

## Strategic Development GSPP

As agreed in the board meeting of 5 September 2012, the board commits itself in developing a strategic development plan for the coming five years in 2013. The board believes that the GSPP stakeholder organisations (like Plantum seeds and plants, UFS, SF3P) need to have a wider say in this "situation analysis" before we go forward with the development of a strategic plan.

The development plan for GSPP should contain the following subjects:

- 1) Expansion of the focus of GSPP, which can contain two different directions or a combination thereof:
  - a) Increase the number of crops
  - b) Increase the number of diseases
- 2) Increase the scope of GSPP, which consists of the inclusion of more stakeholders in the accreditation scopes, i.e. phyto-sanitary status of the accreditation of a site; include more steps of the commercial growing cycle.
- 3) Increase the involvement of plant raiser from different geographic concentration areas than present.

*To focus the foundation is important that we start with the formulation of a vision and mission for GSPP. Whereby a Vision: outlines what the organization wants to be, or how it wants the world in which it operates to be (an "idealised" view of the world). It is a long-term view and concentrates on the future. A Mission entails: the Definition of the fundamental purpose of an organization or an enterprise, concisely describing why it exists and what it does to achieve its vision.*

*The vision and mission of the foundation have to be translated into a Strategy. The Strategy defines a combination of the goals for which the foundation is striving and the means and values by which it is seeking to get there. The most important part of implementing the strategy is ensuring the company is going in the right direction which is towards the end vision. One of the core goals when drafting a strategic plan is to develop it in a way that is easily translatable into action plans for GSPP, the concepts are specific, time bound statements of intended future results and general and continuing statements of intended future results. The strategy of GSPP has to be summarized into a mission statement. The foundation can start to formulate a vision and mission and use them to formulate goals and objectives or the other way around. The most important is that the board members are consulting their stakeholders for input and direction, before the formal start of the internal process in GSPP board.*

In the premature discussions there is an important conclusion about where GSPP stands today and what the expectations for the coming two years are:

- The GSPP system has led to an adequate international platform in the industry for phytosanitary prevention and management. In this platform the chain and companies work together and exchange information and knowledge. This cooperation improves the level of phytosanitary control in the industry. The board is of the opinion that this platform can be used more broadly.
- The GSPP system does not demonstrate the involvement and commitment of plant raisers sufficiently at this stage. The number of plant raiser will increase gradually over the next couple of years in the Netherlands (now almost a third of the Dutch plant raisers are accredited). In France the number of plant raisers will even be lower and adoption of GSPP will be slower. There is interest in other countries (UK, Australia and Canada) and expected is that some plant raisers from these countries will adopt GSPP.
- There is a general shared view that growers should not become part of GSPP Participants at this stage. It is however deemed important that growers are informed of GSPP and in an ideal world would demand for GSPP seed and plants.
- GSPP will need to continue to develop for a couple of years, i.e. 2013 and 2014. After commitment of the present focussed business chain an expansion of the scope of GSPP in diseases and crops is foreseen.
- The audit scheme with a minor increment of participants will cause increased audit costs, as the present audit organizations are not able to breakeven on the costs. Audit rates that are far above general market audit tariffs, will be expected. Audit organizations have invested considerable time and money in the development of GSPP for the sector. Further efficiency improvements are expected in 2012/2013, but this will not lead in cost covering and the AOs will still require support in general and the harmonisation. Tariffs for auditing are now based upon € 987/ day (8 hours) or at 50% for travelling time. Accommodation, travel and maintenance cost are invoiced at real cost.

- The annual fee for the GSPP Participants to support GSPP financially in maintaining the Standard will have to be increased considerably. For 2012 the participant fees were:

<b>Class</b>	<b>Number of employees</b>	<b>Tariff per company (€)</b>
<b>Small</b>	1-25	900
<b>Medium</b>	26-100	3.000
<b>Large</b>	101-500	6.000
<b>Very large</b>	>500	12.000

- To start the preparation of the multiple year-plans for GSPP an increase of the seed companies with one only and 5-10 additional plant raisers over a period of 2 years is expected.

GSPP would like to continue the discussion and start the continuous development process in the board in the second half of 2013. Until that time the different stakeholders in GSPP are expected to analyse GSPP internally and bring out an advice, view and/or vision to the GSPP board.