

**“Angus
for every
system”**

2023-2027
5 YEAR STRATEGIC PLAN

“Greatness is not a matter of circumstance; greatness is first and foremost a matter of conscious choice and discipline. The factors that determine whether or not a company becomes truly great, even in a chaotic and uncertain world, lie largely within the hands of its people.” Jim Collins



ANGUS
AUSTRALIA

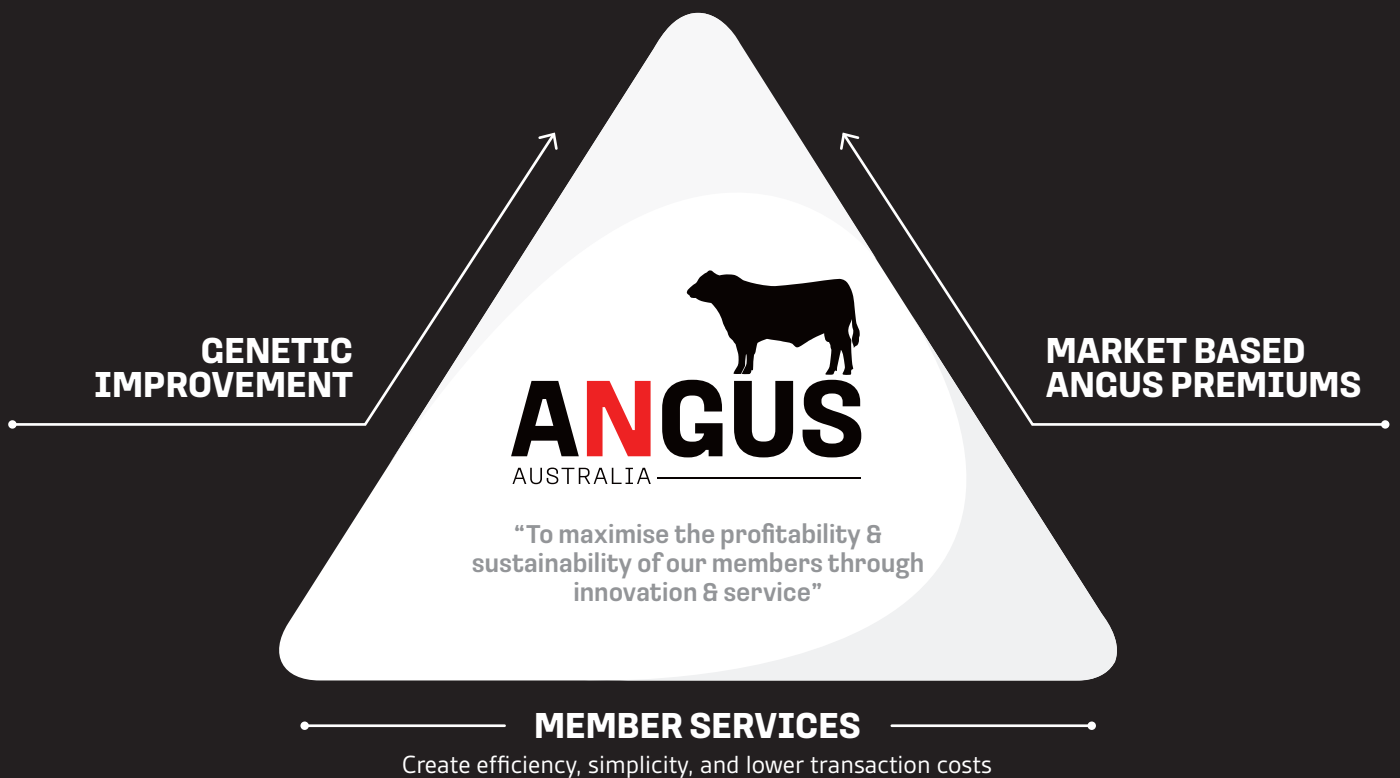
VISION

“ANGUS FOR EVERY SYSTEM.”

MISSION

“TO MAXIMISE THE PROFITABILITY & SUSTAINABILITY OF OUR MEMBERS THROUGH INNOVATION & SERVICE”

ANGUS AUSTRALIA PROFIT TRIANGLE



PREFACE TO THE 2023-2027 STRATEGIC PLAN

In 1997 the then President of "The Angus Society of Australia" Graham White wrote these words in the Annual Report:

"Has Angus had its day?
Will the Angus bubble burst?
Will the Angus wave subside?"

Many people have approached me during the year with a yearning to switch to Angus, but concerned about these questions."

Grahams annual letter then addressed those concerns and outlined a vision for the continued success of the Angus breed. That was 25 years ago! The explosion of the Angus breed since that time has all the components of a great story. The Angus breed has been at the forefront of supplying domestic and export consumers with a quality of product that has exceeded consumer eating expectations and has provided the beef industry with an objective and reliable profit making machine!

In the year 2000 a new Strategic Plan was written and aggressively pursued over the next two decades. The result was a breed and society that has delivered for both members and the beef industry at large.

During 2022, we engaged with members across Australia and New Zealand in 11 "Have Your say" workshops. Members were questioned and surveyed while management and directors were drilled and the result is this roadmap for the next five years. We are excited to embark on a new chapter of Angus in Australia and New Zealand. A chapter that builds on an incredible legacy and imagines a better future.

This document outlines our renewed core values and a new vision. It seeks to build on the unity of the breed which has been its amazing strength. You will see words like versatility, engagement, integrity, excellence and simplicity amongst others. And yet after all the work and thought we settle on essentially the very same mission statement that was developed in the year 2000. That is to increase the profitability of our members... that remains at our heart.

"The best ten years of Angus are ahead of us!" declared a very successful breeder during our engagement.

We trust that this ambitious plan will allow that to happen. The Angus story has always been anchored by a common philosophy and the values of our membership.

This strategic planning process has served both to remind us of our past, stretched us to consider the current environment and imagine the next chapters in our story.

Our hope that you can see yourself in this plan.

Thank you for the opportunity to serve.

Scott Wright
Chief Executive Officer

Erica Halliday
President



CORE VALUES

INTEGRITY

to be trustworthy, honest and transparent in all our dealings with our members, stakeholders, the wider beef industry and internal governance.

ENGAGEMENT

to make engagement, relationships and collaboration amongst our members, board of directors, staff and stakeholders a priority for building an exceptional culture within the Angus community.

EXCELLENCE

to have a culture of excellence in everything that Angus Australia does so that our members have confidence that services are both technically the best available and executed to the highest standard.

RESPECT

to have a culture that respects differences within the Angus community and embraces that diversity recognising that the diversity gives the breed strength.

RESILIENCE

to embrace a culture both personally and collectively that says that we can survive and thrive when times are not easy.

SIMPLICITY

we strive for simplicity so that at every stage our members can interact easily (and simply.)

“ Organisational health will one day surpass disciplines in business as the greatest opportunity for improvement and competitive advantage

- PATRICK LENCIONI

CRITICAL STRATEGIC OBJECTIVES

Critical Objective 1.

Build a level of member engagement that is without parallel

Critical Objective 2.

To achieve genetic improvement in Angus and Angus Influenced cattle in member herds

Critical Objective 3.

Increase the “Angus Premium” and Angus market share in the Trans-Tasman beef industry

Critical Objective 4.

Develop a world class digital platform that enables members to interact with the society intuitively, simply and easily

Critical Objective 5.

Attract, develop and retain talent to build the “Angus” future

Critical Objective 6.

Ensure Angus has a sustainable and viable future

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MEMBER INSIGHTS



Total Members
3,673



Total Registrations
94,239



Total Performance Records Submitted
649,601



Genomic Profiles Recorded
68,592



Transfers processed
10,153



Females on Inventory
138,725

Autumn Inventory
32,279



Spring Inventory
106,446



Bulls sold
11,811

Average price
\$15,770



Jobs completed by MSO staff
27,998



Rate of Genetic Improvement
\$6.10 PER COW MATED PER YEAR

Angus.TECH search
1,594,408



Angus.SELECT search
279,553

ASBP Cohort 13 statistics



Cows joined
1,643



Cohort Sires
29



Herds included
6

Auctionsplus statistics

2022

Angus animals sold
240,113



280-330kg steer price
\$2,104



Total Registrations
35,822



Females on Inventory
61,772



Bulls sold
3,504

Average price
\$2,587

1997

25 YEARS DIFFERENCE

“ Greatness is not a matter of circumstance; greatness is first and foremost a matter of conscious choice and discipline. The factors that determine whether or not a company becomes truly great, even in a chaotic and uncertain world, lie largely within the hands of its’ people ”

- JIM COLLINS



KEY OUTCOMES STATEMENTS

Critical Objective 1.

Build a level of member engagement that is without parallel.

Key Outcome 1. **Engagement Network** - to build a national team of engagement staff with a footprint across Australia and New Zealand so that every member can make the maximum use of the tools provided by Angus Australia to build their business profitability.

Key Outcome 2. **Proficient, passionate and skilled staff who interact with members** - to develop and foster staff who are highly proficient, passionate and skilled to give our members the highest standard of service possible.

Key Outcome 3. **Commercial Angus producers** - develop a range of educational services and suite of information for members who are commercial Angus producers and use Angus cattle and genetics to operate the most profitable beef production systems possible.

Key Outcome 4. **Conferences and Training** - to provide world class conferences, expos and member workshop facilitation for our membership so that our members and their staff can receive the most up to date skills required to operate profitable Angus beef production systems.

Key Outcome 5. **Management Team** - build a management team that is united in a sense of purpose. with empathy for our members. One that is cohesive and has a passion for the membership, our values, vision and mission.



Critical Objective 2.

To achieve genetic improvement in Angus and Angus Influenced cattle in member herds.

Key outcome 1. **Genetic Evaluation service** – to provide market leading Genetic Evaluation services and associated decision support tools to Angus and Angus Influenced cattle, both seedstock and commercial, in Australia and New Zealand.

Key Outcome 2. **Genetic Evaluation control** - to have control over our Genetic Evaluation services and capability, both independently and through collaboration with third party providers.

Key Outcome 3. **Genetic Evaluation Efficiency** - to enhance the efficiency of our Genetic Evaluation services, resulting in reduced turn-around times, and improved cost-benefit.

Key Outcome 4. **Angus Influenced Genetic Evaluation** - to provide effective Genetic Evaluation for Angus-Influenced cattle (eg Ultrablack & Brangus).

Key Outcome 5. **Global Angus Benchmarking** - to facilitate the genetic benchmarking of Australian and New Zealand Angus cattle with other Angus producers around the world.

Key Outcome 6. **Multi-breed Evaluation** - to be positively engaged in discussions with industry organisations regarding the development of a domestic multi-breed Genetic Evaluation.

Key Outcome 7. **Proof of concept** - demonstrate proof of concept for new technology adopted by Angus Australia to provide members continued confidence in their value.

Key Outcome 8. **Reference Population** - to maintain the Angus Australia genomic reference population to ensure members have the advantage of genomic technology and research opportunities.

Key Outcome 9. **Genetic Evaluation Research & Development** - to undertake research and development, both internal and collaborative, to enhance Angus Australia's genetic evaluation services, such as new traits, enhanced evaluation models, pipeline improvements and application of new selection tools.

Key Outcome 10. **Carbon neutral and methane emission leadership** – to facilitate the availability of breeding values for methane emissions on Australian and New Zealand Angus cattle, enabling members to contribute to the industry's goal of CN2030.

KEY OUTCOMES STATEMENTS

Critical Objective 3.

Increase the “Angus Premium” and Angus market share in the Trans-Tasman beef industry.

Key Outcome 1. **Breed versatility positioning** - to position Angus in the marketplace with regard to market based premium that capitalises on the Angus breed versatility, range of objective production attributes, performance, predictability and meat eating quality.

Key Outcome 2. **Objectively quantify value of Angus** - Objectively study, quantify and promote the “Proof of Profit” of Angus Genetics value and the “Angus Premium” within each beef production system.

Key Outcome 3. **Angus Beef integrity standards** - develop Standards for Angus Beef Integrity standards that allows other organisations to maintain “Angus” integrity;

Key Outcome 4. **Beef brand relationships** - develop relationships with each meat company that markets Angus beef to maintain relationships and channels for our members to increase market access for Angus cattle.

Key Outcome 5. **Celebrating success** - share “Member” success and to recognise recognise members for excellence in production, carcass competitions and eating quality.

Key Outcome 6. **Promote Angus in new markets** - actively promote the advantages of Angus genetics in new and developing markets such as Northern Australia, Central Australia, the Pastoral zones of Western Australia and the dairy beef sector.

Critical Objective 4.

Develop a world class digital platform that enables members to interact with the society intuitively, simply and easily.

Key Outcome 1. **Digital Roadmap** - develop a roadmap for our digital platform requirements in 2030.

Key Outcome 2. **Discovery Parent Verification DNA Software** - to enable parentage to be established across the entire database of Angus genotypes.

Key Outcome 3. **Seamless digital platform** - develop a seamless digital platform where our members can operate to register cattle submit data from anywhere.

Key Outcome 4. **Cybercrime protection** - ensure that Cybercrime protection is a priority and the AA database and digital assets are protected.

Key Outcome 5. **Genetic Evaluation** - provide the Genetic Evaluation platform required by Angus Australia members.

Key Outcome 6. **Digital trait collection** - collaborate with methods for digital trait collection.

Key Outcome 7. **Digital Records** - all records and data belonging to Angus Australia either current or historic be transferred to a digital form and to the cloud.



Critical Objective 5.

Attract, develop and retain talent to to accelerate and enhance the Angus breed.

Key Outcome 1. **Exceptional & Passionate staff** - to build a team of staff that are skilled in their field and are connected and aligned with the strategy and purpose of Angus Australia.

Key Outcome 2. **Training for new industry entrants** - provide training for members entering the "Angus" industry.

Key Outcome 3. **Enhanced recruitment** - develop an enhanced recruitment system to attract talent for hard to fill roles.

Key Outcome 4. **Angus Youth Program** - consolidate and improve the current youth programs and develop further methods of interacting with young people with an interest in Angus cattle.

Key Outcome 5. **Develop Future Leaders** - through scholarships, training programs and internships encourage and develop individuals commencing their careers in the beef industry.

Key Outcome 6. **Affiliated Angus Groups** - increase the interaction with Angus Australia of affiliated Angus groups in contributing to the goals of Angus Australia as an important channel for connecting with members in their states and regions.

Key Outcome 7. **Exchange Opportunities** - develop opportunities for the exchange of staff between Angus Australia and other significant Angus organisations for the purpose of organisation improvement, exchanging of ideas and information.

Key Outcome 8. **Remote Work Capability** - ensure that Angus Australia has the systems and ability for staff to work from anywhere.

Critical Objective 6.

Ensure Angus Australia has a sustainable and viable future for future generations.

Key Outcome 1. **Financial independence** - maintain and grow financial independence so that Angus Australia can operate core business from fees and services to members.

Key Outcome 2. **Overhead costs and wages** - ensure that Angus Australia controls overhead costs.

Key Outcome 3. **Financial reserves** - actively grow investment the Angus Foundation.

Key Outcome 4. **Reduce of transaction costs** - achieve lower average transaction costs for members over the life of the strategic plan through gains in efficiency.

Key Outcome 5. **Reduce DNA genomic costs** - facilitate reduced genomic DNA test costs for members over time.

Key Outcome 6. **Evaluation and review of Female Inventory System** - in order to provide the most appropriate business model to members in the future.

Key Outcome 7. **Explore & develop new sources of revenue** - in order to allow business growth that does not place further burdens on existing the membership.

Key Outcome 8. **Critical mass** - allow collaboration with Angus and "Angus Influenced" breed societies for efficiency and critical scale across Australia and New Zealand.

Key Outcome 9. **Director training** - make available Governance training for all Directors.

Key Outcome 10. **Develop Significant Strategic Relationships** - Angus Australia to continue to strengthen and develop key relationships with other key Angus bodies.

Key Outcome 11. **External Quality Assurance** - ensure quality control of internal management systems and processes.





ANGUS

AUSTRALIA

www.angusaustralia.com.au