

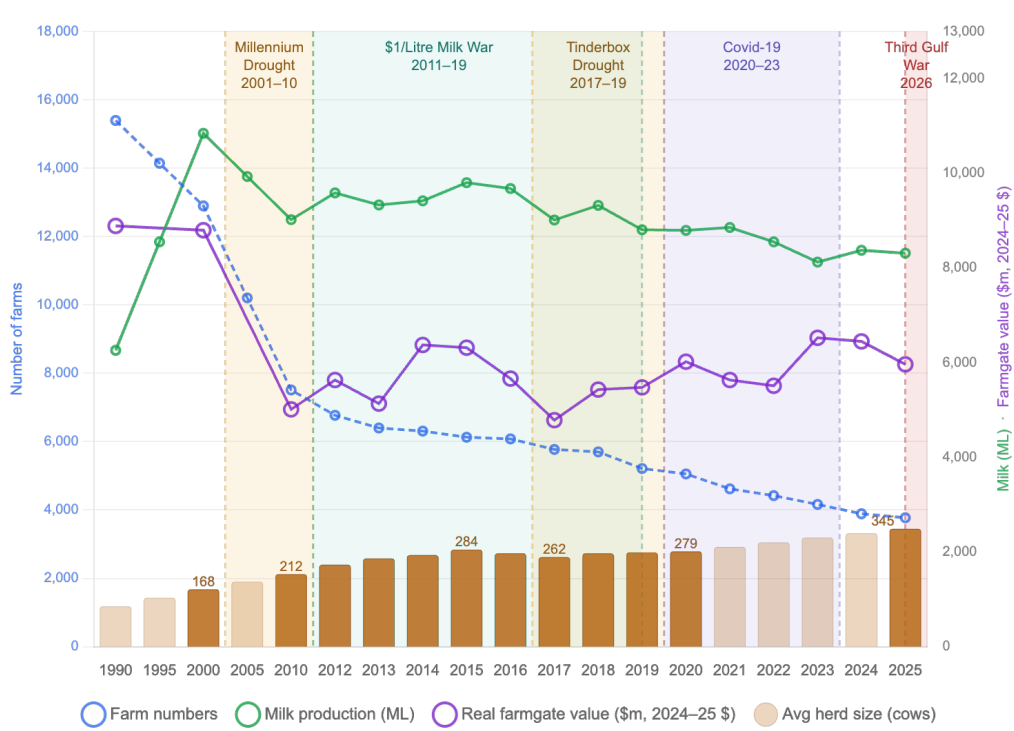
Beyond Efficiency

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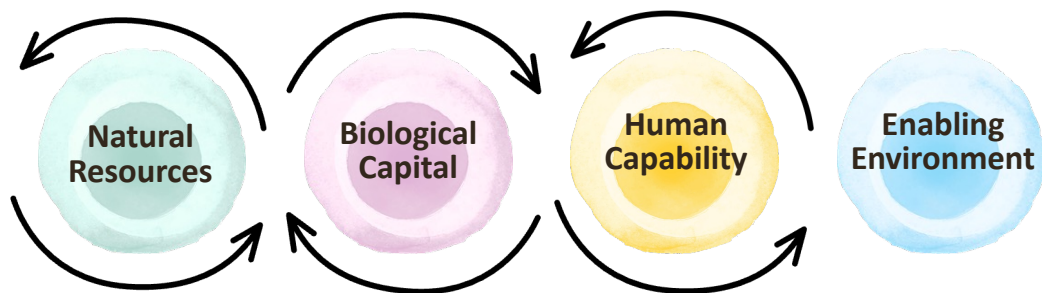
Research Purpose

- The Australian dairy industry has survived deregulation, drought, \$1-a-litre milk wars, a shifting regulatory environment, and trade competition through a system of consolidation and efficiency gains.
- The circular economy provides a practical response to the structural challenges facing Australian dairy. Where a linear system extracts, uses, and disposes, a circular system converts waste into inputs, costs into assets, and vulnerabilities into long-term competitive advantage.
- The next structural reform for the Australian dairy industry is **circularity**.



Key Learnings

- *Circularity*: the deliberate redesign of dairy production systems to improve the productivity of the resources already committed to production. Circularity is a commercial framework for improving the productive value of natural resources, biological capital, and human capability, within an enabling environment.



Travel



Case Studies

- *Natural resources* – Farms across Europe, UK, and Qatar showed that the value of natural resources is determined not by how much enters the system, but by how many times those resources created value with the system.
- *Biological capital* – Contrasting examples responding to the constraints of biological capital showed there is no one system for circular dairying. *Kiwicross genetics* and *freestall design* are responses to the same design question.
- *Human capability* – recovering higher-value work through automation and decision making.

Recommendations for Industry

- Development of national guidelines for circular dairy production system design to provide Australian farmers with practical decision-support, investment and an evidence base for system redesign.
- Creation of a policy environment that encourages long-term investment and protects agricultural capacity.
- Alignment of agricultural finance with long-term value creation by recognizing investments that improve resource productivity, business resilience and long-term commercial performance.
- Reward for value creation across the dairy supply chain.

Thank you to my sponsor



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