



VALUE
CREATORS

FARM BUSINESS RESILIENCE PROGRAM

Accelerating Horticulture Business Skills and Resilience

About the Program

- Future and resilience focus – drive profit and sustainability with strategic foresight
- Leap ahead & lead the next generation of farming
- Arm yourself with knowledge and confidence to be resilient, tackle change and get ahead of it
- Build on your existing skills, embrace innovation and turn risks into opportunities



Case Study: Strengthening Communication and Leadership Through Planning

Participant: Fritz Bolten

Oasis Farms, Kununurra, Western Australia

For Kununurra grower and business owner Fritz Bolten, participating in the Farm Business Resilience Program (FBRP) was about more than developing a plan – it was about building stronger communication, clarity, and confidence across his team and family. Having several people from his farm involved in the program created an opportunity to align their goals and improve the way they worked together. “Because we did it with a few people on the farm, it really helped us communicate better as a business – together as a team.”

Bringing Vision to Life

Before the program, Fritz had a clear vision for the business, but it largely existed in his own head. He assumed everyone around him understood it – until the program made him realise that wasn't always the case. “We'd had the same vision statement for a long time, and I thought everybody knew it because it had been with me for so long. But I realised I needed to communicate it more clearly.” Since completing the program, Fritz has made his business vision more visible and accessible to his team – even putting up signage around the property to reinforce shared goals and direction.

A Shared Journey for the Team and Family

One of the most valuable aspects of the FBRP for Fritz was that it wasn't just his own learning experience – it involved his team members and family, too. “It took them on a journey where they could record their goals and ambitions, and learn how to build their resilience and communicate that. “He found that this shared experience built stronger relationships within the business, aligning perspectives and creating a greater sense of purpose.

Resilience Beyond Drought

Fritz recognised that business resilience is about more than drought and rainfall – it's about preparing for drought, market and industry challenges.

“We've just started in the new cotton industry, and straight away we've got the lowest cotton prices in the last 15 years. We have to be ready for these kinds of events. They'll come around whether we like it or not, and being prepared is key.”

By documenting plans and formalising strategies, Fritz has helped his business – and his team – better understand how to navigate uncertainty and change.

Learning Through Collaboration

For Fritz, the group discussions during the program were among the most powerful moments. “When we were sitting down in groups having discussions – that was the most powerful part.” These sessions helped him see different perspectives, confirm his own approach, and identify gaps in how information and goals were being communicated within his business.

Overcoming Barriers to Planning

Fritz describes himself as dyslexic, and he initially hesitated about the paperwork involved in developing a Business Plan. But once he got started, he realised that the structured framework made it achievable and valuable. “I'm not very good at writing reports or putting pen to paper, but because there was a framework, it was actually something really usable. It wasn't as hard as I thought it would be.” This breakthrough gave him a practical tool to guide future decisions and a renewed appreciation for structured planning.



Australian Government
Department of Agriculture,
Fisheries and Forestry



Future
Drought
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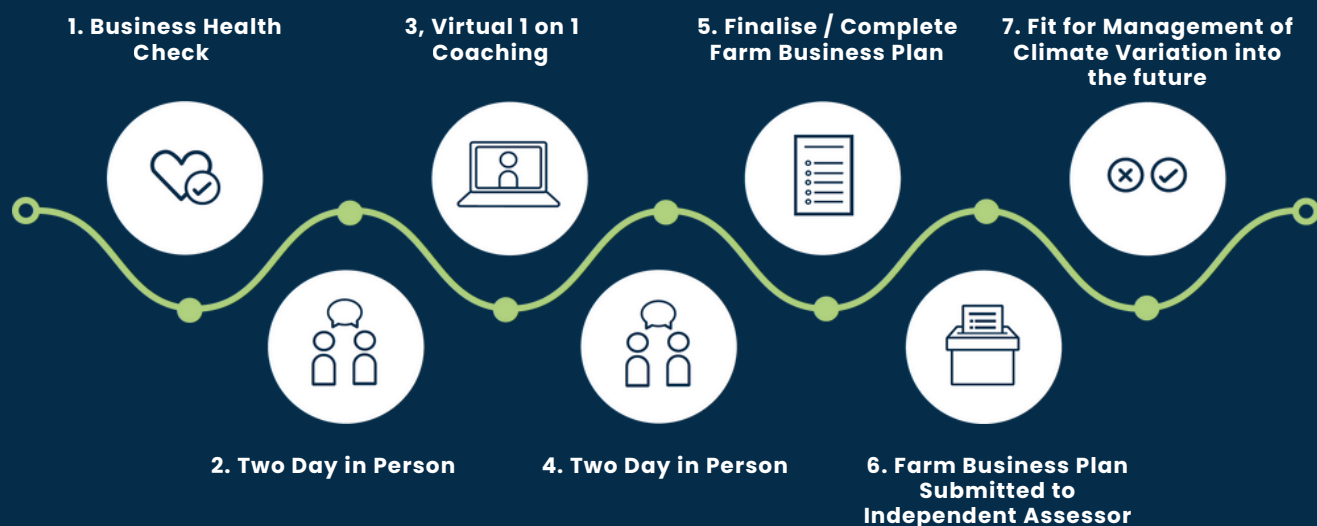


Department of
Primary Industries and
Regional Development

INDUSTRY
PARTNER:



Building Farm Business Resilience - Program Journey



IN PERSON DELIVERY AND BUSINESS COACHING

DAY 1: STRATEGIC PLANNING FOR YOUR BUSINESS

- Building business resilience
- Drought, climate change and risk management
- Your business health check
- Vision and goal setting
- Navigating and driving change

DAY 2: INNOVATION AND PLANNING FOR CLIMATE CHALLENGES

- Natural resource management and regenerative agriculture
- Data driven decision making
- Carbon and farming system innovation
- ESG- environment, social and governance
- Biosecurity and risk management

DAY 3: BENCHMARKING AND FINANCIAL DATA DRIVEN DECISIONS

- The economics of building farm business resilience
- Financial management and budgets
- Analysing your revenue stream and cost structures
- The drivers of profit and access to finance
- Innovation- agtech, automation, AI

DAY 4: BUILDING PERSONAL AND SOCIAL RESILIENCE

- Health and Wellbeing
- Building social and community resilience
- Succession and future planning
- Embedding change and endurance

ONE-ON-ONE BUSINESS COACHING

Improving Communication Across the Business

One of Fritz's biggest learnings was around assumptions — recognising that what feels obvious to a business leader isn't always clear to others. "The biggest one was realising I'd made assumptions — I thought the basics had been communicated and embedded across the team when they hadn't."

Since then, he's been more deliberate in how he shares information and ensures everyone understands the core values and objectives that drive the business.

He also learned that tasks he had long avoided — like ESG and Sustainability Reporting — were much easier than expected once he took them on.

"My procrastination around things like ESG reporting was actually a roadblock. It was a lot easier and simpler than what I'd made it out to be."

Connecting Family and Leadership

Fritz's business has evolved over the years — he still farms nearly 1,000 hectares and manages a significant operation, but his children won't be taking over the farm. That's made communication between his operations manager and family members even more important.

"The communication between my Operations Manager and my daughter is really important for both of their futures. That was something that really improved because of this program."

By bringing everyone into the planning process, Fritz has built greater trust and transparency — and laid a foundation for the business to continue operating successfully without relying solely on him.

Leading by Example

Reflecting on his experience, Fritz says the decision to participate was one of the best he's made — not only for his own development, but for the people around him. "I'm so glad I did it, because it didn't just help me — it made a big difference for the people around me too."

At 56, Fritz recognises the importance of mentoring and stepping into a leadership role that supports others in the industry. "We need to get over it and realise that we need to step up and do some of these mentoring roles. I've always had mentors, and now it's about making ourselves available to mentor others."

Encouragement for Others

For anyone considering the Farm Business Resilience Program, Fritz's advice is simple: "It's a lot easier than you think it is — and it's very beneficial."



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