



# The Front Gate

by Allen Moczygomba, CEO, American Angus Association

## Planning for the long term

*When I was chosen for this role last fall, one of my key areas of focus moving forward was updating the American Angus Association's Long Range Strategic Plan (LRSP). Last updated in 2011, the plan has played a key role in serving as the road map for the Association's priorities during the past five years.*

### Strategies

As I've written previously, there were a number of key strategies implemented in 2011 that helped the Association increase its market relevance and, ultimately, its market share. Strategic initiatives such as the Certified Angus Beef LLC (CAB) Education and Culinary Center; the launch of Angus TV, which recently celebrated reaching the milestone of 11 million viewers; and the introduction of low-density genomic tests, which today number in excess of 90,000 annually.

While the plan achieved its purpose in providing a strategic direction for the Association, it was a five-year plan, and it is time to update.

During the past six months, the Board of Directors and staff participated in a number of panel discussions with key stakeholders from across the beef industry, spent countless hours interpreting analyses and insights from the marketplace, and closely studied responses

by both commercial cattle producers and members. All of this was undertaken in an attempt to better understand and define the future needs of the Association.

The full plan will be revealed to membership and the industry at the American Angus Association's Angus Convention in November and further detailed in subsequent communications. Not surprisingly, it's a plan that is built upon leadership — leadership of not only the Association for the future, but also leadership of the beef industry.

Plans of this nature are built upon establishing goals, defining objectives, creating strategies and, ultimately, implementing tactics. Within the new LRSP, there are five key goal areas that have been identified — industry leadership, genetics, commercial programs, research and product.

Our primary goal will be to better leverage our market strength in order to establish a

leadership position in the industry. Likewise, when it comes to genetics, our goal will be to leverage the leadership position of Angus Genetics Inc. to better serve an evolving beef industry. Our third goal will consist of building a comprehensive commercial program that drives both the cow-calf and fed-cattle sectors. Fourth, is to create a greater emphasis on research within both the Association and the Angus Foundation. And finally, but certainly not least, is to continue to aggressively expand the *Certified Angus Beef*® brand's influence while zealously protecting its established franchise.

You'll notice there's a symmetry and, at the same time, synergy between the goals — and that's not by accident. Real success can only be achieved when a business plan's various goals work together along with the different, subsequent strategies associated with each. These strategies should supplement and build upon each other. Our Board has done an outstanding job in thinking progressively toward the future, while at the same time understanding and protecting the rich history of your Association.

In closing, while I'm excited about sharing the full details of the plan in November, it's important to note that the process has only begun. There's much work ahead and, as with most things in life, it's not just the destination, but the manner in which we conduct the journey that will ultimately determine our success.

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