MEETING MODERN INDUSTRY DEMANDS

Strategic Plan
2017-2021
The American Gelbvieh Association (AGA) is dedicated to providing the potential for stakeholder profitability. Prudent financial planning, membership education, and sound scientific information that accurately describes Gelbvieh, Balancer and Gelbvieh-influenced cattle provide the means for demand-driven growth toward meeting modern industry demands.

The success of an organization is directly influenced by the ability to accurately predict and acclimate to industry changes. The title “Meeting Modern Industry Demands” itself suggests accommodation of change. AGA leadership will identify available opportunities and unforeseen change that occurs in the beef industry within the period of this strategic plan and adapt the strategies to capitalize on those opportunities. Business forecasting beyond the strategic plan interval will take place to prepare the AGA, stakeholders, and Gelbvieh-influenced cattle to take a competitive position in the field of beef cattle genetics.

Primary Areas of Focus

- **Business Structure of the American Gelbvieh Association**
- **American Gelbvieh Association Finance**
- **Stakeholder Profitability**
- **Growth of the American Gelbvieh Association**
- **Gelbvieh and Balancer's competitive position within the beef industry**
**Principle Goals**

**Achieve by: 2018**
Restructure the AGA business to build a sustainable model for the future of the AGA.

**Achieve by: 2018**
Develop a direct marketing avenue for Gelbvieh and Balancer feeder cattle and commercial replacement females, through a network of feeders and packers.

**Achieve by: 2020**
Transfer more bulls to non-member commercial bull customers than AGA competitors.

**Achieve by: 2021**
Operate the largest commercial cowherd database in the industry.
The American Gelbvieh Association continues to evolve to provide services that are of value to our stakeholders. The ability to grow the budget and build liquid assets in order to expand the AGA business and capitalize on opportunities is essential for the long-term viability in the beef industry.

**Goals**

**Achieve by 2018**

I. Reduce mandatory costs to members.

**Achieve by 2019**

II. Reduce contribution made by herd assessments to less than 50% of the AGA budget.

III. Increase AGA cash reserves to total a minimum of one-half year AGA operating expenditures.

**Achieve Annually**

IV. Increase AGA revenue by 3% each fiscal year.
Strategies

I. Restructure the AGA business model.

II. Budget a minimum **5%** net revenue annually.

III. The American Gelbvieh Foundation contributions toward research and development, membership education and junior development reduces total AGA expenditures.

IV. Initiate non-traditional AGA services to stakeholders.
The cattle industry may be as much about a way of life and the people within it than the cattle themselves. The success of the AGA members along with an influential, professional staff will directly result in prosperity for the Association.

**Goals**

**Achieve by 2018**

I. Increase member participation in committees. **10%** of each committee’s roster will be composed of members not having served on that committee the prior year.

**Achieve by 2020**

II. Increase the percentage of members that vote at the annual meeting to **20%**.

**Achieve by 2021**

III. Retain staff talent (less than **20%** staff turnover in the next five years).

**Achieve Annually**

IV. Each member attends at least one AGA organized event annually.

V. Each AGA staff member attends a minimum of one educational event annually relative to focus area.
Strategies

I. Include incentives for members to attend convention.

II. Conduct a minimum of two AGA organized regional educational programs for members annually.

III. Include one American Gelbvieh Junior Association (AGJA) member on each committee roster.

IV. At least one AGJA board member present at every AGA board meeting.

V. The AGA maintains memberships in beef industry organizations and participates on committees and in leadership roles.

VI. The AGA supports continuing education programs for staff.

VII. The AGF includes the support of staff development in membership education.
Continual advancements in descriptive information that has value to cattle producers at every stage of the beef industry is the backbone of the AGA. The Association is committed providing to the most accurate and applicable data in the industry and assisting stakeholders in employing that information to gain a competitive advantage in the market place.

Goals

Achieve by 2017

I. Separate politics and science.

II. Develop tools for commercial cattle sectors of the beef industry.

Achieve by 2019

III. Greater than 90% of the eligible cows are enrolled in Total Herd Reporting annually.

IV. All EPDs become across-breed comparable.

V. Gelbvieh/Balancer average stayability value becomes higher than all other participating breeds.

Achieve Annually

VI. Annual increase in animals with a DNA panel
   a. 2% increase bulls
   b. 5% increase females

VII. Incremental increase in marbling.

VIII. The AGA is aggressively involved in research that has economic relevance to the beef industry.
Strategies

I. The technical committee implements sound scientific practice and advises the AGA board in amending AGA rules that govern those practices.

II. Breed improvement staff and committee leverages research with other International Genetic Solutions (IGS) participants.

III. Emphasis on recognizing the top 10 Gelbvieh and Balancer sires and females for marbling annually, as well as the breeder of those animals.

IV. Emphasis on recognizing the top 10 Gelbvieh and Balancer sires and females for $Cow and stayability along with the breeders of those animals.

V. Provide services to and seek partnerships with international Gelbvieh associations.
The ability to establish a competitive position in the marketplace drives the expansion of the AGA and increases overall Gelbvieh mass. Combining the use of applicable genetic and management tools with market accessibility is the conduit for stakeholder profitability.

## Goals

### Achieve by 2017

I. Initiate a SmartCross value-added feeder cattle program.

### Achieve by 2018

II. Initiate a SmartCross value-added female program.

III. Increase *the Profit Picture* circulation to reach 10 million cows.

### Achieve Annually

IV. Increase non-member Smart Select Service users **20%** annually.

V. Increase retention rate of non-member bull customers by **3%**.

VI. Increase new non-member bull customers by **2%** annually.
Strategies

I. Partner with beef industry entities to provide customer education programs.

II. AGA provides marketing assistance for non-member bull customers.

III. Develop feeder cattle and commercial female programs capable of adding value to Gelbvieh and Balancer cattle.

IV. Build alliances with feedyards and packers to identify Gelbvieh and Balancer cattle that have value in the respective supply chains.

V. Identify commercial females that have measurable maternal traits.

VI. Build alliances with industry partners that have complementary goals and capabilities.