

CGA membership

equipping growers for a complex world

Futurists predict that our fast-changing world will go from complicated to complex. How is the CGA preparing for this new reality? By Paul Hardman



A complicated world is broadly typified by the appearance of a unique challenge *ceteris paribus* (i.e. all other things being unchanged or constant). We operate in a relatively stable environment and attention is given to solving the new problem. Solutions may come from different disciplines like economics (e.g. creating new institutions), law, engineering, and information technology. A complicated world is rational and linear – overcoming each new challenge, one at a time, with new solutions.

In many respects the formation of the Citrus Growers' Association (CGA) and the evolution of its portfolio of work over the last 25 years, reflect this type of approach. Research and market access were the initial focus areas of the CGA, with transformation, information provision, logistics, shipping and others being gradually added to the mix, in line with growers' needs.

In a complex world, problems present themselves as a crisis upon another crisis – all happening in series, and in parallel. COVID-19 is a case in point – one disruptor had the impact to create another disruptor (e.g. lack of shipping opportunities), which had further impacts



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in completely different industries (e.g. micro-chips, new cars and food supply). The complex world paradigm recognizes the interconnectedness of humanity and global supply chains. It takes active notice of shifts in, for example, geopolitics, climate change, energy, and the global economy. These variables are in flux, all at the same time. In this world, effective solutions are more likely to be cross-disciplinary but also more difficult to implement.

Arguably, the complexity has always been there but it has only just become more obvious to us now. Granted, but equally apparent is the rapid escalation of critical issues – e.g. the declining availability of electricity in SA, the fact that we are swiftly moving from globalisation to de-globalisation (despite the interconnectedness), and shift in global power from the West to the East. The non-linear impact of these types of dynamics on each other is the new normal.

The CGA response

The CGA mandate is to help growers

achieve long-term competitiveness, with structures geared to pivot, and adopt reasoning aligned with a complex world (rather than a complicated one). Practically, this means recognising this new reality for what it is and providing leadership on how to address it. It means organising ourselves to be able to find multi-disciplinary solutions. Thus, the CGA has made these changes:

- **Vision 260:** Having nine different projects all falling under one umbrella (Vision 260) enables the identification of common issues and for more cross-pollination of ideas and solutions across the supply chain.
- **Appointment of chief operating officer (COO):** This appointment is to create more links between growers, organisations and stakeholders. The additional capacity should provide the required depth and flexibility to navigate a complex world.
- **CGA membership:** Membership data grants a holistic view into each grower, which enables the CGA to keep adding value.
- **CGA App and communication:** The newly-launched CGA App delivers information directly to growers, and is set to evolve in line with grower crisis management tactics.

As we surge forward in 2023, growers are encouraged to take up a mind-set of dealing with a complex world, to get involved in the CGA activities, and at the very least, sign up to become a member. The details for membership can be found on the CGA website (www.cga.co.za).

CGA App QR codes: Android Apple



Structures within the CGA are geared to pivot, and adopt reasoning aligned with a complex world.

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