



Summary of
Interbull
Strategic
Plan
2016-2018



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Summary of Interbull Strategic Plan 2016-2018

1. Introduction

The Interbull Steering Committee (SC), accompanied by representatives of the Interbull Scientific Advisory Committee (SAC), ICAR Board and Interbull Centre, met in Verona on 4 and 5 February 2016, to perform a new round of strategic planning, since previous plans were carried out in January 2009 and 2013. All members of the above mentioned groups responded to a preparatory questionnaire in January 2016, which had two main objectives: review the previous strategic plan from January 2013 and to bring all participants into a common understanding about the main issues to be addressed. The results from the questionnaire were instrumental in establishing the background for the plan and saved considerable discussion time from the participants.

The main goal for this strategic plan is to provide ‘strategy into action’.

The workshop turned out to be very comprehensive and yielded a structured framework to guide Interbull for the short-term (2-year) activities. Andrew Cromie, Chairman of the Interbeef Working Group, acted as facilitator and his contribution is greatly appreciated.

Input into this strategic plan/strategic planning process:

- Previous plans (2009 and 2013)
- Survey (January 2016)
- Planning Workshop (4 and 5 February 2016)
- “Mini-Task Forces” – SC members working with Interbull Centre on putting ‘strategy into action’.

Workshop Attendees



Steering Committee:

- Reinhard Reents (Chairman), representing Germany, Austria and Switzerland;
- Daniel Abernethy, representing Oceania;
- Brian Van Doormaal and Marjorie Faust, representing North-America;
- Marija Klopčič, representing East-European countries;
- Sophie Mattalia, representing France and Wallonia;
- Gert Pedersen Aamand, representing Denmark, Finland, Sweden and Norway;
- Enrico Santus, representing Italy, Spain and Portugal;
- Marco Winters, representing The Netherlands, Flanders, UK and Ireland.

ICAR Board representatives: Hans Wilmink (President), Jay Mattison and Martin Burke (ICAR CEO);

Scientific Advisory Committee: Vincent Ducrocq, Mike Goddard, and Daniel Gianola;

Interbull Centre: Toine Roozen (Director) and Hossein Jorjani (Service Manager);

Facilitator: Andrew Cromie .

2. Vision and Mission

A vision statement outlines what an organisation wants to be, or how it wants the world in which it operates to be (an "idealised" view of the world). It is a long-term view and concentrates on the future. Interbull is a permanent sub-committee of ICAR, and as such operates under the mandate of ICAR, within ICAR's vision.

The purpose of a mission statement is to clearly outline an organisation's goal. In the case of Interbull the mission statement is related to the activities it intends to carry out as its contribution towards accomplishing the wider ICAR vision.

To be the Worldwide Network providing Information Services
for the Genetic Improvement of Livestock.

3. Guiding Principles

Guiding principles are fundamental norms, rules, or values that represent what is desirable and positive for an organisation and help it in determining the rightfulness or wrongfulness of its actions. Principles are more basic than policy and objectives, and are meant to govern both. The guiding principles adopted by Interbull are shown below. "Innovative/Leading Edge Services" has been added to the previously agreed guiding principles. They have not been ranked any particular order of priority, as it is generally agreed that the ranking is secondary to having the correct guiding principles.

Interbull Guiding Principles
Customer oriented
Accurate / Unbiased
Independent / Transparent
Integrity
Cost effective
Innovative/Leading Edge Services

4. SWOT Analysis

SWOT stands for “strengths”, “weaknesses”, “opportunities” and “threats”. A SWOT analysis is a simple but useful framework for analysing an organisation's Strengths and Weaknesses, and the Opportunities and Threats that surround the organisation.

- Strengths: characteristics of the organisation that give it an advantage over others
- Weaknesses: characteristics that place the organisation at a disadvantage relative to others
- Opportunities: elements that the organisation could exploit to its advantage
- Threats: elements in the environment that could cause trouble for the organisation

By focusing on the key factors affecting the organisation, now and in the future, a SWOT analysis may provide a clear basis for examining organisational performance and prospects. It is a valuable tool to identify relevant issues and set priorities for the strategic plan. Workshop Participants carried out a detailed SWOT analysis of Interbull, which was subsequently discussed thoroughly, and used to identify key strategic issues. This analysis showed clearly that the introduction of genomic selection puts some threats on current services. Genomic selection, however, also provides many opportunities that were discussed and are also taken into account in the strategic planning. A core service like MACE is, for example, less visible than before, but it continues to be an important tool as MACE is key for the efficiency of the selection of young males and females.

The SWOT analysis for Interbull was used to identify additional key strategic issues, providing a basis for exploiting Interbull strengths and addressing its weaknesses, while external factors (opportunities and threats) provided a background to uncovering opportunities that Interbull is well placed to exploit, and threats that Interbull needs to navigate.

5. Key Strategic Issues

Strategic issues are fundamental policy questions or critical challenges that affect:

- an organisation's mandate, mission and principles
- product or service level and mix
- customers, users, or collaborators, or
- cost, financing, organisation or management.

The goal of strategic planning mechanisms like formal planning is to increase specificity in business operation, especially when long-term and high-stake activities are involved. Therefore, strategic planning and decision processes should end with objectives and a road map or action plans to achieve them.

Through the strategic planning process both key short-term and medium- to long-term strategic issues were identified and which will guide decisions and actions of Interbull and its collaborators. Interbull Steering Committee members are taking an active role in identifying requirements for actions, time and other resources, in order to develop the key short-term strategic issues into top priorities for implementation over the coming 2 years.

Key short-term strategic issues for Interbull

Key Short-Term Strategic Issue	Details
1. Improve Interbull governance model	<ul style="list-style-type: none"> • Ensure an appropriately structured and supported Interbull Steering Committee, Technical Committee and SAC to meet the needs of the organisation and our customers • Ensure robust documented policies and procedures are in place and regularly reviewed • Support a culture of continuous improvement and customer focus
2. Maintain MACE relevant	<ul style="list-style-type: none"> • Even if <u>MACE is less visible than before, it is still an important tool.</u> Maintaining relevance value of MACE is a key point for the efficiency of the selection of young males and females • Develop and implement Robust MACE
3. Establish a new R&D model supporting future developments	<ul style="list-style-type: none"> • Build Relationships with service users and other external research collaborators (i.e. Interbull Community) to deliver on the strategy • Closer stakeholder involvement, cultivating the Interbull sense of community • Pooling of skills from different Service Users can make projects and project outcomes more successful than they might otherwise be
4. Identify and understand customer needs to add value to services	<ul style="list-style-type: none"> • Be responsive to service users' needs
5. Implement new trait services	<ul style="list-style-type: none"> • Genetic/genomic evaluations of novel data such as methane emissions and feed intake are in development in several countries • With the refined selection methods that allow more tailored breeding programmes, the importance of trait definitions and reliable flow of phenotype data has increased
6. Develop a 'Data Hub' (genotype and phenotype)	<ul style="list-style-type: none"> • Considering the above-mentioned increased need for a reliable flow of data, Interbull may facilitate data exchange (and access rights), and routine evaluations of new traits.

Key medium- to long-term strategic issues for Interbull

Key Medium- to Long-Term Strategic Issue	Details
1. Opportunity/need for evaluation and validation of new phenotypes	Adopt a pro-active approach to: <ul style="list-style-type: none"> • Greenhouse gasses, methane, carbon • Health and disease traits • Novel data from automated/electronic systems • Feed intake/feed efficiency • Animal care/welfare • Heat tolerance • Harmonisation of traits
2. Genomic based international evaluations	<ul style="list-style-type: none"> • Ensure Interbull provides value to service users via incorporation/implementation of the latest evaluation technology • Ensure continuous improvement and timely implementation of updates and improvements • Develop International genomic analysis for small populations
3. Maintain sound Interbull governance model	<ul style="list-style-type: none"> • Maintain a highly respected and efficient ICAR / Interbull governance structure • Ensure appropriate on-going funding and resourcing
4. Provide excellent (current and new) services to current and new customers	<ul style="list-style-type: none"> • Continued Interbull Centre staff development to keep up with changes in Interbull operations and portfolio • Beef service to become world wide • Investigate potential for International genetic evaluations of other species, such as goats, sheep, horses • Maintain knowledge on developments in farm data collection and phenomics and opportunities to deliver new traits • Undertaken female evaluations • Review the use of sequence data and required updates to services resulting from this and other new genomic technologies