



ATGA

Horticulture Australia

STRATEGIC PLAN

2002-2008



FOR OUR FUTURE

**SUBMITTED BY THE:
AUSTRALIAN TABLE GRAPE ASSOCIATION INC.
ON BEHALF OF:
THE AUSTRALIAN TABLE GRAPE INDUSTRY
SEPTEMBER 2002**

CONTENTS

Introduction	3
Vision	3
Mission Statement	3
Industry Situation Analysis	3
Overview - Priority Outcomes, Objectives and Strategies	6
Objective 1 - IRB; Communications; Liaison and Planning	7
Objective 2 – Increase Saleable Yield/Unit Production Cost	8
Objective 3 - Increase Sales - National Market	10
Objective 4 - Increase Sales - Export Markets	11
Objective 5 - Table Grape Varieties	13
Financial Plan	14

Introduction

This plan provides a prioritised development program for the Australian table grape industry. Activities listed in the plan, and their priority, were decided at the National Table Grape Strategic Planning Workshop held at Mildura in September 2002. As preparation for this Workshop, the

Australian Table Grape Association (ATGA) and Horticulture Australia Limited (HAL) commissioned David McKinna et al to carry out an industry situation analysis. This report "*Australian Table Grape Industry Strategic Landscape and Situation Analysis Project Report*" is presented as Attachment 1 to this plan.

In some areas, such as consumer research and supply chain analysis, there is a lack of good information on which to base investment decisions. In those cases the plan provides for the capture of information such that the industry can be informed on the issues and knowledgably decide on how it wants to deal with them. This plan aims to address these information gaps and will be developed further over time as knowledge improves.

This plan has been developed under the guidelines for IAC's and once the Table Grape IAC is appointed it will also prepare an Annual Operating Plan.

Vision

To grow the Australian Table Grape Industry by positioning Australian table grapes as the snack fruit of choice for consumers in Australia and in export markets. To do this by addressing all of the major elements of the marketing mix for the table grape product (i.e. all aspects of quality; promotion; distribution/supply and price) on a market by market basis.

In doing so we will protect our industry against lower price global competition and improve the financial outcomes of table grape producers in both the short term and the long term.

Mission Statement

The mission is that by 2008, as compared to 2002, we will double sales of Australian-produced table grapes on the domestic market and increase sales of Australian product into export markets by 50%.

Industry Situation Analysis

A comprehensive situation analysis, completed in September 2002, has been utilised as a basis for this plan. See Attachment 1. Rather than reproduce this report some of the most useful chapters have been extracted and summarised. These are presented below.

Best Practise and Gap Analysis

A gap analysis is a simple way of stating the issues the industry faces.

The McKinna et al study noted that in general the industry

- Has little in depth knowledge of its customers (on domestic and export markets);
- Has made little co-ordinated effort to give consumers what they want;
- Hasn't introduced new products or differentiated products;
- Hasn't delivered consistent eating quality nor product consistent in other aspects of quality
- Doesn't know its cost of production other than a 7 year old benchmarking study
- Needs to tackle food safety issues, traceability and product labelling

- Needs generic promotion on the domestic and export markets
- Needs a cohesive, adequately-funded, peak industry body

These gaps identify the main areas the Table Grape Strategic Plan needs to address. Note that many of these are post farm gate issues.

S.W.O.T. Analysis

A full SWOT analysis of the table grape industry was presented in the McKinna et al report. A summary, reporting the three key strengths, weaknesses, opportunities etc is presented below

Strengths	Weaknesses	Opportunities	Threats
Australia only country among its competitors able to air freight grapes to Asia competitively	Cost of production disadvantage	Double per capita consumption in the domestic market, through marketing and promotions.	California grape imports, now approved, will compete directly with northern growing areas.
Australia's strategic location, particularly in relation to Asia	Variable quality and absence of code of practice and standards and compliance.	Product differentiation through new varieties, packaging, etc	Murray Valley and Western Australia would be similarly impacted by imports from Chile and South Africa respectively
Industry clean 'green' image	Lack of a comprehensive, industry funded, generic marketing program.	Opportunities to reduce costs through technologies being developed by the wine industry.	Continued narrowing of seasonal window of opportunity in South East Asian markets, coupled with a heavy reliance on this market.
	Australia doesn't have the volume of supply for consistent deliveries of quantities and sizes required by some of the larger trading partners.		Appreciation of the Australian dollar will reduce Australia's competitiveness in export markets and increase competitors in the domestic market.

From the above it can be seen that the table grape industry's main **strengths** are its global location relative to Asia and a "clean green" image. Its **weaknesses** reflect the relative youth of the industry; variable quality, relatively high costs, low volumes and no promotion. Its **opportunities** largely lie in developing a comprehensive approach to marketing that tackles all aspects of the

marketing mix for table grapes (all aspects of product quality, promotion; distribution/supply and price). Its **threats** relate to imports and an increasing lack of competitiveness on export markets.

Trends in the Industry and their implications

The major issues and trends identified by McKinna et al and a logical response to them are summarised in the next table.

Issue	Implications	Strategy to Address
Competitiveness on export market <ul style="list-style-type: none"> freight cost too high, unreliable low domestic employment land values remain high \$AUD likely to increase compared with the \$US increased competition in export markets 	<ul style="list-style-type: none"> less price competitive on export market labour rates remain high 	<ul style="list-style-type: none"> R&D to increase saleable yield per unit cost export promotion innovative freight schemes to reduce cost (eg charter shipping)
Production issues <ul style="list-style-type: none"> less water for agriculture environmental issues increasingly important to politicians food safety issues increase in importance 	<ul style="list-style-type: none"> increased compliance costs increases overall costs reduces access to irrigation water 	<ul style="list-style-type: none"> R&D to give more efficient, environmentally friendly production practises
Domestic Market issues <ul style="list-style-type: none"> Don't understand consumer aging population, declining birth rate competition from imports no attempt to develop new segments 	<ul style="list-style-type: none"> decreasing sales on domestic markets cost and quality pressure seasonal window smaller 	<ul style="list-style-type: none"> market research to understand consumer, identify new markets segments, use as a basis for domestic promotion R&D to improve eating quality Supply chains to deliver high eating quality fruit
Industry Organisation <ul style="list-style-type: none"> Lack strong, reasonably resourced organisation Poor communication in many aspects of industry 	<ul style="list-style-type: none"> No national co-ordination No driver for co-ordination of marketing, R&D, etc No co-ordinated communication 	<ul style="list-style-type: none"> Resource ATGA, appoint CEO

The Gap Analysis, SWOT Analysis and Trends and Issues Analysis form the basis of the strategic plan described below.

Overview

Australian Table Grape Industry Strategic Plan. Outcomes and Strategies to Achieve them 2002 to 2008

Objective 1: To establish effective communications throughout the Australian Table Grape Industry.

Strategies

- Resource national ATGA office.
- Design, develop and implement communications plan.

Objective 2 : By 2008 to increase saleable yield / unit production cost by 25%

Strategies

- Update benchmarking study
- Cost effectiveness plan
- Cut costs in supply chain
- Implement recommendations

Objective 3: By 2008 double sales of Australian produced table grapes on the domestic market

Strategies

- Consumer study
- Segmentation study
- Eating quality program
- New varieties/new products/new supply chain
- National promotion
- Implement recommendations

Objective 4: By 2008 to increase sales on export markets by 50%

Strategies

- Evaluation of all export markets
- Export consumer study
- Export segmentation study
- Export supply chain study
- Implement recommendations

Objective 5: Increase the range of table grape varieties available to Australian industry that give Australia a competitive edge.

Strategies

- Continue support for the development of Plant Breeding Programs.
- Optimise rootstock performance considering:
 - scion interaction
 - new and existing varieties
 - environmental conditions
- Review gaps in existing production techniques and adoption

OBJECTIVE 1:	STRATEGIES:	ACTION PROGRAMS:	COMP DATE	RESPONSIBLE	BUDGET
<p>To develop and resource an Industry Communication Plan with Liaison and Planning capabilities to establish effective communications throughout the Australian table grape industry.</p> <p>BUDGET SHARE 15% Increasing</p> <p>INDUSTRY REPRESENTATIVE BODY - COMMUNICATION, LIAISON AND PLANNING -</p> <p><i>Industry needs to have an effective IRB to facilitate information dissemination and technology transfer.</i></p> <p><i>Fundamental to any industry development plan is a national body to drive / coordinate the industry's activities. Essential to this is an effective communications plan.</i></p> <p><i>Communications have been highlighted as a specific program due to higher levels of accountability required by the ATGA and Industry.</i></p>	<p>1.1 Resource national ATGA office.</p> <p>1.2 Design, develop and implement communications plan.</p> <p>1.3 ATGA/industry website development including weekly market reports. By 2004 access to ATGA information with www/email – 80% of growers to have interactive communication.</p> <p>1.4 Improve knowledge and skill levels across the table grape industry</p> <p>1.5 Develop and maintain accurate crop statistics in conjunction with other regions and ATGA (Refer Objective 1.)</p>	<p>1.1.i Appoint and remunerate an industry CEO</p> <p>1.2.i Properly resource the effective operation of ATGA's communication systems. 1.2.ii Develop and implement an effective communication strategy for the Industry</p> <ul style="list-style-type: none"> • Australian Table Grape News • Key issues to target media. • Industry to identify communication needs. • Review number of email users survey IT use by growers. <p>1.3.i Develop and publicise industry website by October 2003. 1.3.ii Plan for growers to take up IT and assist growers in uptake by training package development. 1.3.iii Re-survey IT use June 2004.</p> <p>1.4.i A national table grape conference held every 4 years 1.4.ii Annual technical workshops held in each table grape producing State. 1.4.iii Review and refine extension methodologies for table grape growers. (e.g. Grapecheque) 1.4.iv Promote the responsibility of the Industry to further develop our "clean green image".</p> <p>1.5.i Develop and maintain, where possible, table grape crop statistical database utilising Land Information System (LIS) format plus annual grower surveys of vine plantings in April each year. 1.5.ii. Prepare Post season report in May each year and two pre season updates. 1.5.iii Prepare and distribute relevant</p>	<p>JUN 2003</p> <p>JUN 2003</p> <p>DEC 2004</p> <p>CONT</p> <p>DEC 2004</p>	<p>ATGA</p> <p>ATGA</p> <p>ATGA</p> <p>ATGA</p> <p>ATGA/HAL</p>	<p>\$0</p> <p>\$25000</p> <p>\$55000 (VC basis)</p> <p>\$50000 (VC basis)</p> <p>\$0 YEAR 1</p>

OBJECTIVE 2:	STRATEGIES:	ACTION PROGRAMS:	COMP DATE	RESPONSIBLE	BUDGET
<p>By 2008 to increase saleable yield / unit production cost by 25%</p> <p>BUDGET SHARE 15% Increasing</p> <p>TO ACHIEVE INTERNATIONAL COMPETITIVENESS (COST, QUALITY & ENVIRONMENTAL) THROUGH FACILITATING THE ADOPTION OF BEST PRACTICE TECHNOLOGY, QUALITY MANAGEMENT AND ENVIRONMENTALLY SUSTAINABLE SYSTEMS.</p> <p>IMPROVE BUSINESS MANAGEMENT SKILLS AND ADOPT FARM PRACTICES THAT ARE CONSISTENT WITH SUSTAINABLE DEVELOPMENT POLICIES AND PRINCIPLES.</p> <p><i>Australia is a high cost producer, and to maintain market share we need to supply grapes that consistently meet all facets of World standards.</i></p> <p><i>Industry needs to be internationally competitive by adopting strategies to reduce costs</i></p>	<p>2.1 Update AHC 1995 benchmarking study, identify areas where cost savings can be made.</p> <p>2.2 Implement Cost Reduction Plan</p> <p>2.3 Develop production protocols for specific varieties including an industry-wide code of practice for food safety, pesticide residues etc. (Production protocols include export markets)</p> <p>2.4 Develop varieties suitable for long-term storage/shipment to markets.(Refer Objective 5)</p> <p>2.5 Establish sustainable production systems - environment; health; food safety; water; labour.</p>	<p>information in a timely manner.</p> <p>2.1.i Update benchmark study, to obtain current cost structure and market performance.. 2.1 ii Using the benchmark study identify potential to cut costs in supply chain 2.1.iii Evaluate opportunities to mechanise. 2.1.iv R&D Collaborator/Competitor analysis - identify collaborative opportunities. 2.1.v Look at wine and dried fruit industries for synergies in crop production to reduce costs. 2.1.vi Publish Cost Reduction Plan</p> <p>2.2.i Communicate existing knowledge 2.2.ii Address identified opportunities with R&D 2.2.iii Develop and communicate efficient management techniques to reduce costs.</p> <p>2.3.i Develop and publish protocols to produce World-class table grapes by variety. 2.3 ii Develop appropriate quality specifications for growing and packing via a product description language 2.3.iii Reduce non-compliance with production protocols/code of practice via a monitoring strategy 2.3.iv Disseminate information, developments and improved practices to industry</p> <p>2.4.i Refer to Objective 5</p> <p>2.5.i Study to understand key issues; implications and plan of attack 2.5.ii Assemble existing information and carry out selected projects as prescribed by plan of 2.5.i. 2.5.iii Develop delivery mechanism for environmental; health; water; labour and food safety outcomes.</p>	<p>DEC 2003</p> <p>JUN 2004</p> <p>AUG 2004</p> <p>CONT</p> <p>JUL 2005</p>	<p>ATGA/HAL</p> <p>ATGA/HAL</p> <p>ATGA/HAL</p> <p>ATGA/HAL</p> <p>ATGA/HAL</p>	<p>\$150000</p> <p>\$0 YEAR 1</p> <p>\$0 YEAR 1</p> <p>(Refer 5)</p> <p>\$0 YEAR 1</p>

	<p>2.6 Review supply chain and relationships between industry sectors to reduce costs and improve outturn to consumers</p> <p>2.7 Develop Emergency Response Plan</p>	<p>2.6.i Conduct, publish and disseminate review</p> <p>2.7.i Develop plan for response to:-</p> <ul style="list-style-type: none"> • Quarantine incursion response (HEMP) • Product recall situation 	<p>JUL 2005</p> <p>JUL 2005</p>	<p>ATGA/HAL</p> <p>ATGA/HAL</p>	<p>\$0 YEAR 1</p> <p>\$45000</p>
OBJECTIVE 3:	STRATEGIES:	ACTION PROGRAMS:	COMP DATE	RESPONSIBLE	BUDGET
By 2008 increase	3.1 To obtain, analyse and communicate accurate market information	3.1.i Conduct table grape consumer usage and	DEC	ATGA/HAL	\$100000

<p>sales of Australian produced table grapes on the national market by 100%.</p> <p>BUDGET SHARE 20% Increasing</p> <p><i>Undertake ongoing research into consumer preferences, habits and attitudes to support product promotional program.</i></p> <p><i>Consumers are unaware of varieties, season of supply and quality of table grapes.</i></p>	<p>by undertaking consumer market research</p> <p>3.2 Undertake sensory analysis to determine consumer preferences</p> <p>3.3 To effectively promote table grapes on the Australian market.</p>	<p>attitude study</p> <p>3.1.ii Disseminate information to the Australian grower industry; table grape-breeding program and table grape marketers.</p> <p>3.2.i Participate in HAL Consumer Driven Supply Chain Project that will assess consumer satisfaction, sensory program to develop a supply chain optimised for eating quality.</p> <p>3.2.ii Distribute relevant reports to industry</p> <p>3.2.iii Facilitate individual supply chains adopting supply chains optimised for eating quality</p> <p>3.4.i Develop based on 3.1.i and conduct effective national promotional campaign on the Australian market.</p> <p>3.4.ii Develop strategies to launch new varieties on the Australian market.</p> <p>3.4.iii Promote product integrity / Code of practice as per Strategy 2.3.</p> <p>3.4.iv Undertake retailer and food handler education campaigns.</p>	<p>2003</p> <p>DEC 2004</p> <p>CONT</p>	<p>ATGA/HAL</p> <p>ATGA/HAL</p>	<p>\$100000</p> <p>\$200000</p>
<p>OBJECTIVE 4:</p>	<p>STRATEGIES:</p>	<p>ACTION PROGRAMS:</p>	<p>COMP DATE</p>	<p>RESPONSIBLE</p>	<p>BUDGET</p>
<p>By 2008 to increase sales on export markets by 50%</p>	<p>4.1 Review cost competitiveness in export markets to determine the new level of competition likely from new producers e.g. China/India/Thailand and existing producers.</p>	<p>4.1.i Review benchmark study update.(2.1.i)</p> <p>4.1.ii Review cost reduction plan (2.1,2.2)</p> <p>4.1.iii Evaluation of all export markets</p> <p>4.1.iii Export consumer study</p>	<p>DEC 2003</p>	<p>ATGA/HAL</p>	<p>\$100000</p>

<p>INCREASE SALES OF AUSTRALIAN - PRODUCED TABLE GRAPES ON THE EXPORT MARKET BY 50% BY JUNE 2008</p> <p>BUDGET SHARE 15% Increasing</p> <p><i>Resources committed to this program are expected to increase during the next five years.</i></p> <p>Industry needs to be internationally competitive by adopting strategies to reduce costs.</p> <p><i>Australian table grape industry exports 85% of all grapes shipped to just three markets. This leaves the industry exposed. Need to develop new markets.</i></p>	<p>4.2 Evaluate export outturn condition and packaging systems</p> <p>4.3 To effectively promote table grapes on the overseas markets.</p> <p>4.4 To develop improved market access into overseas markets and maintain access requirements for target markets.</p> <p>4.5 Maintain integrity of Fruit Fly Exclusion Zone.</p>	<p>4.1.iv Export segmentation study 4.1.v Export supply chain study</p> <p>4.2.i Review existing storage techniques and adoption and plan actions 4.2.ii Assemble existing knowledge and /or conduct R&D as per 4.2.i. 4.2.iii Develop delivery mechanisms for new techniques/better information on post harvest. 4.2.iv Develop varieties as per Objective 5.</p> <p>4.3.i Based on 4.1 develop export promotion in major overseas markets. 4.3.ii Implement promotional campaigns (esp. new varieties; promote product integrity / code of practice.) 4.3.iii Undertake retailer and food handler education campaigns.</p> <p>4.4.i Based on 4.1 prioritise new export markets 4.4.ii Establish access to prioritised new export markets e.g. Japan, Korea, China and India. 4.4.iii Improve access for table grapes to Thailand, Taiwan and Vietnam - market maintenance. 4.4.iv Facilitate development of protocols to meet quarantine requirements of importing countries with key agencies 4.4.v Disseminate same quarantine protocols to growers/supply chains 4.4.vi Prepare seasonal industry advice notices and media releases (September and January each year) re fruit fly protocols and pest monitoring with AQIS and State Departments of Agriculture.</p> <p>4.5.i Provide support for the development of Tri-State Fruit Fly Strategy. 4.5.ii Encourage State & Commonwealth Government support/participation by table grape and other industries to extend Tri State Strategies. 4.5.iii Develop an orderly process to be undertaken and disseminate information in the case of fruit fly outbreak.</p>	<p>JUNE 2005</p> <p>CONT</p> <p>CONT</p> <p>CONT</p>	<p>ATGA/HAL</p> <p>ATGA</p> <p>ATGA/HAL/HMAC</p> <p>ATGA/HAL</p>	<p>\$0 YEAR 1</p> <p>\$0 YEAR 1</p> <p>\$0 YEAR 1</p> <p>\$0 YEAR 1</p>
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	4.6 Verify status of table grapes as a fruit fly host	4.6.i Undertake further research to clarify fruit fly host status of table grapes	DEC 2003	ATGA/HAL	\$50000
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OBJECTIVE 5:	STRATEGIES:	ACTION PROGRAMS:	COMP DATE	RESPONSIBLE	BUDGET
Increase the range of table grape varieties available to Australian industry that give Australia a	5.1 Continue support for the development of Plant Breeding Programs.	5.1.i Increase the range of new varieties specifically available to the Australian industry by breeding or importation for purposes such as: <ul style="list-style-type: none"> • low input • disease resistance 	CONT	ATGA/HAL	\$150000

<p>competitive edge.</p> <p>BUDGET SHARE 15% Increasing</p> <p><i>Need to be internationally competitive by growing varieties that meet consumer needs.</i></p>		<ul style="list-style-type: none"> • reduction of agrochemical use • market appeal and niche markets • long term storage <p>5.1.ii Optimise rootstock performance considering:</p> <ul style="list-style-type: none"> • scion interaction • new and existing varieties • environmental conditions <p>5.1.iii Undertake annual reviews with CSIRO re varietal availability and input of market trends and consumer preferences</p>			
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Financial Plan

OBJECTIVE 1	IRB - COMMUNICATION - PLANNING	2003/04	2004/05	2005/06	2006/07	2007/08
20% Budget	R&D Budget					
	1.1 Resource national ATGA office	0	0	0	0	0

	1.2 Design, develop and implement communication plan	25000	50000	50000	50000	50000
	1.3 Develop ATGA/Industry website	55000	15000	15000	15000	15000
	1.4 Improve knowledge and skills levels	50000	50000	50000	50000	50000
	1.5 Develop and maintain annual crop statistics	0	100000	20000	20000	100000
	Subtotal	130000	215000	135000	135000	215000
	Marketing Budget					
	Industry Consultation CEO communications budget	0	0	0	0	0
	Preparation of Industry website	0	0	0	0	0
	National Table Grape Conference	0	0	0	0	0
	Annual technical workshops	0	0	0	0	0
	Collate industry statistics	0	0	0	0	0
	Develop training packages for growers	0	0	0	0	0
	Subtotal	0	0	0	0	0
	Annual Total	130000	215000	135000	135000	215000

OBJECTIVE 2	SALEABLE YIELD/UNIT PRODUCTION COST					
25% Budget	R&D Budget	2003/04	2004/05	2005/06	2006/07	2007/08
	2.1 Update AHC 1995 Benchmarking Study	150000	0	0	0	0
	2.2 Implement Cost Reduction Plan	0	150000	150000	150000	150000
	2.3 Develop production protocols	0	50000	50000	50000	50000
	2.4 Develop varieties Refer 5	0	0	0	0	0
	2.5 Establish sustainable production systems	0	0	50000	50000	50000
	2.6 Review supply chain and relationships	0	0	50000	0	0
	2.7 Develop Emergency Response Plan	45000	0	0	0	0
	Subtotal	195000	200000	300000	250000	250000
	Marketing Budget					
		0	0	0	0	0
		0	0	0	0	0
	Subtotal	0	0	0	0	0
	Annual Total	195000	200000	300000	250000	250000

OBJECTIVE 3	INCREASE SALES- DOMESTIC MARKET	2003/04	2004/05	2005/06	2006/07	2007/08
20% Budget	R&D Budget					
	3.1 Consumer market research	100000	100000	100000	100000	100000
	3.2 Consumer sensory analysis	100000	100000	0	0	0
	3.3 Promote table grapes into Australian market	200000	200000	200000	200000	200000
	Subtotal	400000	400000	300000	300000	300000
	Marketing Budget					
		0	0	0	0	0
		0	0	0	0	0
	Subtotal	0	0	0	0	0
	Annual Total	400000	400000	300000	300000	300000

OBJECTIVE 4	INCREASE SALES - EXPORT MARKET	2003/04	2004/05	2005/06	2006/07	2007/08
20% Budget	R&D Budget					
	4.1 Review cost competitiveness export markets	100000	0	0	100000	0
	4.2 Evaluate export outturn condition	0	30000	100000	100000	100000
	4.3 Promote table grapes in overseas markets	0	100000	100000	100000	100000
	4.4 Develop improved market access	0	50000	50000	50000	50000
	4.5 Maintain Fruit Fly Exclusion Zone	5000	5000	5000	0	0
	4.6 Verify status of table grapes as fruit fly host	50000	50000	50000	0	0
	Subtotal	155000	235000	305000	350000	250000
	Marketing Budget					
		0	0	0	0	0
		0	0	0	0	0
		0	0	0	0	0
	Subtotal	0	0	0	0	0
	Annual Total	155000	235000	305000	350000	250000

OBJECTIVE 5	TABLE GRAPE VARIETIES	2003/04	2004/05	2005/06	2006/07	2007/08
15% Budget	R&D Budget					
	5.1 Develop plant breeding programs	150000	150000	150000	150000	150000
	Subtotal	150000	150000	150000	150000	150000
	Marketing Budget					
		0	0	0	0	0
		0	0	0	0	0
		0	0	0	0	0
	Subtotal	0	0	0	0	0
	Annual Total	150000	150000	150000	150000	150000

OBJECTIVES	ANNUAL EXPENDITURE SUMMARY	2003/04	2004/05	2005/06	2006/07	2007/08
OBJECTIVE 1	IRB - COMMUNICATION - PLANNING	130000	215000	135000	135000	215000
OBJECTIVE 2	SALEABLE YIELD/UNIT PRODUCTION COST	195000	200000	300000	250000	250000
OBJECTIVE 3	INCREASE SALES- DOMESTIC MARKET	400000	400000	300000	300000	300000
OBJECTIVE 4	INCREASE SALES - EXPORT MARKET	155000	235000	305000	350000	250000
OBJECTIVE 5	TABLE GRAPE VARIETIES	150000	150000	150000	150000	150000
	Annual Total	1030000	1200000	1190000	1185000	1165000
	Budget	0	0	0	0	0
	Variance	0	0	0	0	0



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