



Outcome of the workshop held in Uppsala,
Sweden, in January 7-8, 2013.

Interbull Strategic Plan 2013

Executive Summary

Interbull Strategic Plan 2013

Contents

Introduction	1
Motivation.....	1
Expectation	3
SWOT Analysis.....	4
Risks: Impact vs. Likelihood	5
Guiding Principles	6
Vision.....	6
Key Strategic Issues and Objectives.....	7
Action Plan	8
Interbull Business Model Canvas	10

Introduction

The Interbull Steering Committee, accompanied by the Interbull Scientific Advisory Committee (SAC) and the ICAR Executive Board, met in Uppsala in January 7-8, 2013, to perform a new round of strategic planning, since the previous plan was carried out in January 2009. All members of the above mentioned groups responded to a preparatory questionnaire in December 2012 which had two main objectives: review the previous strategic plan from January 2009 and to bring all participants into a common understanding about the main issues to be discussed. The results from the questionnaire were instrumental to establish the background for the plan and saved considerable discussion time from the participants. The workshop turned out to be very comprehensive and yielded a structured framework to guide Interbull for the next three years. Jarmo Juga acted as facilitator and his contribution is greatly appreciated.

Detailed information about the outcomes from the meeting is described in the present document.

Attended the workshop:

- **Steering Committee:** Reinhard Reents (Chairman), Andrew Cromie, Bevin Harris, Brian Van Doormaal, Gert Aamand Petersen, Juraj Candrak, Marjorie Faust, Sophie Mattalia, Erling Strandberg (Interbull Secretary)
- **ICAR Executive Board:** Uffe Lauritsen (President), Jay Mattison, Andrea Rosati (ICAR Secretary), Brian Wickham (ICAR Working Groups Coordinator)
- **Scientific Advisory Committee:** Vincent Ducrocq
- **Interbull Centre:** João Dürr (Director), Hossein Jorjani, Jette Jakobsen
- **Convener:** Jarmo Juga

Motivation

Participants of the strategic planning workshop were initially asked which their motivation to plan future actions for Interbull was. Figure 1 explains the combined answers, starting from the realization that the business of dairy cattle breeding and genetics is rapidly changing, mainly due to the novel technologies in the field of genomics. Therefore, in order to make plans for Interbull the actual customers and stakeholders of the organization need to be clearly identified and have their needs and priorities addressed by the plan. Since Interbull operations are also increasing in complexity, a clear hierarchy of priorities has to be set to make optimal use of the available resources. Acknowledging that advances in animal genetic improvement can only be achieved if adequate infrastructure for animal recording is in place, the Interbull strategic plan has to be closely integrated with the ICAR framework.

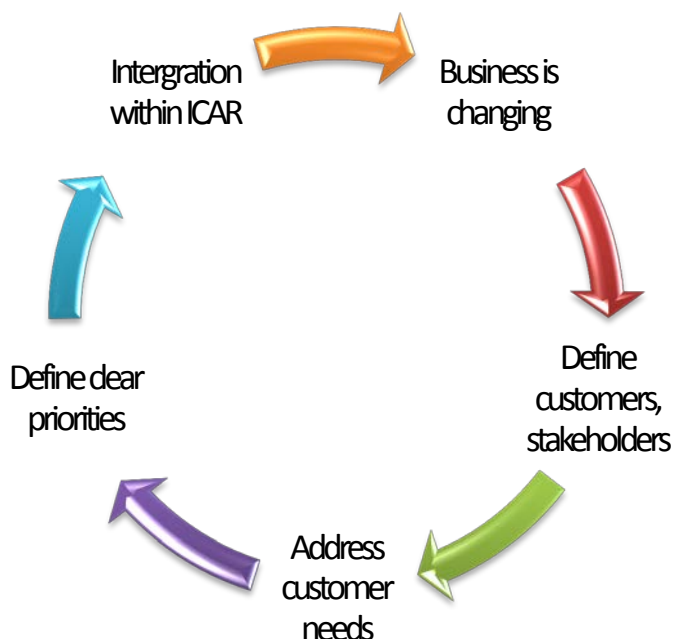


Figure 1 - Initial motivation of the participants of the Interbull strategic planning workshop.

Expectation

Once provided their motivations to work on planning the future, participants were also challenged to declare their initial expectation about the outcomes from the workshop. A diversity of prospects was listed and is summarized on Figure 2. The overall goal was to write a strategic plan that could focus on the big picture and keep realistic goals for Interbull. The plan should be customer driven and conduct Interbull towards professionalized and sustainable services that would continue to build up the credibility of the organization. Even if within the group different views about the role of Interbull were represented, all expected to agree of how the organization should operate. Three areas were particularly strong among the expectations: improving the decision making progress within Interbull, protecting the quality of the MACE international evaluations and establishing a clear plan for handling genomics at the international level.



Figure 2 - What participants of the Interbull strategic planning workshop expected the plan would address.

Interbull Strategic Plan 2013

SWOT Analysis

SWOT Analysis is a simple but useful framework for analyzing your organization's Strengths and Weaknesses, and the Opportunities and Threats that surround the business in question. By focusing on the key factors affecting the business, now and in the future, a SWOT analysis provides a clear basis for examining business performance and prospects. It is a valuable tool to identify relevant issues and set priorities for the strategic plan.

During the workshop, SWOT Analysis was used to "kick off" strategy formulation and to uncover opportunities that Interbull is well placed to exploit. Figure 3 brings the results of the SWOT analysis which were posteriorly used for the risk analysis and for the election of the key strategic issues.

	Internal		
Positive	Strength Networking Meetings International evaluations Customer support & management Institutional links and image	Weakness Technical Expertise at ITBC Decision making process Lack of robustness of genetic and genomic evaluations Implementing changes without proper testing	Negative
	Opportunity National exp. R&D Genomic DB New technologies/sequencing	Threat Polarity-Consortia Increasing expertise gap between countries Tension between exporters and importers	
	External		

Figure 3 - Summary of the SWOT analysis carried out in preparation for the strategic plan.

Risk Impact/Probability Chart

Starting from the weaknesses and threats identified in the SWOT analysis, risk for the business were assessed through a risk impact/probability chart. A risk, by its very nature, always has a negative impact. However, the size of the impact varies in your business. Equally important to consider, a risk is an event that "may" or "may not" occur and each factor has a different likelihood of happening. Crossing both aspects provides indication of the risk level and consequently where priorities should be.

Figure 4 points out that the workshop participants considered that the five events imposing the highest risks on Interbull were:

1. Rapid adoption of new technologies / sequencing
2. Expansion of the gap in expertise between different players
3. Tension between exporters and importers interests
4. Increasing bilateral genotype exchanges between Interbull customers
5. National genomic evaluations becoming the international standard

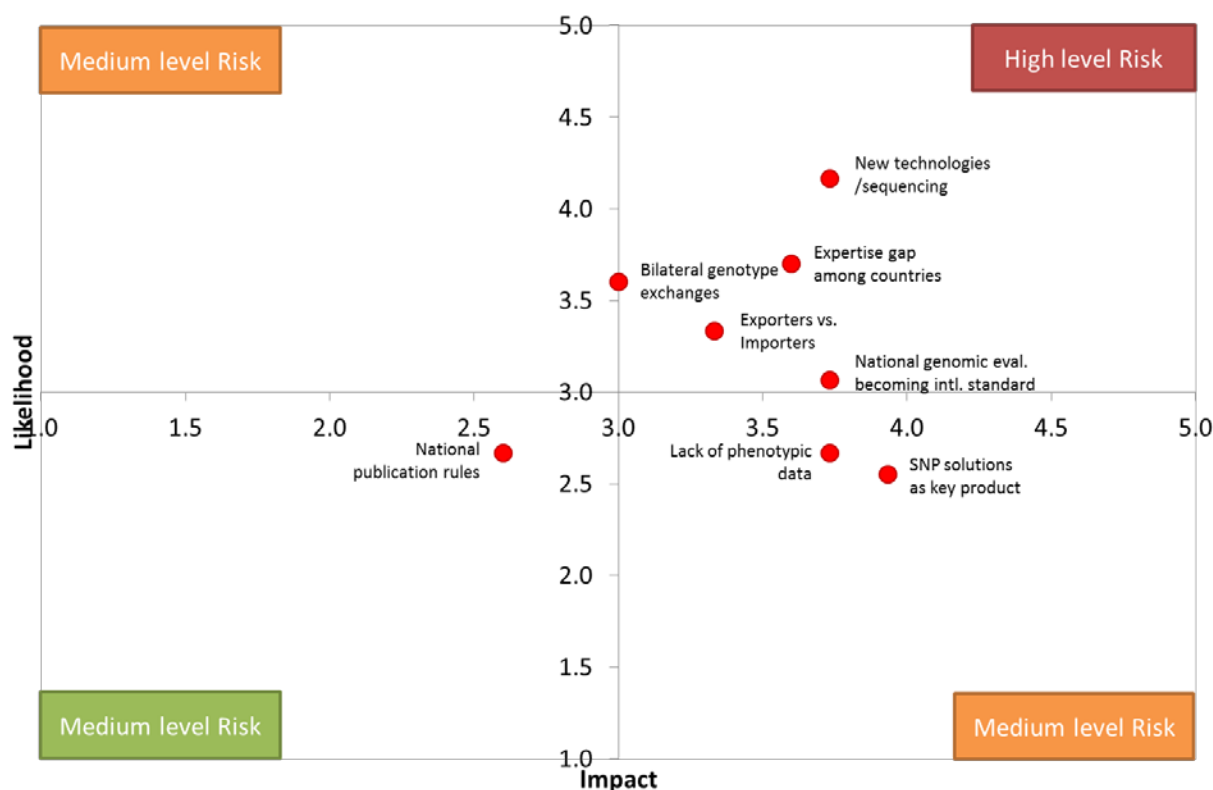


Figure 4 - Risk analysis based on elements from the SWOT analysis. Each factor was weighted according to the potential impact on the business and the likelihood of actually happening.

Interbull Strategic Plan 2013

Guiding Principles

Guiding principles are fundamental norms, rules, or values that represent what is desirable and positive for an organization 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.

Table 1 shows the guiding principles adopted by Interbull.

Table 1 – Interbull guiding principles ranked in order of importance.

Ranking	Guiding Principles
1	Customer oriented
2	Accurate / Unbiased
3	Independent / Impartial
4	Transparent
5	Cost effective

Vision Statement

Interbull: The worldwide network providing genetic information services for improvement of livestock.

The vision statement outlines what the organization wants to be, or how it wants the world in which it operates to be (an "idealized" view of the world). It is a long-term view and concentrates on the future. The group decided to keep the same vision statement adopted in January 2009.

Interbull Strategic Plan 2013

Key Strategic Issues and Objectives

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

- an organization's mandate, mission and principles
- product or service level and mix
- customers, users, or collaborators, or
- cost, financing, organization 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 roadmap of ways to achieve them.

Table 2 – Key strategic issues for Interbull and the respective short and long term objectives.

Key Strategic Issue	Long Term Objective	Short Term Objective
1. World class genomic infrastructure and services for diverse customer needs	Full Genomic International Evaluations	Genomic database service
	Interbull is at the forefront of using sequence information	GMACE robust for genomic pre-selection bias
2. State-of-the-art classical Genetic evaluation services	Expand to new traits and identify proper phenotypes	MACE robust to pre-selection bias, inconsistencies on genetic trend
		Multi-trait MACE
		Expand to new countries
3. Business operations and image	Customer oriented and proactive service operation	Effective resource alignment to customer priorities
		Understand the diverse customer needs and implement appropriate fee structure
		Ensure reliable routine services
		Improve business decision-making process
4. Strategic communications and marketing		Promote the added value of Interbull in the context of multinational blocks
		Facilitate training in genetic/genomic evaluations
		Define strategy for each customer segment
		Align with ICAR subcommittees and TF
5. Network for research collaboration, quality assurance and best practice methods	Encourage implementation of best practice methods nationally	Facilitation of cooperation and collaboration of members across countries
		Build "research collaboration" into business model
		Develop + implement new validation methods

Table 2 links each of the five key strategic issues to short and long term objectives to be pursued by Interbull. This table comprises the essence of the Interbull strategy for the period 2013-2015. These objectives should guide the decisions and actions of Interbull and its collaborators, since it represents the compromise among the organization leaders.

Interbull Strategic Plan 2013

Action Plan

After the workshop, the Interbull Centre was requested to propose an action plan to address the objectives agreed in the strategic plan. Table 3 brings the proposed actions and the suggested time for implementation.

Table 3 – Proposed actions to address each short and long term objective of the strategic plan.

Key Strategic Issue	Term	Objective	Actions	2013 ^a	2014	2015
1. World class genomic infrastructure and services for diverse customer needs	Short	Genomic database service	<ul style="list-style-type: none"> Finalize business plan with different types of services Implement Genolist & AnimInfo modules ASAP Purchase the BC Platforms license 	X	X X	
		GMACE robust for genomic pre-selection bias	<ul style="list-style-type: none"> Outsource research 		X	
	Long	Full Genomic International Evaluations	<ul style="list-style-type: none"> Stimulate Mike Goddard to pursue the method development facilitating networking in all necessary ways (experimental data, workshops, pilots) 			
		Interbull is at the forefront of using sequence information	<ul style="list-style-type: none"> Delegate to SAC the design of a strategy 		X	
2. State-of-the-art classical Genetic evaluation services	Short	MACE robust to pre-selection bias, inconsistencies on genetic trend	<ul style="list-style-type: none"> Outsource research, preferably involving the Eurogenetics group who already started looking into the topic 	X		
		Multi-trait MACE	<ul style="list-style-type: none"> Carry out a feasibility study to assess resources demand and evaluate state-of-the-art Coordinate harmonization of EDC calculation methods across countries 		X	X
	Long	Expand to new countries	<ul style="list-style-type: none"> Make contacts with potential customers and offer technical support from Interbull Centre and volunteer NGECS Apply for funding at EU to develop genetic evaluations in non-participating state members 	P	P X	P
		Expand to new traits and identify proper phenotypes	<ul style="list-style-type: none"> Propose a joint action with other ICAR subcommittees and organize a workshop to establish a specific long term action plan to deal with novel phenotypes Approach animal health organizations and propose a mutually beneficial cooperation for data sharing Establish priority list for future traits using a survey of national TMI: traits and weights 		X	X X
3. Business operations and image	Short	Effective resource alignment to customer priorities	<ul style="list-style-type: none"> Implement activity based budgets 	P	P	P
		Understand the diverse customer needs and implement appropriate fee structure	<ul style="list-style-type: none"> Launch a survey about the current and future needs of users including both classical and genomic services, aiming to clarify what each of them is willing to pay for 		X	
		Ensure reliable routine services	<ul style="list-style-type: none"> Finalize DB modules Improve/automate checks and quantitative measures of service operations Establish a human resources development policy 		X X	X
		Improve business decision-making process	<ul style="list-style-type: none"> Carry out more frequent SC meetings/conference calls Agree on a clear distinction between the 	P	P	P

Interbull Strategic Plan 2013

			decision making process at the operational and the board levels <ul style="list-style-type: none"> Create the role of WGs coordinator (similar to what BW does in ICAR) 		X	
	Long	Customer oriented and proactive service operation	<ul style="list-style-type: none"> Carry out systematic training of the ITBC staff on business administration Adopt a professionalized governance model, compatible with the increasing complexity of the operations Create a "direct line" for day-to-day communication with customers about their needs and suggestions 		X	
4.Strategic communications and marketing	Short	Promote the added value of Interbull in the context of multinational blocks	<ul style="list-style-type: none"> Write extension articles about GMACE implementation and the use of MACE EBVs as input for national genomic evaluations 	X		
		Facilitate training in genetic/genomic evaluations	<ul style="list-style-type: none"> Establish and advertise a regular calendar/portfolio for education / training / extension in the areas of genetic and genomic evaluation 		X	
		Define strategy for each customer segment	<ul style="list-style-type: none"> Define customer profiles 		X	
		Align with ICAR subcommittees and WG	<ul style="list-style-type: none"> Have an Interbull representation/activity in ICAR meetings (even years) 			X
	Long	Promote the added value of Interbull	<ul style="list-style-type: none"> Write, validate and implement a long term marketing plan Create a portal for news and articles related to genetic improvement targeting the final users 		X	X
5.Network for research collaboration, quality assurance and best practice methods	Short	Facilitation of cooperation and collaboration of members accross countries	<ul style="list-style-type: none"> Revive "research priority list" Establish an annual call for proposals under SAC coordination Formalize research proposals with clear objectives, resources needed and deliverables 		X	
		Build "research collaboration" into business model	<ul style="list-style-type: none"> Define a budget for research Participate as a partner in research proposals for funding 	P	P	X
		Develop + implement new validation methods	<ul style="list-style-type: none"> Outsource research 			P
	Long	Encourage implementation of best practice methods nationally	<ul style="list-style-type: none"> Provide tools to users that minimize data inconsistencies, standardize methods and improve transparency Promote successful cases among Interbull customers Guidelines: update, extend to all traits Encourage review articles written by SC, SAC and ITC members (and others) Revitalize GENO-form and GE forms to make data collection/verification easier and availability of information more efficient 	P	P	P
					P	P

^aX = year planned for the action to take place; P = permanent action.

Interbull Business Model Canvas

INFRASTRUCTURE		OFFER	CUSTOMERS	
Key Partners <i>Existing:</i> <ul style="list-style-type: none">National genetic evaluation centersAcademic research networkICAR & EU <i>New:</i> <ul style="list-style-type: none">Breeding/AI – genotypesBreed associationsNew suppliers of data/genotypes	Key Activities <i>Existing:</i> <ul style="list-style-type: none">International evaluations:<ul style="list-style-type: none">MACE, Intergenomics, GMACEValidations of national evaluationsRepository of pedigrees and EBVsMeetingsDiscussion forumsPublicationsR&D <i>New:</i> <ul style="list-style-type: none">Genomic data repository and exchange platformActive coordination of relevant researchQuality assuranceInstitutional promotion (expansion of customer base)Training programs	Value Propositions <i>Existing:</i> <ul style="list-style-type: none">Play a leading role in world dairy geneticsPromote networking between customersProvide scientific forum on genetic evaluationsPropose standards for genetic evaluationMaintain international repository of pedigrees & EBVsFacilitate data exchange among national organizationsValidate national evaluationsProvide the means for international comparisonsSupply foreign bulls' phenotypes for genomicsStrengthen the Interbull brand to provide value to stakeholders and customers <i>New:</i> <ul style="list-style-type: none">Create international repository of genomic dataTarget international genetic evaluations for new strategic traitsProvide a world class capacity for creating and disseminating knowledge in dairy cattle improvementCustomize services according to customer segmentation	Customer Relationships <i>Existing:</i> <ul style="list-style-type: none">IDEA database interfaceEmailsForumsWorkshopsPersonal assistanceWorking groupsResearch collaboration <i>New:</i> <ul style="list-style-type: none">TrainingSocial networksPeople exchange	Customer Segments <i>Existing:</i> <ul style="list-style-type: none">National genetic evaluation centersBreeding/AI companiesBreed associationsFarmer organizations <i>New:</i> <ul style="list-style-type: none">Segmented customer baseGlobal companiesGenotyping labsGovernment/UniversitiesPopulations not participating in international evaluations
	Key Resources <i>Existing:</i> <ul style="list-style-type: none">Governance (ICAR, SC, EU)Technical CommitteesInterbull Centre<ul style="list-style-type: none">Staff + ConsultantsHardware + SoftwareOutsourced servicesDatabasesService revenueFunding partnersResearch collaboration (externally) <i>New:</i> <ul style="list-style-type: none">New data providers		Channels <i>Existing:</i> <ul style="list-style-type: none">WebpageBusiness meetingsIndustry meetingsOpen meetingsNewsletterIDEA database <i>New:</i> <ul style="list-style-type: none">CoursesGenomic database	
Cost Structure <i>Existing:</i> <ul style="list-style-type: none">Interbull Centre:<ul style="list-style-type: none">Salaries + ConsultantsRents + Utilities + OverheadsIT infrastructureVariable costsOutsourced services <i>New:</i> <ul style="list-style-type: none">Research supportDevelopmentEducation/training			Revenue streams <i>Existing:</i> <ul style="list-style-type: none">Service fees (genetic & genomic evaluations)EURLResearch grants <i>New:</i> <ul style="list-style-type: none">Service fees (customized services)Public infrastructure grantsFunding from supporting bodiesEducation/training fees AND/OR sponsorships	
FUNDING MODEL				