



Agriculture Victoria Services Pty Ltd

# 3-YEAR CORPORATE STRATEGY **to 30 June 2024**



Jobs,  
Precincts  
and Regions



## Agriculture Victoria Services Pty Ltd

### Head Office

AgriBio  
5 Ring Road  
Bundoora VIC 3083  
T: (03) 9032 7676  
W: [agvicservices.com.au](http://agvicservices.com.au)

### Directors

Ms SD Andersen - Chairperson  
Dr RTH Aldous  
Dr A Caples  
Ms JE Perrier  
Mr RA Jagger  
Dr JM Tennent



Agriculture Victoria Services Pty Ltd acknowledges the traditional owners and custodians of country throughout Australia and acknowledges their continuing connection to land, waters and community. We pay our respects to the people, the cultures and the elders past and present.



ACN 006 598 198  
ABN 23 006 598 198

# Content

Overview.....	5
AVS Operating Principles.....	5
AVS Purpose.....	7
AVS Role.....	7
AVS Values & Behaviours.....	8
Areas of Strategic Focus .....	9
AVS Strategy.....	10
AVS Strategy Enablers.....	12





# Overview

The AVS 3-year Corporate Strategy to 30 June 2024 seeks to:

- maintain AVS' high standards of commercialisation & IP management services
- enhance AVS commercialisation impact
- maximise AVS investment impact and returns from AVR innovation.

The Plan is a statement of AVS' strategic purpose, role, functions, objectives, key result areas and operating principles.

The Plan recognises the benefits of the Company's unique entity structure and its role in providing a valuable commercial interface between AVR and the private sector.

## AVS Operating Principles

AVS aims to set the pace and lead commercialisation of Agriculture Victoria research & innovation in a manner consistent with AVS Values & Behaviours, Victorian Public-Sector Values, AVS Strategy and Victorian IP Management Principles.



AVS helps to determine the most appropriate 'route-to-impact' for the research & innovation outputs of AVR.

Where the economic and productivity outcomes for the State will be greater and more rapid, a commercial route-to-impact pathway is pursued.



Where a commercialisation route-to-impact is pursued, the primary objective of AVS is to maximise the economic benefits of AVR technology innovation for Victoria.

Financial returns from commercialisation are sought commensurate with fair & reasonable value attribution of AVS intellectual property (IP) & AVR intellectual capital (IC).



AVS always seeks to ensure the registration, prosecution, defence and management of AVS IP assets is always in the best economic and societal interests of the State.



AVS manages commercialisation, research & innovation collaborations consistent with AVR objectives, the Victorian IP Management Principles and Victorian Public-Sector Values.



AVS funds are invested in high-value AVR innovations that are: technically feasible; commercially attractive; able to generate significant value, impact and revenues for the State; and aligned with Victorian (IP) management principles and AVS Strategy. AVS also invests funds in Victorian financial institutions to generate funds for new R&I opportunities.





# AVS Purpose

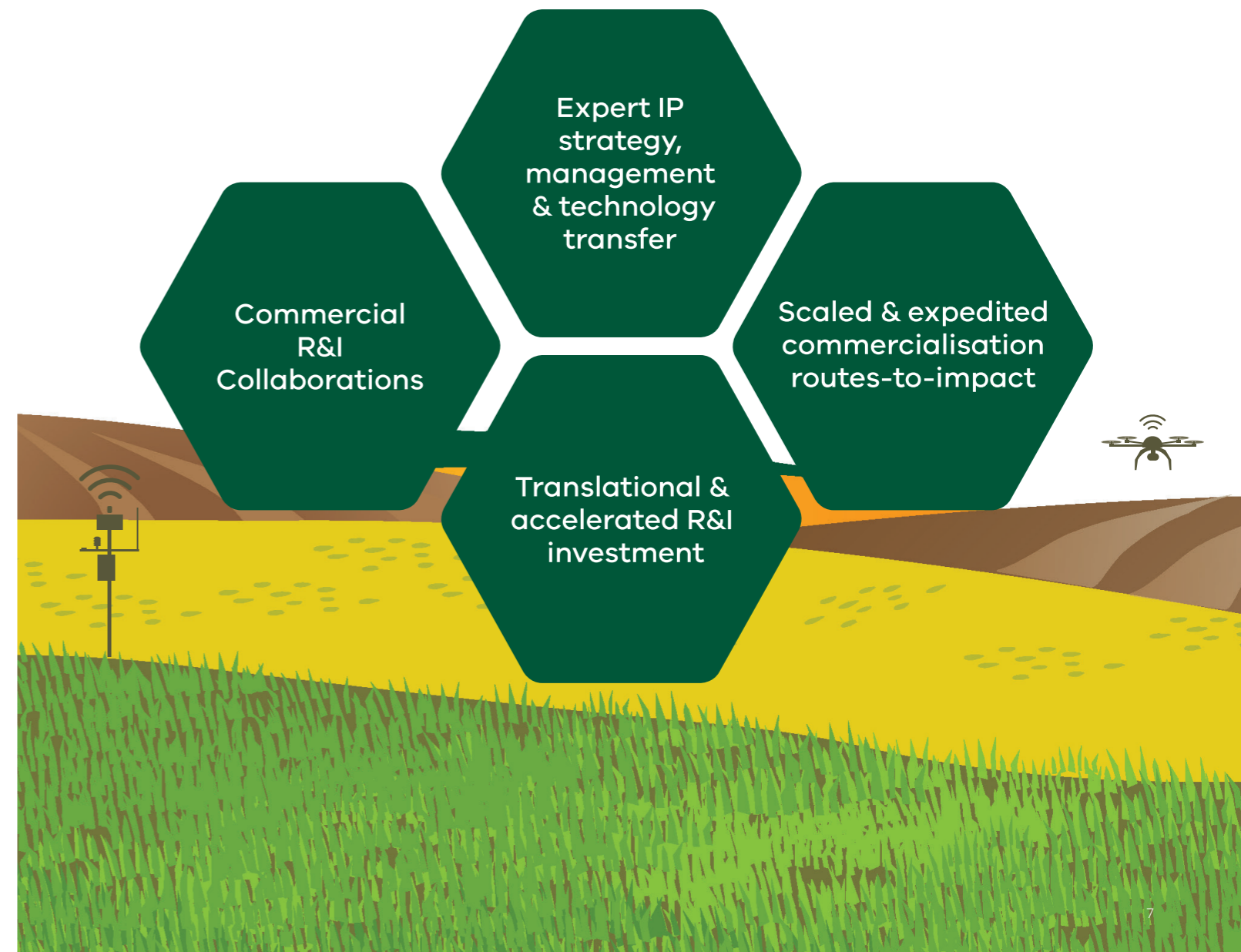
## *Why we exist*

AVS maximises the commercial value and impact of Agriculture Victoria research & innovation, so that Victorian agriculture and related industries are strong, innovative and sustainable, in order to contribute to better economic and societal outcomes.

# AVS Role

## *What AVS does*

AVS maximises the commercialisation impact of Agriculture Victoria research & innovation by:





# AVS Values & Behaviours



**We make a difference**

- We set the pace and lead commercialisation of Agriculture Victoria research & innovation.
- We are accountable for delivering credible, valuable and timely outcomes while managing risk.
- We strive to innovate to meet high standards of professional and ethical service delivery.



**We act with integrity**

- We are valued by our collaborators for being professional, responsive and reasonable.
- We are valued by our stakeholders for being ethical, objective and impartial.
- We are valued by our colleagues for being fair, trustworthy and respectful.



**We work well together**

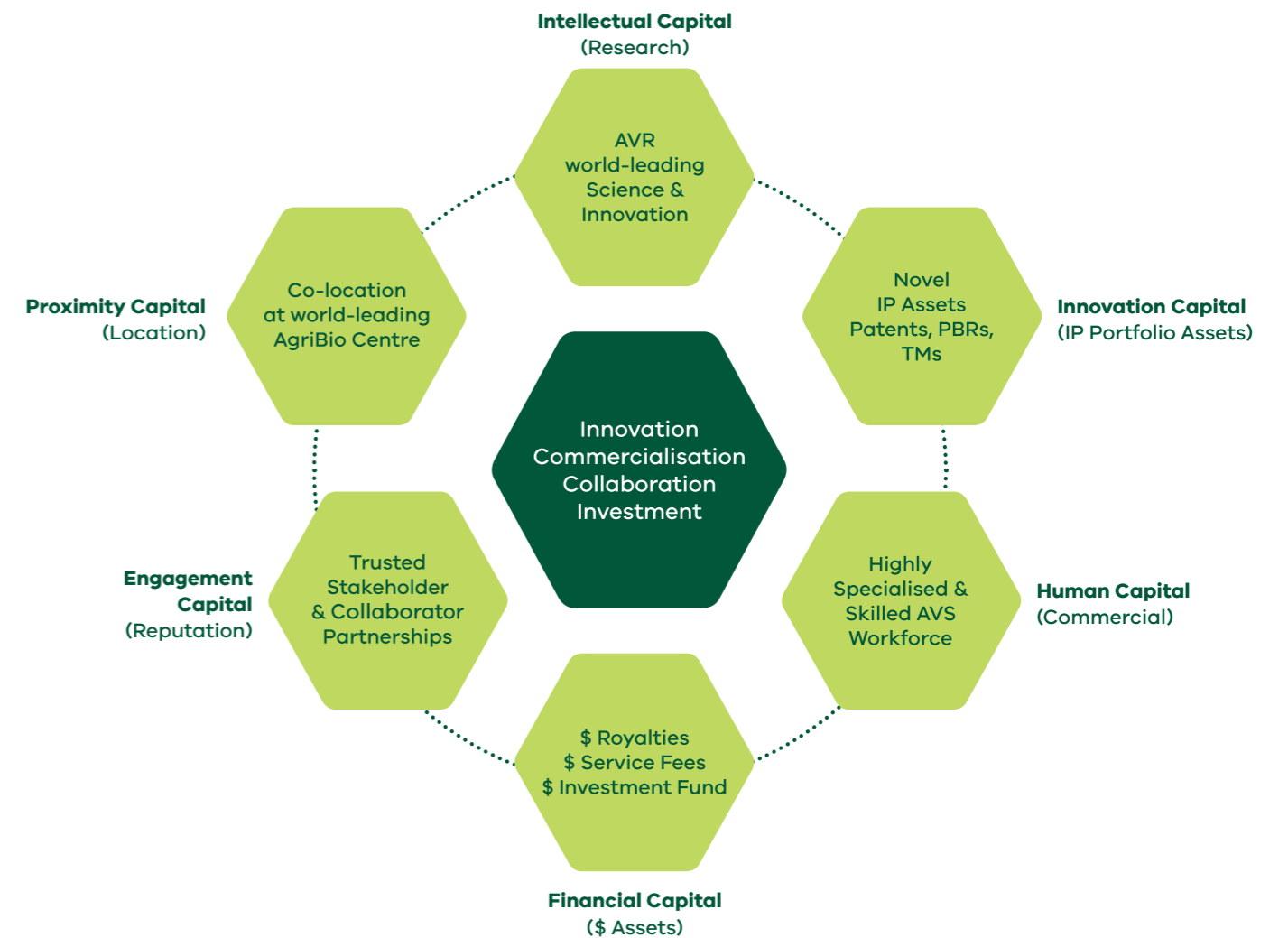
- We work safely and always consider the wellbeing of our colleagues.
- We are always respectful of each other and provide effective feedback to each other.
- We fulfill our roles, draw on each other's strengths and support the team wherever needed.
- We openly share knowledge, information, skills and ideas among all team members.
- We recognise and celebrate the achievements and contributions of all individuals and teams.
- We value work-life balance to best meet the needs of the business and our personal lives.



**We understand and adapt to change**

- We understand and respond positively to evolving business and market landscapes
- We anticipate, comprehend and meet the changing needs of our stakeholders & collaborators.
- We adapt to new capabilities and systems needed to meet our changing business environment.

# Areas of Strategic Focus





# AVS Strategy

AVS maximises the commercial value and impact of Agriculture Victoria research & innovation so that Victorian agriculture and related industries are strong, innovative and sustainable, in order to contribute to better economic and societal outcomes.

AVS Purpose

AVS Roles

AVS Functions

AVS Objectives

AVS Performance

<p>What AVS does</p>	<p>Expert IP strategy, management &amp; technology transfer</p>	<p>Commercial R&amp;I collaborations</p>	<p>Scaled &amp; expedited commercialisation routes-to-impact</p>	<p>Translational and accelerated R&amp;I investment</p>
<p>How AVS fulfills its role</p>	<p><b>IP Strategy</b> We guide IP assessments and help devise effective route-to-impact strategies for AVR innovations.</p> <p><b>IP Protection</b> We guide and manage IP registration, prosecution &amp; defense, and support the transfer of AVR technologies aligned with AVR route-to-impact strategies.</p>	<p><b>Commercial Collaboration Risk Assessment</b> We provide commercial partnering and risk-benefit assessments for AVR collaboration agreement &amp; ventures.</p> <p><b>Commercial R&amp;I Collaboration Agreements</b> We provide a specialist commercial interface with the private sector in negotiating and entering major AVR collaboration agreements.</p>	<p><b>Technology Route-to-Impact Plans &amp; Business Models</b> We devise and consider innovative route-to-impact approaches and commercialisation models for enhancing the impact of AVR innovations and associated IP-&amp;-IC.</p> <p><b>Commercialisation Licensing &amp; New Ventures</b> We commercialise AVR technology innovations through licensing and entrepreneurial business ventures that enhance IP-&amp;-IC impact.</p>	<p><b>Technology Investment Impact</b> We invest to enhance and accelerate the translation of AVR innovations for delivering significant impact, commercialisation revenues and partner co-investment.</p> <p><b>AVS Investment Returns</b> We assess investment portfolio risk and reward, and maximise AVS investment approaches, impact and returns globally, opportunistically and at scale.</p>
<p>Strategic Objectives</p> <p>Strategic Priorities</p>	<p><b>Maximise IP Asset Value &amp; Impact.</b></p> <p>To expertly protect and manage the IP-&amp;-IC assets of Agriculture Victoria, to maximise their impact for industry and economic value for Victoria by providing specialist IP-&amp;-IC route-to-impact strategy advice, management and technology transfer services.</p>	<p><b>Leverage &amp; Grow Collaboration Value &amp; Impact.</b></p> <p>To effectively support commercial R&amp;I collaborations of Agriculture Victoria and help realise greater value and impact from existing and new R&amp;I partners, by providing an effective legal entity through which commercial R&amp;I collaborations are expertly assessed, negotiated, entered and supported.</p>	<p><b>Maximise Commercialisation Value &amp; Impact.</b></p> <p>To expertly commercialise the IP-&amp;-IC assets of Agriculture Victoria to enhance their impact for industry and their economic value for Victoria by deploying novel, scalable, translational route-to-impact approaches, including early-stage, agile, entrepreneurial Victorian R&amp;I ventures.</p>	<p><b>Increase AVS Investment Impact &amp; Returns.</b></p> <p>To invest company funds to accelerate the translation, reach and commercial impact of AVR innovations, and increase commercial revenues from AVS investment by investing, in high-value AVR technologies for generating significant commercialisation impact and by maximising AVS investment portfolio returns.</p>
<p>Strategy Success Measures</p> <p>Key Performance Indicators</p>	<p><b>IP Portfolio Delivering Maximum Benefits for Victoria.</b></p> <ul style="list-style-type: none"> <li>IP Assets: # of IP registrations and granted Australian IP applications in Australia.</li> <li>IP Access: % of IP portfolio in research, industry and commercial use for Victorian benefit.</li> <li>IP Management Effectiveness: Stakeholder satisfaction in AVS' role of providing IP strategy, management &amp; technology transfer services.</li> </ul>	<p><b>Increased Revenues from R&amp;I Collaborations.</b></p> <ul style="list-style-type: none"> <li>High-Value Collaborator Index: # of valuable R&amp;I collaboration partners (based on AVS' partnering assessment criteria).</li> <li>High-Value Collaboration Index: # of valuable R&amp;I collaboration agreements (based on AVS engagement modes).</li> <li>Collaboration Effectiveness: Stakeholder satisfaction in AVS' role of providing a professional, effective and responsive interface for commercial R&amp;I collaborations.</li> </ul>	<p><b>Increased economic value &amp; demonstrable impact from IP-&amp;-IC commercialisation.</b></p> <ul style="list-style-type: none"> <li>Commercial Licences: # of agreements signed granting commercial rights to valuable IP assets.</li> <li>Commercialisation Impact: \$ revenues attributable to AVS commercialisation of IP-&amp;-IC.</li> <li>Commercialisation Effectiveness: Stakeholder satisfaction in AVS' licensing &amp; commercialisation role in maximising IP-&amp;-IC value &amp; impact.</li> </ul>	<p><b>Increased impact and returns from AVS investment portfolio.</b></p> <ul style="list-style-type: none"> <li>Investment Acceleration: % of AVS technologies transitioned from: (i) development to commercial evaluation; and (ii) from commercial evaluation to commercialisation.</li> <li>Investment Translation: % of AVS investments delivering product &amp; service innovations for significant Victorian benefit.</li> <li>Balanced Investment Portfolio: % of AVS investments generating impact and returns at scale.</li> </ul>



# AVS Strategy Enablers



**OUTCOMES**

- AVS business systems and processes drive efficiency, effectiveness and innovation.
- AVS business systems support delivery of AVS Strategy and annual Operating Plans.
- AVS IP, commercial and corporate risk management policies & processes support delivery of AVS' purpose and objectives while managing strategic risks.

- AVR values the abilities of AVS people and resources to effectively commercialise Agriculture Victoria research & innovation.
- AVS's collaborators value AVS as a commercialising entity that streamlines the interface between AVR and the private sector.

- Collaboration with AVR is characterised by a high level of constructive engagement.
- The AVS legal entity model is supported by the Victorian Department shareholder.
- The AVS board adopts & complies with Victorian portfolio agency governance guidelines.

- AVS understands and adapts to changing local and global agricultural R&I market landscapes.







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ACN 006 598 198

**AgriBio, Centre for AgriBioscience**

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