

STRATEGIC PLAN

2022–2027

SUMMARY



HEREFORDS
Australia

MESSAGE FROM CEO

I am pleased to present this summary version of Herefords Australia's five-year Strategic Plan, which was developed in consultation with members and stakeholders throughout 2021.

This plan is an ambitious roadmap to clearly focus the work of our organisation and provides a robust framework to secure the long-term future of the Hereford breed.

Through six strategic pillars, the Plan will support our leadership and members in repositioning the value proposition of the breed as commercially relevant, versatile and profitable throughout each segment of the Australian beef supply chain.

I am enthusiastic to work in partnership with our members and stakeholders to drive the future growth and prosperity of Herefords in this country.

Lisa Sharp

Chief Executive Officer
Herefords Australia



OUR VISION

To drive unprecedented demand for Hereford genetics and strengthen the breed's renown for productivity and profitability throughout the beef supply chain.

OUR GOALS

- We target our marketing activity with claims backed by evidence.
- We invest in R&D that delivers outcomes to support breed productivity and profitability.
- The Hereford breed grows in registrations and is recognised for its commercial relevance.
- Herefords Australia is sustainable and meets members' needs today while anticipating the needs of tomorrow.
- Herefords Australia is recognised as a key contributor to Australian beef production, helping to shape policy and programs to support a sustainable, prosperous, and responsible industry.

STRATEGIC PILLARS

The six strategic pillars will support Herefords Australia in delivering on its vision and the Strategic Plan goals. Each pillar has major initiatives and measures of success, which will be reported on annually to members and stakeholders.



MARKETING AND PROMOTION

Be recognised as the breed that delivers against all key profit drivers.

INITIATIVES

- Build breed awareness and consideration with commercial producers through targeted, benefit-based advertising.
- Build media impact with case studies and key opinion leader content with emphasis on attributes such as bull longevity, fertility and hybrid vigour.
- Build and use advocate networks to promote commercial performance in feedlots and carcass merit.
- Align with industry programs that recognise commercial performance and support breed positioning.

MEASURES

- Increased share of voice
- Increased breed registrations



BUSINESS DEVELOPMENT

Partnerships to inform and accelerate marketing, R&D and adoption and extension activity.

INITIATIVES

- Engage strategically with supply chains and R&D providers to connect consumer needs, carcass feedback and livestock performance to genetics.
- Secure funding and grants to support R&D priorities and leverage company investments.
- Participate in relevant sector and industry forums to influence sector R&D priorities.
- Access information and resources to support adoption and extension activities.
- Target sponsorship investment to enable additional breed promotion opportunities.

MEASURES

- Improved breed perceptions and associations
- Increased number of processors accepting breed into branded programs



RESEARCH AND DEVELOPMENT

Targeted data and evidence to back breed claims and improve genetic gain, to demonstrate we are breeding commercially relevant cattle.

INITIATIVES

- Update and maintain core statistics for maternal and performance attributes.
- Participate in next generation Beef Information Nucleus projects with emphasis on commercial outcomes, including northern beef productivity, net feed intake and emissions.
- Co-invest in R&D initiatives to improve animal health and welfare.
- Invest in accelerating data collection of hard to measure traits.
- Support multibreed projects, including data collection of commercially relevant hard to measure traits.

MEASURES

- Complete 80 per cent of project milestones in full and on time



ADOPTION AND EXTENSION

Gather information to support the production of commercially relevant Hereford and Hereford-based cattle, reproductive genetic material and beef.

INITIATIVES

- Develop and deliver products, such as selection tools for commercial members.
- Develop commercially relevant selection indexes and index values.
- Monitor and report genetic conditions and enable local commercial testing and GeneProb analysis.
- Develop resources to support backgrounding and feedlot induction.
- Develop research summaries backed by case studies.
- Share market insights and reports.

MEASURES

- Increased rate of genetic gain
- Increased number of genotypes tested
- Increased attendance at workshops
- Increased MSA index



MEMBER ENGAGEMENT

Execute, with excellence, initiatives that deliver tangible value to members.

INITIATIVES

- Enhance online user experience and self-service functionality.
- Provide low-cost access to stud sale promotion.
- Develop targeted media program.
- Enable smaller and emerging studs through support of high-profile multi-vendor shows and sales.
- Incentivise and recognise members for excellence in carcass competitions and eating quality.
- Increase scholarships and capacity building.

MEASURES

- Increased member satisfaction
- Reduced member turnover rate
- Increased proportion of members aged under 45



FUTURE BUSINESS MODELS

Create new revenue sources to ensure the company's longevity and prosperity.

INITIATIVES

- Protect intellectual property and secure any future royalties for company funded R&D that may have application beyond breed.
- Attract sponsorship with new advertising and promotional opportunities.
- Expand catalogue service and design and publishing services to non-members and other small-to-medium enterprises.
- Provide back-office services to other membership-based companies.

MEASURES

- Increased percentage of revenue derived from new business initiatives



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