

One future proofing strategy is finding ways to have success with the limits they are having to **work around with the nitrogen cap**. This will work best where the land has been situated. The owners made the choice of picking a sheep and beef farm as a beef and sheep farm is better for the environment than a dairy farm, because, Beef, Sheep and Deer farms are leaching 17 kg/ha of nitrogen, and dairy farmers are producing 45+kg/ha of nitrogen. This is caused by the way the animal's pee, Sheep urinate a little and often: they might urinate 15 times in 24 hours; young cattle urinate 10-12 times in 24 hours, "Mature cows urinate four or five times in 24 hours, so the need is to aggregate the nitrogen of the larger animals. Deer are between sheep and beef". **Having a beef farm is more beneficial for TBL as beef animals are only on the farms for short periods of time before the urine from the cattle turns into bad toxins being released.** TBL have also tried to reduce the amount of nitrogen that their cattle are peeing by feeding more salt, this dehydrates the cattle allowing them to increase the amount of water intake. By increasing salt and water intake it then starts to mellow down the amount of nitrogen that the cattle are leaching into the environment. TBL are starting to future proof as they are trying to decrease the amount of nitrogen leaching that has been going into the lake by experimenting on what their cattle are eating and drinking, this is then going to have a big impact on the future of the Lake. **TBL have been using the nitrogen cap to their advantage,** the less stock that they have to maintain the healthier their cattle will be, this means the better the stock the more money they can get from their cattle. (1) (5)

Another future proofing strategy that TBL has put in place is finding the best way to breed cattle to be more environmentally friendly. **TBL have selected Charolais-Angus cross to be the most efficient, this is because they have a fast growth rate.** Using predominantly a Charolais-Angus cross, they tend to gain more weight than a straight breed, so they don't have to keep the cattle on the farm for long periods of time. This is having an effect on the amount of nitrogen that is being leached since the Charolais-Angus cross grows at a faster rate. **TBL is only buying in 6-month old cattle and sending them to the works at the age of 14-20 months.** TBL have used this method and the chosen type of cattle as they reach their mature body weight very quickly as older cattle become less efficient in converting the nitrogen and it starts to consume into protein and they start to pee out more nitrogen. **Because of early culling, the cattle do not age to the point where they produce large amounts of urine, this is another future proofing strategy for TBL as they are sending the stock to the works before they can start to produce harmful urine.** They don't have to keep the cattle on the farm for long periods of time but still produce 320-350kg of carcass weight per hectare. Their farm surplus is about \$1000 a hectare. This will reduce the nitrogen that is being caused by the cattle. As TBL state "I run my business now on a different metric – dollars profit per kilogram of nitrogen leached. A breeding cow produces one calf per year; leaching a truckload of nitrogen doesn't cut it". This is implying that breeding their own cattle is more of a loss. As explained above the older the cows the more nitrogen is being leached, so buying in cattle at the age of 6 months reduces the amount of nitrogen that is getting into the Lake. (1) (1)

TBL are future proofing by branding, and the pricing of their product. TBL is a premium meat farm that is protecting the water quality of the Lake. TBL have the **huge benefit of gaining the environmental tick, which is an award that recognises environmentally sustainable farming.** It is believed in the farming industry that when a business has an environmental tick, that consumers are willing to pay more for their products. TBL has been established as an experiment to see if consumers are willing to pay a premium for beef that is produced in an environmentally friendly way. (2)

TBL have come together with the aid of the Lakes & Waterways group and **have come up with a brand for their local farm, this is to see whether consumers are willing to pay a premium for their top quality meat.** With consumers paying premium money, the consumers are covering the extra costs of protecting the Lake. TBL have also been **price experimenting with restaurants,** this has since proven that TBL have a brand that enables them to price their steak higher than other meat on the menu and it was still one of the top meals bought by the consumers.

For example, a chef's choice rump steak is sold for \$23.90, while TBL rump steak is sold for \$28.50 per kg. A chef's choice eye fillet is sold for \$59.90, while an eye fillet from Taupo Beef is sold for \$67.50 per kg. TBL have used premium pricing, which is helpful in the long term, even with a stock limit they are still able to achieve a sustainable profit. **The environmental tick is also embracing Clean Meat.** The environmental tick outlines that they are environmentally friendly and have eliminated those harmful toxins that are in meats. Mosa Meats told Shapiro in Clean Meat: "Twenty years from now if you enter (2)

the supermarket, you will have the choice between two products that are identical. One is made in an animal. It now has this label on it that animals have suffered or have been killed for this product. It has an eco-tax because it's bad for the environment. And it's exactly the same as an alternative product that's been made in a lab. It tastes the same. It has the same quality. It has the same price or is even cheaper, so what are you going to choose?" Clean Meats will only make mince products but will be far cheaper and environmentally friendly. This is going to put TBL ahead in the future as they are going to have the environmentally friendly meat from animals not beaten or suffering. TBL are going to be socially affected as consumers are wanting quality meat and TBL has all the right ticks for having an environmental farm. 2

Another way that TBL has future-proofed their business is by expanding their meat into the Japanese market. In order to do so, TBL make modifications to the way they handle and cut the meat. The Japanese market likes their finished cuts close to the bone and they do not use meat hooks in the cutting process. This is because they have a specific way of how they cook meat. TBL have a marketing partner that guarantees the meat is up to standard and the Japanese market embraces their business because of their willingness to meet their standards. This includes making sure it arrives safely. Adapting to these needs allows them to receive ongoing support from the Japanese market and increases their profits. Doing this also allows other overseas markets to notice the dedication they make for other markets. 3 5

Out of all the strategies I have discussed above, the one that best meets the needs of TBL is the research that eliminates the nitrogen on the environment. The in-depth research that TBL has done is the insurance for long-term viability. This is because of new information they have found out to minimize nitrogen, because of the research they are meeting current needs of certain customers, and they are ready to take on new challenges that they may come across. 4

TBL have become reliant on the research to find ways to make less impact on the environment, by doing this they will be protecting the lake for future generations, and have future proofed their business. The strategies that are helping to protect the Lake will be beneficial as their business will be able to have success in the future without TBL being at risk of damaging their reputation. TBL have been doing constant research to limit the nitrogen that has been leaching into the Lake. TBL have to take into consideration that if their research fails with the information about how to reduce the nitrogen leaching into the Lake, people are not going to want to support the cause of protecting the Lake. 5

Another strategy that would also be helpful for the future proofing of TBL is the branding of their company and the pricing that they put in place. This is useful to them as it gets them visibility, but the underlying research has more credit in the long term. TBL have great pride, and they use this as a way to market themselves, by making sure that the consumers know that TBL is protecting the environment. This marketing has been useful, as consumers are likely to support a business that is doing right for the community and waterways. 5

TBL have been successful in the way they market; this has allowed them to expand their products into the overseas markets. For example, the Japanese market. For TBL this has proven to be good future proofing as they are able to gain more profit with the limited stock allowed on this catchment farm. TBL have also increased their catchment by gaining other farmers that are willing to protect the Lake. This is helpful for the owners as it is going to increase the overall profit. This highlights how adding more farms from the catchment is helpful. Without the research, as well as other facts that include finding out what the overseas markets are looking for in meat, TBL would have struggled to gain a market from all these consumers and other farms in the catchment. 4 5

I can conclude that research is the best future proofing strategy. This is because when taking away the research, the other strategies would then become weak and not be able to work together as well and the business would not remain viable. This is because each strategy relies on the research that TBL has put in place. Without the research, the other future-proofing strategies that have been managed above may become ineffective for TBL. 4