

MISSION STATEMENT

Santa Gertrudis Breeders International provides progressive leadership, services, programs and technology to promote and broaden the long-term profitability of Santa Gertrudis influence within the beef industry by being member-driven and consumer-focused.

VISION STATEMENT

Santa Gertrudis ... *The Preferred American Beef Breed.*

VISION

To provide superior member service, actively seek and use partnerships to leverage success, and maintain a focus on profitability for members and their customers.

LONG RANGE PLANNING COMMITTEE

DEBBIE TOWNSEND, Vice President

Long Range Planning (LRP) Committee,
Townsend Cattle Company, Louise, Texas

HEATHER BLEWETT, Buena Vida Ranch, Kingsbury, Texas

TERRY GOODIN, Goodin Brothers Farm, Austin, Ind.

PHIL HARGIS, Hargis Farms, Hemphill, Texas

TREY DANIEL, The Danrick, Marquez, Texas

TYLOR BRADEN, King Ranch, Inc., Kingsville, Texas

KENNETH TOM HEFTE, Hefte Ranch, Aqua Dulce, Texas

2018-2022 LONG RANGE STRATEGIC PLAN

The Santa Gertrudis Breeders International 2018-2022 Long Range Strategic Plan functions as a continuation of the 2013-2017 long range planning effort titled *Roadmap for Success*. The *Roadmap for Success* served as a catalyst, moving the association to the forefront of the industry as a leader in the area of genetic technology. During plan development in 2012, SGBI members noted that an investment in genomics and the association's genetic evaluation provided an opportunity for breed growth. Since the release of the 2013-2017 document, SGBI members have embraced genetic technology and the use of genomic and phenotypic data to validate animal performance. In 2013, SGBI was the first *Bos indicus*-influenced breed to provide genomically enhanced EPDs and the first beef breed association to use the powerful single-step method of incorporating DNA information into the breed's genetic evaluation.

The 2018-2022 plan is the result of an 18-month effort by Long Range Planning (LRP) Committee members to collect data and information from association members, industry partners and members of academia. During the development process, the LRP Committee utilized surveys, focus groups and a strategic planning workshop. The input was interesting, insightful and valuable. The most challenging aspect of the process was condensing the feedback into a simple, yet focused plan.

The following is the result of the committee's 18-month effort. The 2018-2022 plan builds on the solid foundation set by the 2013-2017 *Roadmap for Success*. Moving forward, changing industry dynamics will test small beef breed registries that are competing for increased market share in a competitive seedstock landscape. However, this carefully crafted, grass-roots-developed plan provides the association with a clear path for continued success.

EDUCATION

How does Santa Gertrudis Breeders International explain the value of our product? How do Santa Gertrudis breeders contend with stubbornly entrenched perceptions, misinformation and significant competitors? How does Santa Gertrudis Breeders International help association members, industry partners and consumers sort through the vast amounts of information, misinformation and conflicting reports that are conveyed to the beef community from countless sources? The answer is to educate all stakeholders on the value of the breed's genetic package.

GOAL

- ➔ Santa Gertrudis Breeders International will provide the leadership needed to develop and implement a long-term, comprehensive effort designed to educate industry stakeholders about the value of Santa Gertrudis genetics.

OBJECTIVES

- ➔ Place greater emphasis and increased focus on member (Active and Junior) knowledge and adoption of the association's selection and breeding decision-making tools.
- ➔ Foster relationships with academia in order to develop breed-specific research and educational outreach opportunities.
- ➔ Strengthen information and data sharing alliances with all beef industry stakeholders.
- ➔ Strengthen member awareness of association and industry interaction, stressing the business aspect of the beef business.
- ➔ Increase emphasis on Junior Association learning opportunities with a focus on commercial beef production.

BREED IMPROVEMENT

Over the last five years, Santa Gertrudis Breeders International has made tremendous genetic progress due to the association's aggressive and innovative approach to data collection that documents breed performance from birth to harvest. Data sets have been utilized to improve genetic characteristics such as fertility, weaning weight, marbling and other economically relevant traits. In 2013, SGBI was the first *Bos indicus*-influenced breed association to provide genomically enhanced EPDs. SGBI was also the first beef breed to use the powerful single-step method for incorporating DNA into the association's genetic evaluation.

However, genomic technology is advancing rapidly and has progressed to the point that it's now widely used in making seedstock and commercial cow-calf breeding decisions. To remain viable, Santa Gertrudis Breeders Interna-

tional members must readily adopt cutting-edge technology and use sound scientific principles that increase breed inventory while producing the type and kind of cattle demanded by the industry.

GOAL

- ➔ Santa Gertrudis Breeders International will focus on increasing and offering profitable genetics packaged in an industry-acceptable phenotype. Membership will utilize the association's tools, as well as additional proven management and decision-making tools to identify and replicate economically relevant traits that strengthen the breed's genetic package, resulting in increased animal value.

OBJECTIVES

- ➔ Utilizing association tools, Santa Gertrudis breeders will aggressively identify and validate profitable performance, proving that any prior (real or perceived) breed issues have been corrected.
- ➔ Place greater emphasis on the collection of reliable data ensuring that SGBI's genetic evaluation is consistent, accurate and valid.
- ➔ Stay on the forefront of genetic technology, adopting technologies that better position members to meet anticipated demand for high-quality beef.
- ➔ Study the feasibility of adopting Whole Herd Reporting.
- ➔ Place an emphasis on the use of visual appraisal as a selection tool to be utilized in the identification of physical traits that serve as structural-soundness and performance indicators.

MARKET EXPANSION

GOAL

- ➔ Santa Gertrudis Breeders International members will understand the factors that drive customer (domestic and foreign) profitability by implementing programs and activities that will enhance the marketability of customers' calves, whether retained in the herd, sold at weaning, retained through the stocker phase or retained through finishing and harvest.

OBJECTIVES

- ➔ Increase commercial market share, emphasizing the importance of SGBI's two products – the cattle and the associated data.
- ➔ Collaborate with industry members to document the value of Santa Gertrudis genetics.
- ➔ Examine the potential for industry alliances (sale barns, feeders, packers, retailers) that will create "pull-through" demand for Santa Gertrudis and Santa Gertrudis-influenced cattle.
- ➔ Explore avenues to create cooperative marketing opportunities for members and their commercial cattle-buying customers.
- ➔ Market SGBI technology and performance-validating tools globally.

IMPLEMENTATION

Successful implementation of the 2018-2022 Long Range Plan is dependent on the support of the association's Board of Directors, committee involvement, affiliate assistance and

member participation. Annually, SGBI committees, working in a collaborative manner, will be charged with developing detailed action items to achieve the desired objectives, initiatives and measures.

Plan success is also a function of simplicity; the entire strategic plan is synthesized into three target areas – Education, Breed Improvement and Market Expansion. Simplicity ensures the plan's focus is crystal clear to all association members. Finally, communication is critical for the successful implementation of the strategic plan. SGBI leadership must clearly convey the importance of member "buy-in" in order for Santa Gertrudis Breeders International to remain a viable competitor in the beef seedstock sector.

It is important to mention that the 2018-2022 plan does not include a financial component. The association is currently applying financial tactics identified in the *2016 Santa Gertrudis Breeders International Financial Plan*, prepared by Victoria Salin, Ph.D., Texas A&M University, College Station, Texas. Many times throughout the planning process, LRP Committee members noted that a sound financial strategy is critical for successful plan implementation and long-term association viability. The committee also stressed the need for a staff succession strategy.

It is highly probable that two key association positions will become available in the next three to five years. Formulating and implementing a succession plan will increase the likelihood that capable individuals have been identified and are prepared to assume key roles.

It's important that Santa Gertrudis Breeders International has a plan to assist the association as it moves into the future. The 2018-2022 Long Range Plan is a continuation of the 2013-2017 SGBI *Roadmap for Success* and provides direction for the next five years. The plan is a fluid, living document designed to address emerging issues without losing sight of the association's goal of improving member and customer profitability, sustainability and satisfaction. 🐄

