

Soy 20/20 Executive Summary

December 2003

Mission: A government, academic and industry partnership to stimulate and seize new global bioscience opportunities for Canadian soybeans.

Evaluation: The Soy 20/20 project has succeeded and/or exceeded all projected performance targets.

1.) Creating an innovation climate

Soy 20/20 completed a comprehensive analysis of market opportunities for Canadian soybeans including:

- a) an evaluation of cost/price points
- b) competitive positioning vs. other soybean producing countries, and;
- c) capital requirements.

This document has been widely circulated and has served as a tool for engaging industry and mobilizing capital investment. By starting with market analysis we have identified key constraints to the commercialization of new end uses. We have used this understanding to nurture the development of private/public teams directed at breaking through the existing barriers to realizing these opportunities.

2.) Improving coordination of public science resources

Soy 20/20 has acted as a catalyst in redirecting public sector research efforts in soybeans to address emerging market opportunities. We have assisted researchers obtain funding (approximately \$1 M to date) for tackling opportunities that given success will lead to increased demand for Canadian soybeans, rather than an increase in supply.

3.) Co-ordinating along the whole value chain

Success in generating more value in the soybean industry will be achieved by increasing domestic manufacturing opportunities, whether this is in, increased domestic soy food manufacturing, or in green industrial applications. The experience of the Soy 20/20 program is that the key constraint to increasing domestic manufacturing capability is not a lack of domestic capital. The key constraint is the development of professional and compelling business plans that adequately describe the scale and scope of the opportunities that lie before us. We have worked closely under confidentiality agreements with a number of

companies to obtain funding from a combination of government sources, angel investors and venture capital companies. Our primary emphasis within these efforts is to focus on developing or expanding those opportunities that are constraining Canadian value chain management.

Summary: The Soy 20/20 project has been successful because it represents a novel approach at the coordination of existing efforts. The independence of the program coupled with strong scientific and business skills have enabled a shift from a model where there is an attempt to push research discoveries onto the market, to a model where market opportunities provide an aligned pull to the industry as a whole. This has resulted and will continue to result in, the creation of more jobs in Canada, more value being retained in Canada, and more commercial opportunities being realized in rural Canada.