



Strategic Plan

Vision Statement

To be the preferred beef breed for producers and consumers.

Mission Statement

AHA will provide the leadership to record, protect, promote and facilitate the production and consumption of Hereford beef.

Core Strategies

- I. Continue to grow the Certified Hereford Beef program
- II. Develop a more aggressive and targeted industry marketing plan to positively influence the perceptions and value of Hereford cattle
- III. Increase the quality, consistency and reliability of Hereford genetics
- IV. Continue to grow AHA net revenue through current/new products, programs, services or partnerships
- V. Increase the educational opportunities for our members, prospective members and customers
- VI. Continue to grow and emphasize our youth development programs and create a young breeder development program
- VII. Invest in developing global markets for our Hereford genetics

Strategic Planning Team

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Action Plans

Core Strategy 1: Continue to grow the Certified Hereford Beef program

Objective 1: Attract annualized demand for 1 million Hereford-influenced fed cattle

Initiatives

- Strengthen brand message
- Establish pricing structure and/or agreements that assure competitive positioning
- Recruit a diverse customer base
 - ◆ Retail store growth 1,000 stores
 - ◆ 20 foodservice distributors
 - ◆ Three export markets
 - ◆ Customer service training checklist
- Balance carcass utilization across Choice and Select grades

Objective 2: Establish source, age and genetic identified program – “Hereford Verified”

Initiatives

- Hereford Verified program (20,000 head in FY 05-06, 100% in five years)
- Premium agreement with participating packers
- Data management software to gather, store and distribute feedlot and carcass information
- Establish feeder cattle network with select feedlots and order buyers
- Increase bull transfer 100%
- Forge a cohesive and mutually reliant link between Hereford beef demand and AHA membership
 - ◆ Supply chain communication plan (breeders, cow-calf clients and feeders)
 - ◆ Feedback loop — identify participants in program

Core Strategy 2: Develop a more aggressive and targeted industry marketing plan to positively influence the perceptions and value of Hereford cattle

Objective 1: Develop an integrated and targeted marketing campaign focused on the value of Hereford genetics

Initiatives

- Communicate the value of hybrid vigor
- Position Hereford cattle as the most versatile and adaptable across all regions
- Communicate our advantage in fertility
- Communicate our advantage in disposition
- Communicate our advantage in longevity
- Gather and communicate feedlot performance data
- Promote our trademark whiteface
- Communicate our advantages in tenderness and flavor
- Promote the fact that Hereford cattle fit a number of different branded beef programs
- Develop a targeted regional campaign
- Allocate more funds to commercial marketing campaign (\$100,000)

Objective 2: Hire a dedicated commercial marketing director

Initiatives

- Establish relationships and a stronger network between packers, feeders, cow-calf producers, livestock markets, order buyers, vets and Extension specialists
- Promote Hereford cattle through video and Internet sales
- Organize regional cow-calf meetings

Objective 3: Hire a dedicated media specialist

Initiatives

- Collect, incorporate and disseminate positive Hereford data and information for multimedia outlets
- Compile personal testimonies and data substantiating the added value of Hereford genetics
- Organize industry tour to CHB lots showing Hereford and Hereford-influenced cattle

Objective 4: Grow Certified Hereford Beef (See Core Strategy 1)

Core Strategy 3: Increase the quality, consistency and reliability of Hereford genetics

Objective 1: Identify, compile and quantify data to improve measurements in fertility*Initiatives*

- Consider stayability EPDs
- Develop measurements for survivability or days to calving

Objective 2: Identify and compile data to quantify the feedlot and carcass performance of Hereford cattle*Initiatives*

- Cooperate with feedlots to put large amounts of data together
- Develop a database of testimonials to develop more data credibility
- Identify characteristics or traits for CHB quality issues

Objective 3: Increase the collection of data among Hereford breeders*Initiatives*

- Increase the number of ultrasound measurements to 40% of registrations
- Increase the number of cow weights collected with the goal of capturing data on 70% of dams with weaned-calf records
- Increase the number of body condition scores (BCS) and udder scores to 70% of dams with weaned-calf records
- Assure and promote the proper designation of disposal codes through communication, research and Hereford 101
- Archive DNA on sires

Objective 4: Continue to promote the use of artificial insemination (AI) across the breed*Initiatives*

- Continue the AI issue printed with the March *Hereford World*
- Search for ways to reduce the cost of AI
- Enhance marketing and communication to AI studs
- Promote the use of high-accuracy, balanced-trait sires
- Publish more National Reference Sire program test results
- Establish more reference sire herds

with the goal of reaching 5,000 cows in five years

- Cooperate with semen companies for test herd development
- Establish at least three global cooperator herds

Objective 5: Take advantage of validated new forms of technology*Initiative*

- Work to validate DNA markers with existing database

Core Strategy 4: Continue to grow AHA net revenues through current and/or new products, programs, services or partnerships

Objective 1: Increase corporate advertisement and sponsorship to reach \$100,000 per year within five years*Initiatives*

- *Hereford World* magazine ads and “advertorials”
- Banner ads
- Event sponsorship (Young Guns)
- E-mail ads
- Program/activity sponsor
- Develop package deals for advertisers
- Develop relationships

Objective 2: Increase and expand Internet marketing opportunities for producers with the goal of raising \$200,000 in five years*Initiatives*

- Banner ads
- Web Sites – microsites
 - ♦ Web hosting
- E-mail advertisements (blasts)
- E-classifieds
- Develop print and online packages to become the one-stop marketing source for our breeders

Objective 3: Grow AHA promotional items to generate \$15,000 annually*Initiatives*

- Develop new apparel items
- Develop product line mugs
- Secure national show sponsorships

Objective 4: Develop and market educational tools*Initiatives*

- Videos
- CDs



Kevin Ochsner, Agri Business Group, facilitated the strategic planning meeting April 14-15 in Kansas City, Mo.



Greg Shaw, Caldwell, Idaho, was one of the planning advisers. Serving on the strategic planning team were 20 Hereford breeders, including members of the American Hereford Association (AHA) Board and eight advisers.



Lee Haygood, Briscoe, Texas, shared his ideas about who the AHA's customers are. An important part of developing core objectives was determining who the Association serves.



Gene Wiese, Manning, Iowa; Bill King, Stanley, N.M.; and Art Olsen, Kimble, Neb., helped evaluate the AHA's current activities and develop seven core strategies for the future.



An industry panel consisting of Wayne Fahsholtz, general manager of Padlock Ranch, Dayton, Wyo.; Bill Hogan, Hy-Plains Feeders; and Art Wagner, National Beef Packing Co., shared their industry insights.

Objective 5: Research opportunities to partner with other organizations

Initiatives

- Explore revenue generating opportunities in the publication industry
- Explore database opportunities with other associations
- Evaluate across-breed genetic evaluations
- Establish opportunities to provide services to outside entities
- Evaluate opportunities to provide semen marketing services to breeders

Core Strategy 5: Increase the educational opportunities for our members, prospective members and customers

Objective 1: Create a shared vision among the entire membership by educating all of the members

Initiatives

- Create an Internet relationship with members (or deliver information via CD)
- Develop a new Hereford 101 Internet course
 - ◆ Give awards upon completion of the program
- Develop a Hereford 202 Internet course
- Involve state associations in some type of mentorship program
- Develop news bulletins in the *Hereford World* and on the Internet

Objective 2: Increase AHA membership by 25% over the next five years

Initiatives

- AHA membership drive
- State membership drive
- Work with state associations to gain AHA membership
- AHA makes two contacts to new members and then connects the new members with mentors
- All new members receive a call from their respective field staff within the first two months of membership

Objective 3: Improve customer service

Initiatives

- Review AHA and HPI billing systems
- Consolidate mailing
- Explore complete Internet-based registration system

- ◆ Charge added fees for traditional “paper registration”

Objective 4: Maintain and grow membership

Initiatives

- Seek new ways to make AHA members feel important
- Consider some type of outbound recorded telephone message to inform members of important news or new services

Objective 5: Marketing education

Initiatives

- Provide new marketing tools
- Provide group access to marketing information

Core Strategy 6: Continue to grow and emphasize our youth development programs, and create a young breeder development program

Objective 1: Increase youth membership to 4,000 in two years

Initiatives

- Scholarships
- Activities
- Increased exposure
- Develop a youth chat room on the Internet
 - ◆ Feature guest speakers
- Foster family or fraternal relationship with AHA

Objective 2: Identify and develop young adult leadership

Initiatives

- Organize “Young Guns” conferences
 - ◆ Provide education
 - ◆ Foster unity
- Develop some type of 4-star recognition program
 - ◆ Certification or accreditation program
 - ◆ Provide education
 - ◆ Provide opportunity for group education

Objective 3: Secure corporate sponsorship of youth activities

Initiative

- Create TV/video production to use in attracting sponsorships

Core Strategy 7: Invest in developing global markets for our Hereford genetics

Objective 1: Increase the sale of genetics in South America, Australia, New Zealand and other countries where feasible

Initiatives

- Establish a relationship with a professional export agent
- Benchmark export sales to various countries
- Maintain a solid U.S. Foreign Agriculture Service (USFAS) funding for ongoing global initiatives
- Establish an annual South American advertising campaign
- Establish an annual South American and Australasian commitment to travel to key events
- Financially support a global Hereford genetic evaluation
- Construct a bi-lingual Web site search engine for the promotion of U.S. Hereford genetics
- Annually invite foreign guests to National Western Stock Show, provide tour options



The two-day session included a lot of discussion and forward-thinking activities to help the strategic planning team develop a vision for the AHA's future.



After break-out sessions, small groups reported their ideas to the rest of the team.