



# The Front Gate

► by **Allen Moczygemba**, CEO, American Angus Association

## Long-range plan revealed

*Our new Long Range Strategic Plan (LRSP), which you'll find bound into this issue, was established over the course of the past several months. It represents the most comprehensive and far-reaching effort of its kind ever developed for the Association.*

### Strategic and focused

The plan involved extensive research, serious deliberation and thoughtful discussion by the Board of Directors and staff. The decisions, ultimately made by the Board, were a culmination of their tireless efforts that focused on defining the long-term interests of the Association.

During the LRSP process, the Board understood that not making strategic decisions for the future was not an option. As Board members, they understood that they each had an obligation to the Association and to its members to make the right decisions at the right time just as previous Board members have done in years past when it came to important decisions such as creating the Angus Herd Improvement Records (AHIR®) system, establishing the *Certified Angus Beef*® (CAB®) brand and purchasing the *Angus Journal*, among others.

The full plan was officially unveiled during the Association's Angus Convention in Indianapolis. As I've shared previously, the

LRSP is built upon achieving goals in five key areas of focus: Industry Leadership, Genetics, Commercial Programs, Research and Product (CAB). Within the five areas of focus are a total of 21 strategies that will guide us in accomplishing the goals that are outlined in the LRSP.

Often, folks get confused between goals and strategies. In fact, it's easy to do so, but it's important to remember that a goal is a desired result that an organization envisions, plans and commits to achieve: an organizational desired end point, if you will. A strategy, on the other hand, is a plan or method for achieving a particular goal, usually over an extended period of time. In other words, the goal is the destination, while strategies serve as the road map on how to achieve the goal.

Another important point to note is that long-range strategic plans typically range from three to five years. In the case of the Association's new plan, it's a three-year plan. While some of the strategies will be enacted

quickly in the next few months, others will take more time and will occur in Year 2 or Year 3. However, while the LRSP has a life span of three years, the execution of the strategic decisions will last for many more years and in some cases their positive effect will be felt for decades.

As one might expect, the strategies vary with some using innovative approaches to accomplish our goals, while others take a more conventional approach. While the strategies differ, as they should, their purposes are identical in that each strategy was chosen as the best manner in which to accomplish the identified goal to which that strategy is aligned.

Finally, as you consider the merits of our new plan, I want you to think ahead for the next 10, 20 and even 30 years. I want you to consider all the great possibilities and opportunities that we'll be creating for our families, businesses and communities by making the right decisions at the right time.

Because now it's our turn. It's our turn to make the right decisions at the right time.

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