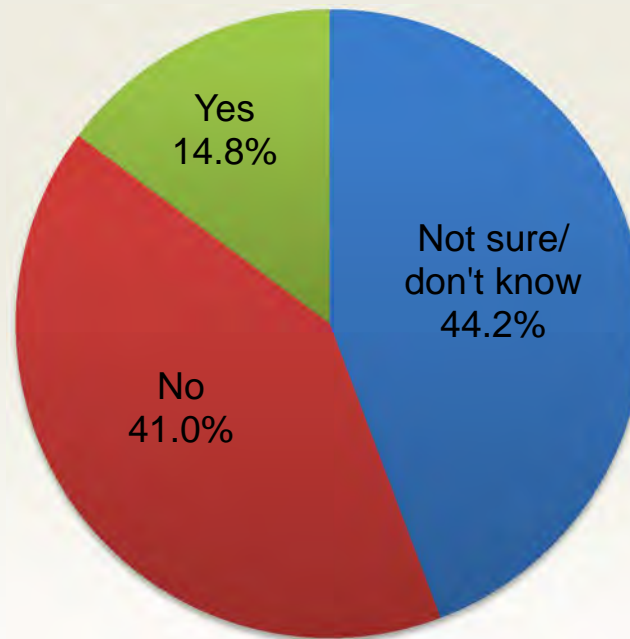
1 = Very unimportant, 5 = Very important



Most respondents do not believe or are not sure BPIA is structured to deliver important benefits to its membership

n = 94

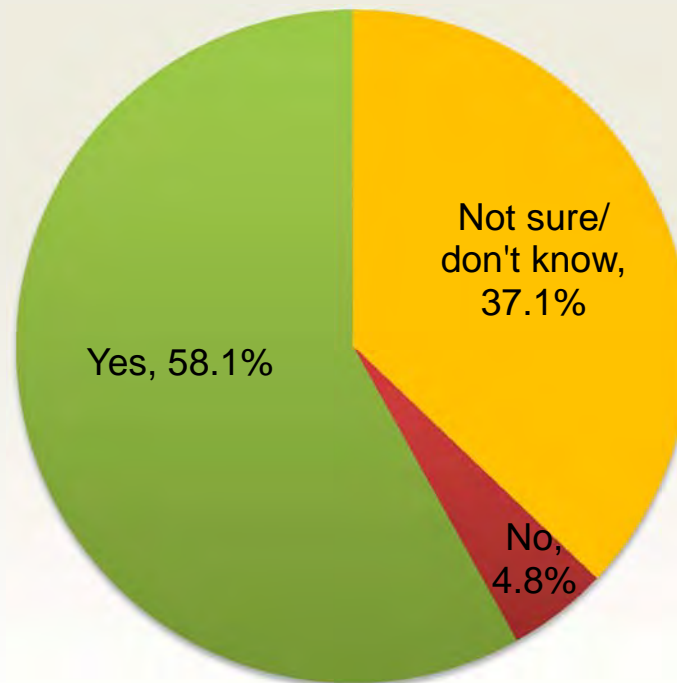
Do you feel that BPIA is currently structured or funded to deliver on these types of potential benefits?



The majority of members believe that BPIA would offer more value with a full-time Executive Director and staff.

n = 94

Do you think BPIA could offer more value in general for its members if it had a full-time Executive Director and small staff?

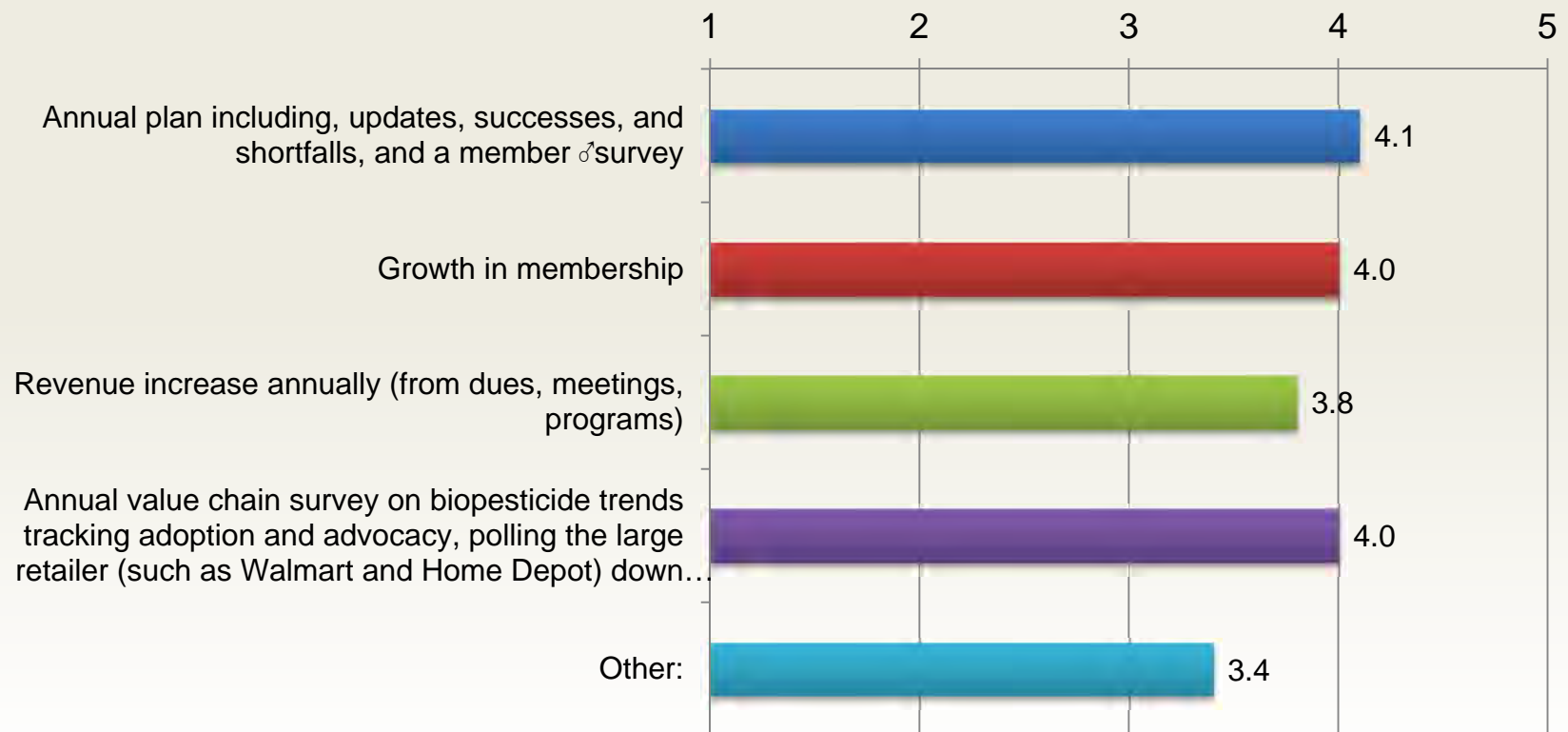


An annual plan and value chain survey have high value for the respondents

n = 94

What type of activities would you look for from full-time leadership?

1 = Very unimportant, 5 = Very important



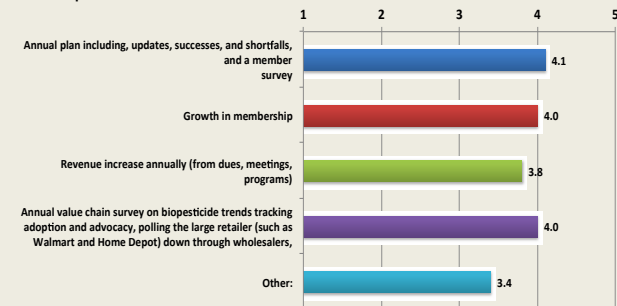
Recommendations for full-time leadership activity

Verbatims

Other Activities:

- **Grower Outreach**
- Revenue increase based on **networking**
- **Issues Management**
- **Coordination of committees**
- Interaction with similar organizations world wide
- **Government affairs - DC presence**
- **Inter-organizational cooperation** with CLA, ANBP, RISE, others
- Maintain a democratic organization (no oligarchy like CLA)
- **Grower interaction**
- **Increased communication**
- Intranet website
- **Solving Regulatory Issues**

What type of activities would you look for from full-time leadership?
1 = Very unimportant, 5 = Very important

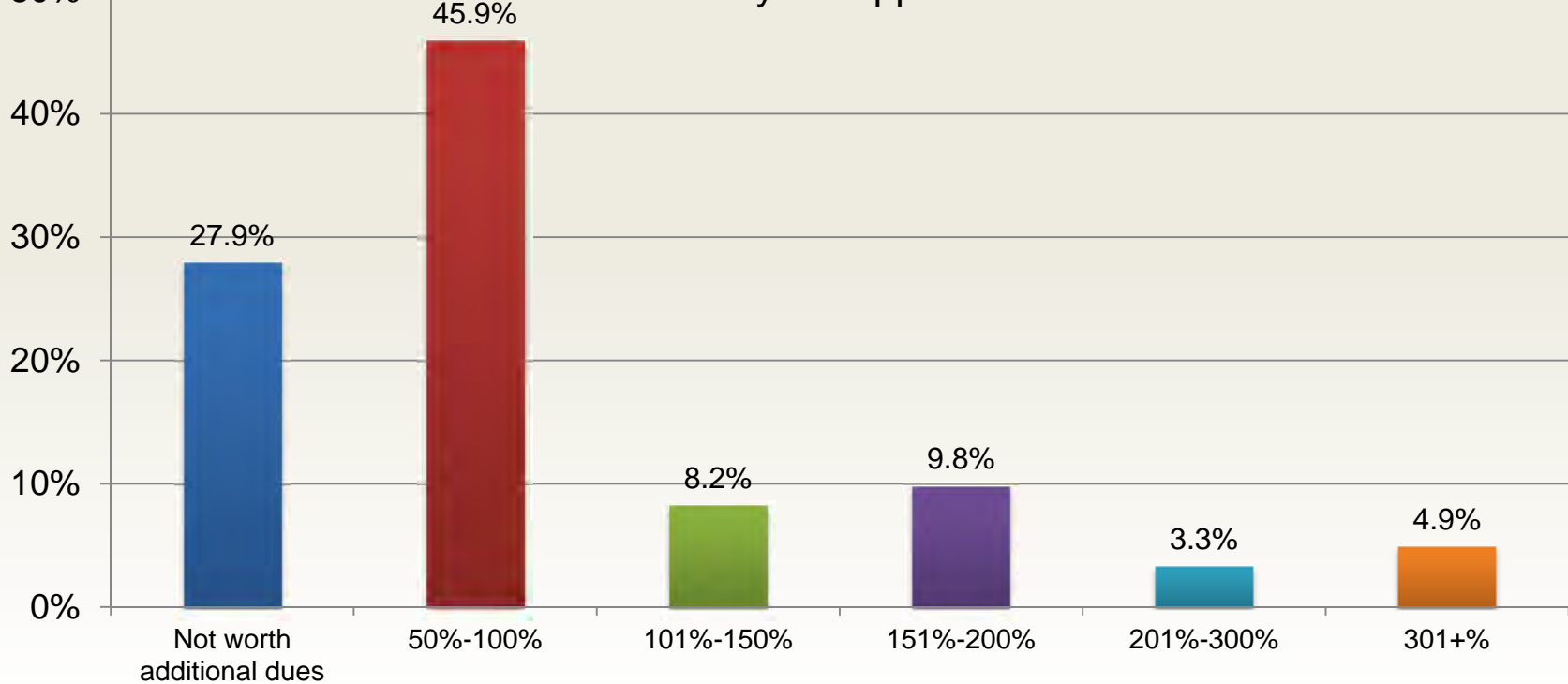


More than 70% of the respondents support an increase in dues in order to hire a full-time ED and generate more BPIA value.

n = 94

Assume for a moment that BPIA could hire a qualified full-time Executive Director and deliver a five-year plan that targets measurable improvement in the areas of networking, association marketing/awareness, industry education, regulatory representation.

50% How much of a dues increase would you support in such a scenario?



Strategic Plan Alignment

Objective #1

Foster relationships with regulators to streamline/increase adoption of biopesticides.

(Government Affairs & Regulatory Committees)

- a. Identify BPIA "Key Issues" and develop a plan to influence policy to meet BPIA needs
- b. Identify key global opportunities for influencing biopesticides regulations
- c. Develop rapid response strategies and processes for legislative and policy issues



Strategic Plan Alignment

Objective #2

Communicate and promote biopesticide benefits as safe and effective products to each level of the value chain.

(PR & Outreach Committee)

- a. Prioritize value chain audience targets
- b. Re-establish messaging points for each
- c. Develop and implement an integrated communications program that reflects prioritization outcome and includes timing and frequency of tactics.



Strategic Plan Alignment

Objective #3

Increase BPIA Membership.

(Membership Committee)

- a. Define, implement, and maintain a sustainable recruitment strategy that includes both ag and non-ag member companies and individuals
- b. Establish a documented process for preliminary screening and approval of membership
- c. Define, implement, and maintain a sustainable retention strategy that includes recurring assessment of BPIA performance relative to member needs



Strategic Plan Alignment

Objective #4

Position BPIA for Growth.

(Board of Directors)

- a. Connect with membership to identify needs and gaps in current structure arising from rapid expansion of BPIA**
 1. Develop a value matrix to track BPIA members' affiliation with peer organizations
 2. Measure perceived value of BPIA and peer organizations to BPIA membership
 3. Identify unmet needs, expectations, and opportunities for BPIA to better serve its membership going forward



Strategic Plan Alignment

Objective #4

Position BPIA for Growth.

(Board of Directors)

- a. **Connect with membership to identify needs and gaps in current structure arising from rapid expansion of BPIA**
4. Analyze results and report to Board with growth strategy recommendations including the finances required to meet the objectives, strategies and tactics outlined in the strategic plan draft as well as a clearly defined list of expected member benefits from implementation
5. Update Strategic Plan to reflect outcome and communicate to members



Strategic Plan Alignment

Objective #4

Position BPIA for Growth.

(Board of Directors)

b. Bring full-time Executive Director online

1. Define FTED's expanded responsibilities based on updated strategic plan
2. Conduct search and hire FTED
3. Establish a timeline for FTED tactical plan to meet strategic objectives



Strategic Plan Alignment

Objective #5

Develop collaborative relationships with other organizations with similar objectives where appropriate to the benefit of BPIA and its members.

(Board of Directors)

- a. Build on expanded, co-located meeting concept that includes BPIA, IBMA, ANBP
- b. Implement an event post mortem and continuous improvement program
- c. Develop a plan for big-ag and entrepreneurial companies to co-exist within BPIA



Strategic Plan Alignment

Objective #6

Develop succession plan for Board of Directors.

(Board of Directors)

- a. Recruit potential new BPIA Board Members and create a sustainable Board member succession plan



BPIA Benefits Going Forward

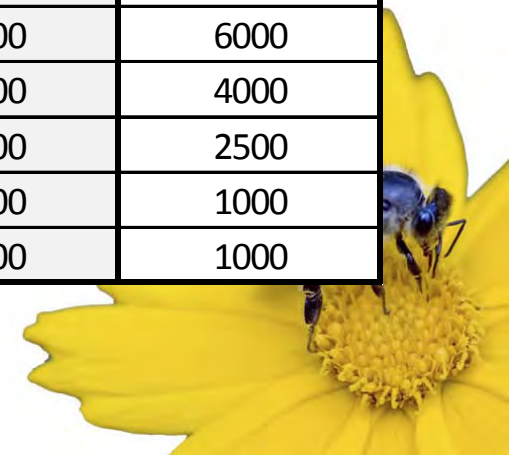
- Access to the top biopesticide companies in the world
- Access to the top service providers for biopesticide companies
- Access to the most cutting-edge biopesticide technologies for business intelligence and business development activities
- Participation and guidance in advocacy efforts, legislative and regulatory issues
- Opportunities to gain visibility through biopesticide education opportunities with key audiences
- Increased ability to influence policy and regulatory process in collaboration with other leading biopesticide associations
- Increased presence in Washington DC and other regulatory centers of influence
- Discounts on BPIA EVENTS
- Web access to meeting presentations, member news, and free job listings
- Increased market communications



2015 BPIA Dues Structure

The new BPIA dues structure is similar to peer organizations. Dues are based on revenue generated from biopesticide business as well as levels of contribution based on business type: manufacturer, marketer, or service provider.

2015 BPIA Dues based on biopesticide revenue (as indicated)	Basic Manufacturers	Marketers, Distributors, & Materials Providers	Service Providers	Sole Proprietors
> \$100 million	17500	15000	12500	12500
\$50 Million - \$100 million	15000	12500	10000	10000
Between \$25 Million and \$50 Million	10000	7500	6000	6000
Between \$10 Million and \$25 Million	7500	5000	4000	4000
Between \$5 Million and \$10 Million	7500	5000	4000	2500
Between \$300,000 and \$5 Million	3000	2500	2000	1000
< \$300,000	2000	2000	2000	1000



Executive Director Search Timeline

October 2014: Search committee formed by Board

October 2014: First search committee meeting

- Began research on competitive salary levels for preliminary 2015 budget
- Established we would use a third party search provider
- Agreed that we would sacrifice timing for right person

November 2014: Complete member research

December 2014: Present updated plan and dues structure to membership

January 2014: Begin search process



Membership Renewal Timeline

December 15: Renewal letters mail

January 2015: Members self-assign a dues level and submit to BPIA with their renewal form



New Committee: Finance

In November, the Board unanimously voted to create a new Finance Committee to provide additional resources and oversight for managing fiduciary responsibility within BPIA

- Board member and former Chairman Bill Foster (BioWorks) was nominated and approved as Finance Committee Chair, and will work with Treasurer Steve Hartmeier
- If you are interested in joining the Finance Committee, please contact Bill @ wjfoster@bioworksinc.com



Questions and Answers





CONFERENCE & TRADESHOW

SAVE THE DATE!

March 3-5, 2015 | Fresno Convention Center, Fresno, CA



Primed for **GROWTH**

production | pest management | crop focus | marketing | sustainability

presented by:



From the entire BPIA Board of Directors

THANK YOU FOR YOUR SUPPORT

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