



26 July 2024

# **Profitable and ~~efficient~~ effective enterprises**

John Francis

Agrista



# Ability ≠ competence or skill



# Context

## Solid businesses are under duress





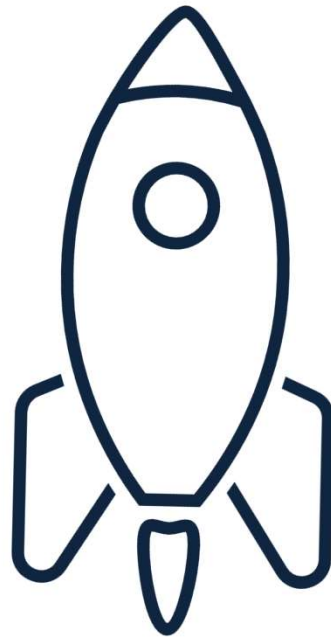
# Problems/systems

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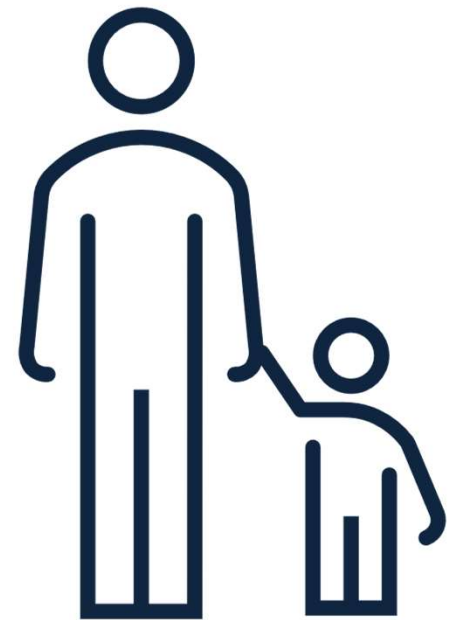
Simple



Complicated



Complex



# It is time to prioritise effective

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Efficient  
2nd

Doing  
things right

or

The order  
matters



Effective  
1st

Doing the  
right things



# Prime lamb system A - efficient

Things being done right - But are they the right things?

## Performance measure

Lambs weaned/ewes joined

Production (kg cwt/DSE)

Operating profit (\$/DSE)

System A

System B

155%

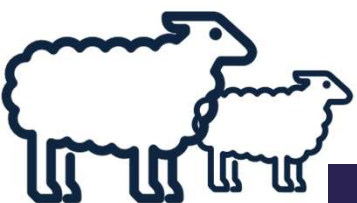
120%

11.8

10.3

\$31

\$30



# Prime lamb system B - effective

## The right things

### Performance measure

Cost of production

Production (kg cwt/ha/100mm)

Ewes joined/ha/100mm

Operating profit (\$/ha)

### System A System B

\$5.30

\$4.50

21.4

25.3

0.6

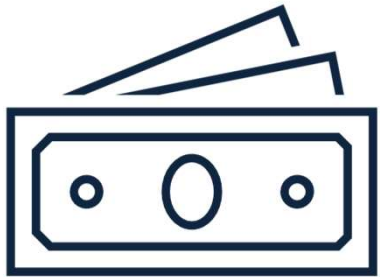
1.0

\$417

\$550

# Effective = low cost of production

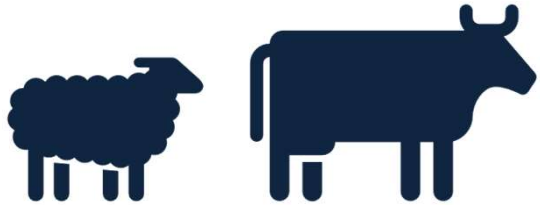
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Operating cost (\$)

\$

=

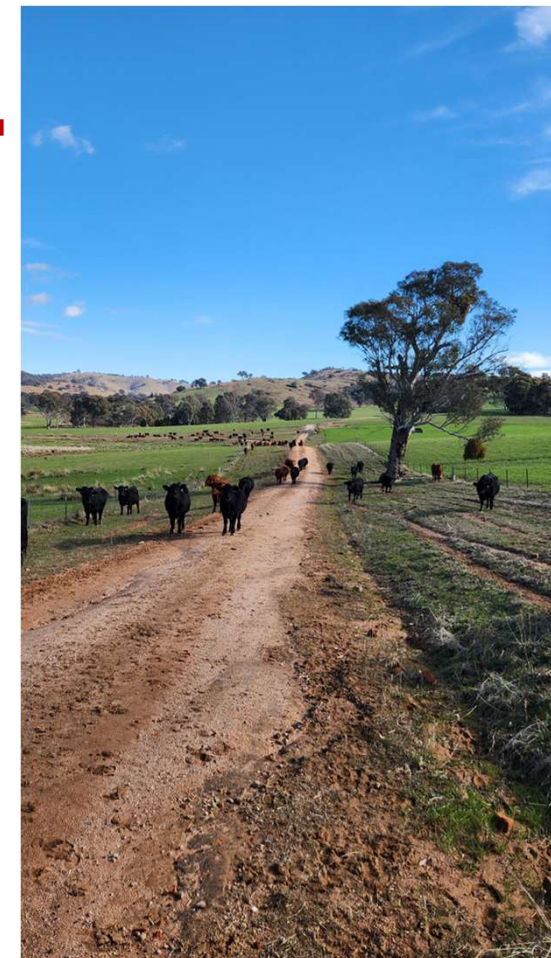
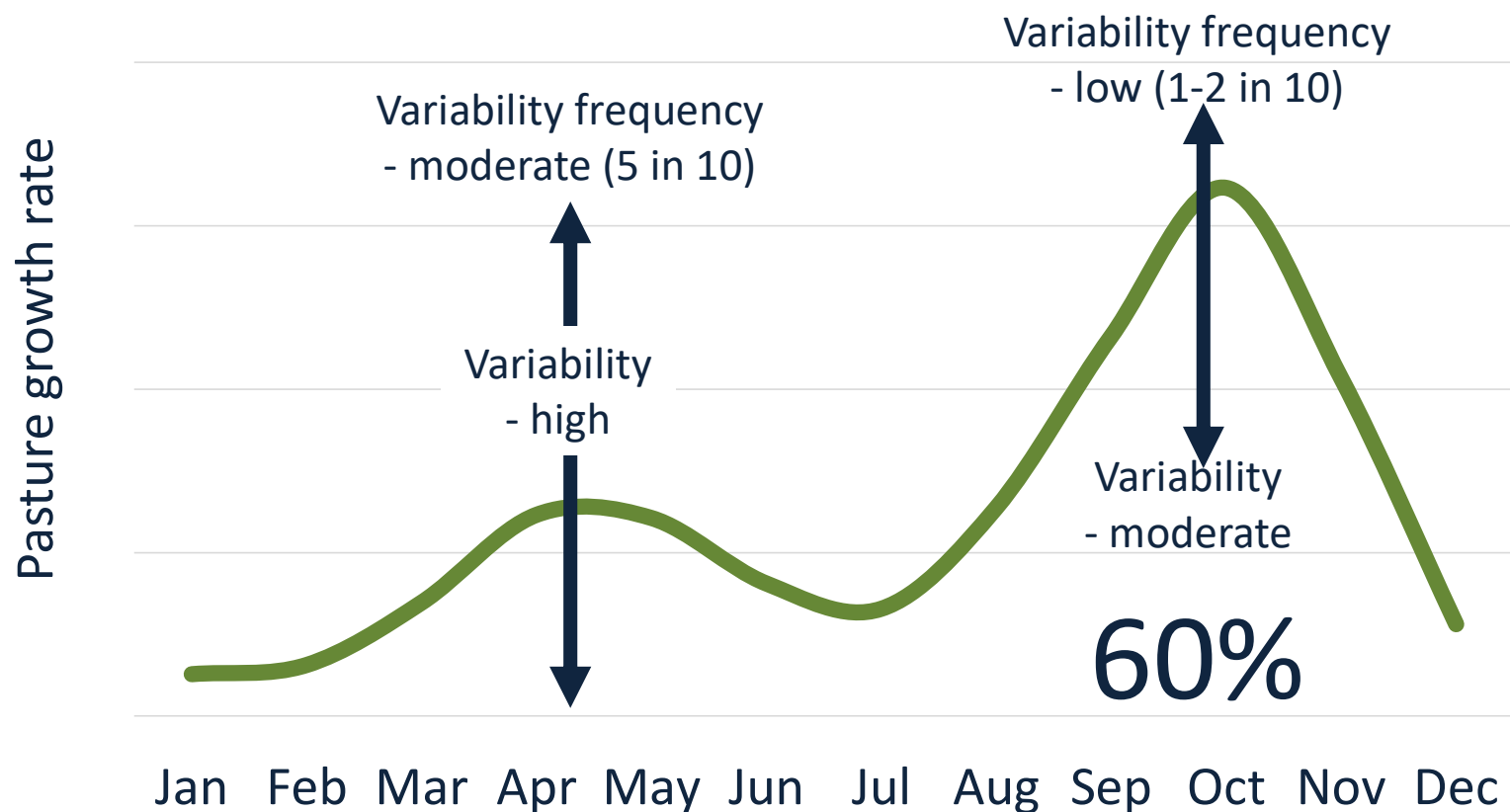


Production  
(kg cwt/lwt)

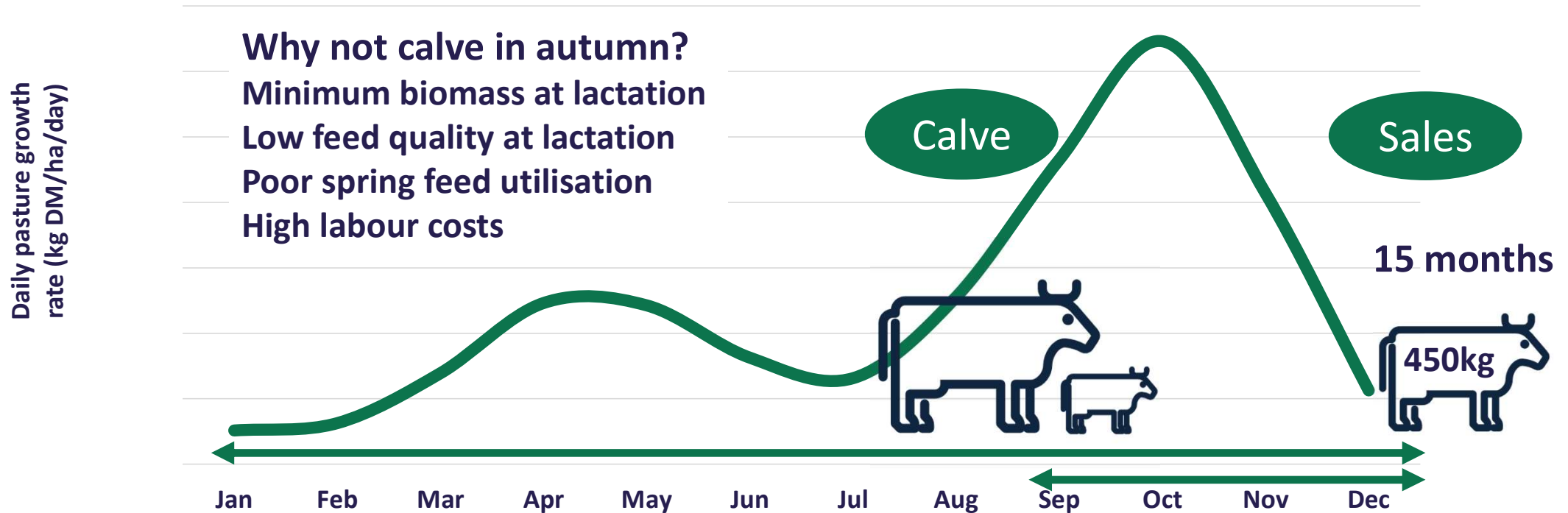
kg cwt/lwt



# System design considerations to drive a low cost of production



# Beef system design to deliver low CoP



# Prime lamb system design to deliver low CoP

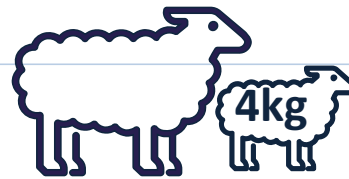
Pasture growth rate

Why not carry lambs over this period?

High cost of carry

Low marginal weight gain

Compromises ewe numbers



$$\begin{aligned} 48 - 4 &= 44\text{kg lwt} \\ \div 260\text{g/hd/day} &= 167 \text{ days} \end{aligned}$$



Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec

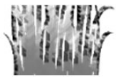
Lamb

Sales

Target >24kg cwt/ha/100mm

# What does systems design deliver?

## Effective system



High feed utilisation



Greater stocking intensity



More production/unit area



Better labour efficiency

\$ cost/kg

Lower cost of production

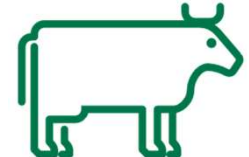
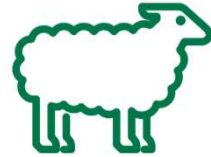
## Ineffective system



\$ cost/kg

# “Effective” but challenging targets

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Cost of production/kg

<\$4.50 kg cwt

<\$1.50 kg lwt

Production/ha/100mm

>24 kg cwt

>48 kg lwt

Operating cost/DSE\*

<\$45/DSE

<\$30/DSE

\*Includes sheep trading loss

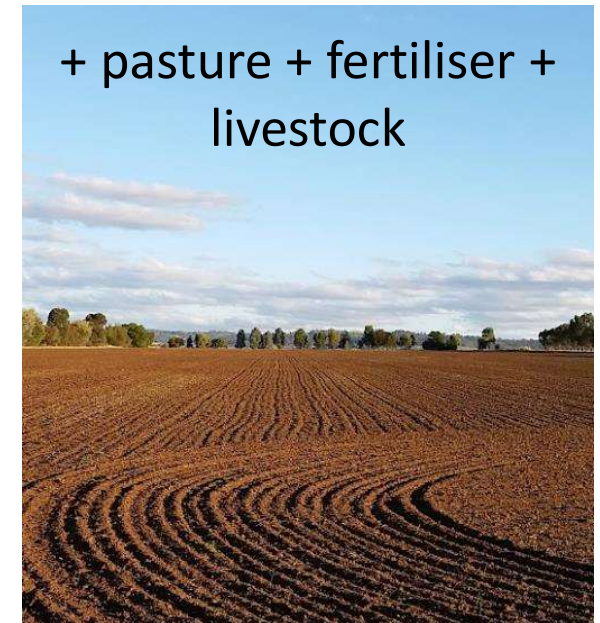


# How? Invest in this order to lower CoP

high

medium

low



Higher ROI



Lower ROI

# The human element - attributes

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**Clear strategy**



**Skilled decision maker**



**Thinks critically**



**Feed budget competency**



**Values team culture**



**Proactive ops calendar**



**Operationally efficient**



**Financially literate**

# Calls to action – take homes

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Clarify goals

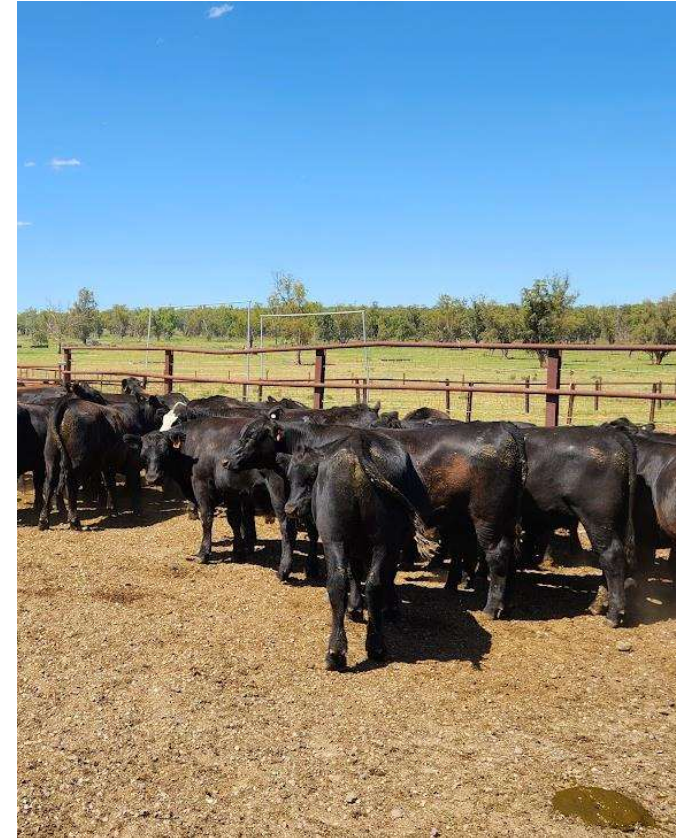


Assess production gap



Assess opportunity (S&D curve)

ABC Keep it simple



# What are the tools?

## Productivity & Profitability series



PRODUCTIVITY & PROFITABILITY



A NSW Government website



Workshops and Events ▼ Toolkits ▼ Podcasts ▼ Case Studies ▼ Grants and Assistance ▼

Farm Financial Management Toolkit

## Feedbase planning and budgeting tool

HOME INSTRUCTIONS DATA ETOOLS

**FREAKONOMICS**  
THE HIDDEN SIDE OF EVERYTHING

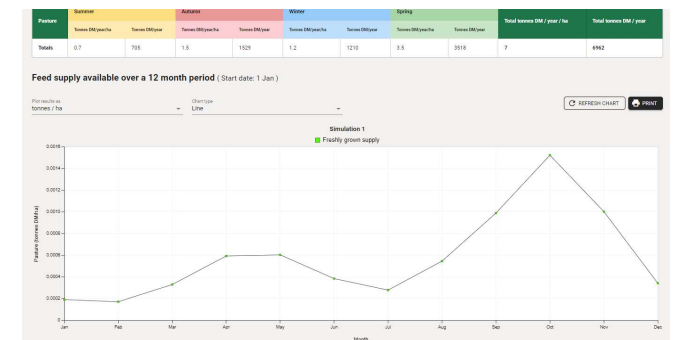
**HIDDEN  
BRAIN**

**CALCULATOR**

Under maintenance

**Feed demand calculator**

This calculator allows producers to gain an appreciation of the pattern of feed supply and demand over a twelve-month period, the location of "feed gaps" and the ways in which modifying the livestock enterprise might help to close these gaps.



**RED MEAT UPDATES**  
TASMANIA

<https://etools.mla.com.au/hub/>





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