



STRATEGIC PLAN
2018 | 2023

**OF THE FEDERATION OF
QUEBEC MAPLE SYRUP PRODUCERS**

2023 OBJECTIVE

**SALES OF 185 MILLION
POUNDS PER YEAR**

This second strategic plan is the result of several months of reflection on the future of the industry. It will strengthen the Federation's role as a global leader and prepare the sector for accelerated growth. By modernizing its tools and engaging with stakeholders, the Federation plans to drive annual maple syrup sales to 185 million pounds per year (\$523 million) by 2023—a 66% increase in overall sales.



The Federation also reviewed its mission, vision, and values:

MISSION

Under the powers granted to it by the Act respecting the marketing of agricultural, food and fish products, promote the interests of local maple syrup producers and develop and exploit the full production and sales potential of Quebec maple products in accordance with sustainable development rules

VISION

Be recognized as the global leader in the collective promotion and marketing of maple products. Generate maximum engagement, pride, and sense of belonging among maple producers, partners, and consumers.

VALUES

The Federation affirms the importance of applying accepted ethical principles and is governed by the following prevailing values in its discussions, actions, and decisions:

COMMUNITY

Always act in the interests of the group by focusing on collective action and democracy in the organization.

OPENNESS

Be attentive to the needs of our maple producers, partners, and consumers at home and abroad.

PASSION

Be driven at every level by the passion generated by Quebec maple products.

INNOVATION

Set ourselves apart through innovation to boldly build the future together. Pursue excellence, support creativity, and act as a leader in order to break new ground.

DEMOCRACY

Establish our organization's broad aims through a consultation and governance process that allows everyone to express their views and opinions.

LONGEVITY

Sustainably develop Quebec's maple syrup resource while ensuring that future generations can do the same.

Below is a summary of the strategic plan:

PRIORITIES

ACTIONS

Issue 1 – Sales and distribution

Increase sales volume by 66% and sales agency revenue by 63% by 2023.

- Establish rates and market incentives to increase sales
- Develop and promote a single universal brand for Quebec maple products
- Update the Policy with respect to the maple syrup producers' sales agency

Spread agency sales growth among various markets.

- Select priority markets and allocate the funds and expertise required (identify marketing agencies to coordinate local promotion)

Increase the number of local and international medium and high volume buyers.

- Develop a support program for non-generic promotion specifically designed for B2B in collaboration with specific buyers
- Develop product-based generic sales tools for the agency in the form of fact sheets and promotional videos
- Assess the possibility of having a warehouse or distribution center abroad

Issue 2 – Strategic reserve and production

Optimize the levels of the strategic reserve to ensure better management of reserve inventories.

- Periodically update the actuarial study
- Develop a flexible pricing formula with premiums and a discount policy based on storage time, targets for developing markets, and the average stock levels established for the reserve
- Adjust production through increased use of variable inventory mechanisms (e.g., quota factor, new taps.)
- Amend the agreement to allow sale of agency stock every month of the year
- Set up an integrated inventory assessment system for the industry
- Develop a specifications book detailing the types, quality, and lines of products available

Step up efforts to balance processing grade (PG) syrup stocks in relation to global demand.

- Commission an actuarial study on PG syrup
- Establish rates and market incentives to increase sales of PG syrup
- Implement screening tests for the DMDS molecule
- Develop a support program for the non-generic promotion of PG syrup
- Document research underway on innovative products made with PG syrup

Encourage increased production by production companies.

- Support a training campaign on productivity and the quality of syrup produced on farms

PRIORITIES

ACTIONS

Issue 3 – Leadership

Position the Federation as a leader and expert on maple products nationally and internationally.

- Optimize communications with industry members and partners, governments, and the public and have appropriate, up-to-date tools to do so
- Revamp the Federation's basic identity where necessary (name, image, logo) to better reflect its role
- Develop an inclusive initiative that unites Canadian maple producers
- Mobilize Federation staff around the new vision

Position the Federation to be less product-driven and more market-driven.

- Develop a CIE-FPAQ plan with a marketing and promotional component
- Be more open with buyers in the sharing and analysis of pooled data
- Develop a producer awareness campaign about this paradigm shift

Expand the Federation's role as a strategic global hub for innovation and research on the food and therapeutic potential of maple syrup (ingredients, foods, superfoods, etc.) and related products.

- Co-develop innovative maple-based ingredients with interested partners
- Develop and coordinate an international network of researchers specialized in the maple field

Issue 4 – Quality enhancement and management

Improve grading criteria.

- Conduct a comprehensive review of our grading system (producer syrup and syrup in inventory) based on the quality/product strategy and sales/distribution targets
- Optimize data entry and management for the grading and digital/physical labelling system

Introduce and promote various certifications of quality and identity.

- Develop appropriate specifications
- Obtain HACCP certification for the reserve
- Initiate the process for registering maple syrup in the FAO/WHO Codex Alimentarius
- Develop specific designations based on the market-driven approach
- Support implementation of the California agreement
- Thoroughly assess and document the impact of higher standards on producers in their syrup-making processes

Create a universal identity to promote Quebec maple products.

- Develop and promote a single universal brand for Quebec maple products



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