


Do *your* work *right*,
and it will be *timeless*.

- Jim Collins

2021-2026

Strategic Plan

RED ANGUS
RANCH TESTED. RANCHER TRUSTED.



“ The story of Red Angus is about people and their vision, determination, perseverance and willingness to swim upstream against conventional wisdom. ”

– Harlan Ritchie

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2 - STRATEGIC PLAN 2021-2026

Commitment • Innovation • Integrity • Relationship-Driven

preface

No doubt, the Red Angus breed has all of the components of a great novel. The INCITING INCIDENT happened in 1954 when a group of innovative breeders gathered to establish the industry's first performance-based registry. Swimming upstream against the norm quickly became a mindset that would define the deep roots that have grown. One could easily call this unique philosophy for cattle production the PROTAGONIST and the opposite conventional thinking, the ANTAGONIST. Although there have been many CONFLICTS throughout the decades, they have been resolved by the membership continuing to lean on the principles that founded the breed.

One of those "conflicts" happened over 10 years ago when I was serving on the RAAA Board of Directors. Both sides had presented their ideas and heated debate ensued. Dr. Bob Hough, executive secretary, politely stopped our discussion and simply offered, "You all need to decide whether you are here because of a color of hide or a common philosophy. That will determine your answer." Yes, it did just that.

Red Angus' story has always been anchored by a common philosophy and values of the people. It's no secret that strategic planning has served to not only remind us of that anchor but stretched us to consider the current environment, evaluate our strengths and weaknesses, and plot the next few chapters of the book. It has served us well as you look back over the way our breed has grown. Many would consider it the RESOLUTION.

I would be remiss to not say a special thank you to Dr. Tom Field for guiding us through the process that started in the fall of 2019. Thank you to everyone on the committee that spent countless hours poring over the facts and staying the course. And especially to our stakeholders; past, present and future. It is because of you that we present the 2021-2026 Strategic Plan. It is our hope that you can see yourself in the lines of this plan.

Thank you for the opportunity to serve.

Kelli Brown
2021-2026 Strategic Planning Chairman

strategic plan



RED ANGUS
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LONG-TERM VISION:

Dominate the beef industry with Red Angus genetics.

MISSION:

Our mission is to provide our members and their customers with innovative programs and services, to continue advancing the quality, reliability and value of Red Angus and Red Angus-influenced seedstock used in the commercial beef industry.

VALUES:

Commitment, Innovation, Integrity, Relationship Driven



VALUES ACTION STATEMENT:

- **Commitment** – to a more prosperous beef industry
- **Innovation** – relentless pursuit of providing industry leading-techniques, tools and services
- **Integrity** – in data, analysis, service, communication, human interaction and business dealings
- **Relationship Driven** – build, nurture and serve our community of stakeholders

VALUES CONTEXT:

- **Commitment** (resolute, decisive, steadfast)
- **Innovation** (taking action to build the future that has been envisioned)
- **Integrity** (trustworthy, honorable, principled)
- **Relationship Driven** (connected, collaborative, synergistic)

“ The point of the struggle is not just to survive, but to build an enterprise that makes such a distinctive impact on the world it touches (and does so with such superior performance) that it would leave a gaping hole – a hole that could not be easily filled by any other institution – if it ceased to exist. To accomplish this requires leaders who retain faith that they can find a way to prevail in pursuit of a cause larger than mere survival (and larger than themselves) while also maintaining the stoic will needed to take whatever actions must be taken, however excruciating, for the sake of that cause. ”

– “How the Mighty Fall” by Jim Collins, Businessweek, May 2009

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CORE POLICIES:

- 1 It is the RAAA's primary role to create an environment that promotes the financial stability of its members.
- 2 The RAAA supports the development and use of membership-driven strategic planning.
- 3 The RAAA creates marketing tools for commercial bull customers, creating more demand for Red Angus and Red Angus-influence genetics.
- 4 The RAAA is committed to objectively describing and recording cattle, utilizing economically sound scientific principles with the least number of prediction values. Furthermore, the RAAA encourages good stockmanship and sound visual appraisal in seedstock selection.
- 5 Since its establishment, the RAAA has understood and accepted economic value of heterosis through planned crossbreeding.
- 6 The RAAA does not take a role in the marketing of an individual member's cattle, therefore, the Red Angus Magazine editorial content has a commercial and technical focus. Individual seedstock supplier articles are avoided.
- 7 It is the duty of the RAAA to proactively communicate with its membership therefore proxy voting is not allowed. This policy was established in the Constitution and Bylaws of the Association at its inception to ensure that voting members are current on all pertinent information.

1
*Critical
Objective*

**Create Market Demand –
20% of the U.S. beef cattle inventory
will be Red Angus influenced by 2030.**

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KEY OUTCOME:

Shift the industry standard of value assessment from visual to objective verification and access industry-leading premiums for verified Red Angus-influenced cattle.

STRATEGIES:

- Create and capture value through verification of breed composition, genetics and other attributes such as management practices.
- Increase demand for verified Red Angus-influenced feeder and fed cattle by developing regional and national partnerships with feeders, packers and other supply-chain partners to increase access to:
 - Branded programs offered by regional and national packers.
 - Direct-to-consumer programs as well as those offered by smaller packers.

Position Red Angus-influenced cattle as the genetic solution for sustainable and profitable cattle in all beef industry segments, with continued emphasis on growing the value proposition of Red Angus-influenced females. Gain access to beef programs that engage the growing interest in sustainability by the supply chain and consumers, and align the systems benefits of Red Angus cattle throughout the production and supply chain to create value.

KEY OUTCOME:

Increase the value of verified Red Angus-influenced cattle and eliminate the price differential between black and red-hided feeder and fed cattle.

STRATEGIES:

- Build and strengthen relationships with the cattle feeding sector to increase demand for FCCP-EID tagged cattle to attain an annual supply of 300,000 head of tagged cattle by 2025 and 600,000 by 2030.
- Add more value to FCCP-tagged Red Angus feeders with other demand-building verified attributes.



2

*Critical
Objective*

**Quantify and communicate
Red Angus advantage in stakeholder
profitability and sustainability.**

KEY OUTCOME:

Expand the position of the Red Angus-influenced cow as the industry's most-favored female.

STRATEGIES:

- Establish verified Red Angus as the common denominator in every profitable crossbreeding system.
- Develop specific management protocols that demonstrate and enhance the value of Red Angus females.

KEY OUTCOME:

Communicate the strong value proposition of verified Red Angus-influenced cattle.

STRATEGIES:

- Utilize data to document the Red Angus advantage and support research efforts that demonstrate the value of Red Angus-influenced cattle to beef industry sustainability and profitability.
- Market the story of Red Angus cattle and their role in enhancing beef industry sustainability and profitability.

3

*Critical
Objective*

Attract, Develop and Retain Talent

KEY OUTCOME:

RAAA represents the most professional seedstock providers in the beef industry through excellence in educating, equipping and inspiring current members, associates and juniors.

STRATEGIES:

- Develop and deliver experiential educational programming to members and key stakeholders focused on building beef industry knowledge, understanding and commitment to the Red Angus value proposition and capacity to utilize the products/services offered by RAAA.
- Develop an exceptional recruiting and onboarding process for new members that communicates the vision, mission, values, core policies, member expectations, services and tools to drive home the value proposition of RAAA membership. Clarify both the benefits and responsibilities of membership to new members and through an ongoing continuing education approach for current members.
- Develop and communicate the standards and expectations of professionalism to members. Provide educational resources to develop expertise within their Red Angus enterprises. Simultaneously provide continuous improvement in streamlining and enhancing user-friendliness of online services and data-driven processes in support of professional activity.
- Communication efforts will be aligned to build momentum for execution of the strategic plan.



KEY OUTCOME:

RAAA is served by the most professional and informed leaders who are stewards of the long-term success of the Association, its members and customers. The governance structure is designed to attain the mission and vision of the organization.

STRATEGIES:

- Offer exceptional training, mentoring and development programs that build a pipeline of informed and engaged leaders who are prepared for service to RAAA at multiple levels.
- Create competitive advantage through innovative and best-practices governance structure.

KEY OUTCOME:

RAAA is staffed by knowledgeable and proficient professionals aligned with the strategic goals and objectives. RAAA is the most desired beef industry association for employment.

STRATEGIES:

- Hire knowledgeable and talented staff.
- Support staff with ongoing professional development designed to execute the mission and strategy of the RAAA.
- A succession plan will be developed for key positions.

4

*Critical
Objective*

Create and Improve Genetic Prediction Tools

KEY OUTCOME:

Continuous growth in quality data submission, improvement in data warehousing and reliability of selection tools.

STRATEGIES:

- Create a service center to facilitate an increase in the volume and quality of phenotypic and genotypic data from RAAA members to enhance the power of the RAAA database.
- Increase volume of data (maternal, growth, carcass and novel traits) originating from commercial sources including the FCCP and other relevant sources.
- Create and deliver timely member communication relative to validation and other quality enhancements of RAAA data and predictions.

KEY OUTCOME:

The most structurally sound breeding stock in the industry.

STRATEGIES:

- Develop targeted education on functional traits, prioritize their economic impact and develop genetic tools with the highest potential to improve the competitive position of Red Angus cattle.



KEY OUTCOME:

Position Red Angus advantages in contributing to continuous improvement in sustainability.

STRATEGIES:

- Leverage genetic tools to support improvement in measures related to sustainability, starting with the strength of the female. Develop new tools as necessary.
- Become the industry's leader in feed efficiency data collection from the pasture to harvest.
- Identify, access and analyze industry-wide data to document Red Angus performance in feed efficiency, feedyard health (i.e. morbidity/mortality/lameness) and manure output.

KEY OUTCOME:

Increased capability of breeders to leverage genetic tools to generate progress in economically relevant traits.

STRATEGIES:

- Develop a user-friendly educational platform to build knowledge of and capacity to utilize the genetic tools offered by the RAAA.

KEY OUTCOME:

Establish and leverage partnerships to increase the power and impact of RAAA genetic tools.

STRATEGIES:

- Evaluate partnerships with organizations/entities that collect, analyze and benchmark data contributing to genetic predictions for economically relevant traits (e.g. global genetic evaluations, breed associations, genomic companies, universities/research entities, data collection system organizations and beef industry supply chain sectors) to gain access to critical data sources.
- Evaluate partnerships with organizations/entities to collaborate on symposiums, educational programming, staff development and research projects.
- Develop criteria to evaluate the feasibility, profitability and desired outcomes of key partnerships to identify the highest potential opportunities and take action to establish these partnerships.

OUR PATH FORWARD.

Success of the plan will significantly build demand for Red Angus-influenced cattle and genetics. Execution of the Strategic Plan will require a critical investment of resources in our Red Angus Association of America.

2021-2026

Strategic Plan

"The *story* of Red Angus
is about *people* and their *vision*,
determination,
perseverance and
willingness to
swim upstream
against
conventional
wisdom."

— Harlan Ritchie



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