



# ICAR Strategic Business Plan

*May 2009*

---

## Introduction

ICAR initiated a formal planning process in 2000 with its first strategic plan. The strategic plan is intended to guide the annual program plans of ICAR by providing a long-term focus. The strategic plan is further used for guiding the development of short-term plans. Short-term goals provide direction for staff and establish our incremental steps towards the accomplishment of our long-term objectives and maximize value for our members.

## Background

During the past half century, ICAR has evolved into a global organization with a reputation for establishing standards and guidelines for animal recording, identification and genetic evaluations. ICAR standards are referenced in practice and legislation around the world and form the basis of all major animal recording and evaluation programs in developed countries.

Over the years, ICAR membership has expanded from its European roots to include members from 47 different countries across six continents. As the animal recording and evaluation industry has matured, many countries have made the transition from government owned and funded activities to private or producer owned and financed businesses. This evolution is continuing at various rates and continues to drive the evolution of ICAR and its services.

Science and its applications have always played an integral part in the development of ICAR standards and guidelines. Traditional biennial sessions are evolving from a technical oriented session to one that includes key management personnel responsible for the delivery of service in a for-profit, competitive global environment. ICAR sessions are also growing into one of the leading international forums for the showcasing of new technologies and ground-breaking operational applications. This global network is being facilitated by the ease of communications and the speed of travel in today's business environment. Along with the new technologies and changing demands of our primary customers comes the need to ensure that standards and guidelines are able to keep up with new and evolving technologies.

## Challenges & Opportunities

There are a number of environmental challenges and opportunities currently facing ICAR and the animal recording/evaluation industry. These include, but are not limited to the following:

Technology is evolving at a rate faster than standards are developed. Examples include in-line analyzers, daily milk weights, enhanced computing power...

New and dynamic service combinations based on customer needs no longer conform to the historic standards and linear expectations.

Demand for product and equipment approvals are growing – specifically in the areas of recording devices and identification systems.

The opportunity to expand successful business models to include other species, such as the development and introduction of Interbeef services.

The number of Sub-Committees, Working Groups and Task Forces (SC-WG-TF's) has expanded to 19 and this growth should be reviewed to ensure that the TF-WG-SC operating model remains the best method of accomplishing the goals established by the organization.

In addition to the existing operational challenges there exists service opportunities for ICAR to provide its member with additional value in the future. Examples of such value-added activities may include the coordination of research with international applications (eg. Single milking projection factors), the support of a web based animal recording information network and manager information/development sessions. These activities could support existing services such as Patent Sentinal Action Service (PSAS) and Benchmarking services.

## **Future Animal Recording and Evaluation Environment**

There is a number of evolving environmental issues that will affect ICAR members in the future. Though each of these trends will impact our members at different rates, they will be applicable regardless of geography. The key factors include:

*Decreasing government funding and involvement*

*Decreasing herd numbers*

*Increasing farm/herd size*

*Decreasing profit margins for farmers*

*Increasingly independent farmers with decreasing needs for current services*

*Increasingly diverse service expectations by farmers*

*Increasing technology applications*

*Increasing global trade of agricultural components and commodities*

*Increasing degrees of regulation at the production level*

*Increasing demand for punctual management information*

*Increasing competition for a limited market driving increased consolidation*

As a result of this changing environment, the following needs have been identified as key needs of ICAR members in the future. The future member needs can be categorized into three primary areas: Standards and Guidelines; Professional Network; and, Member and Business Support Services.

## **The Future Vision of ICAR**

As the animal recording and evaluation industry evolves, so will ICAR membership. The recently revised by-laws provide the opportunity for expanded membership and a broader level of participation. Membership is expanding from a primarily dairy organization base to include more individual agencies from member countries. Various industry sectors (by species as well as activity) will participate in ICAR as members in order to participate and access the global network, expertise and exposure that ICAR provides.

ICAR will continue to build on its strength of neutrality and integrity as related to standards and guidelines for animal recording, evaluations and equipment approvals. This will include further strategic alliances with international organizations including EAAP, FAO, IDF, OIE, ILRI, WAAP and ISO.

**Key Success Factors**

International recognition and application of ICAR guidelines is a core business objective for ICAR. The following are key elements of necessary for success:

- *Global membership & network*
- *Global expertise throughout the entire chain of animal recording and evaluation*
- *Internationally recognized source of current standard, guidelines and information*
- *Internationally recognized equipment evaluation and approval services*

**Priorities**

To assist in the allocation of limited ICAR resources, it is necessary to identify and prioritize the issues that ICAR plans to address. Priorities should be consistent with our long term objectives and support organizational objectives. The following table is intended to provide guidance for the near future. The modification of the issues and priorities shall be done as necessary to reflect the changing environment.

Priority Category	Issue or Description
High	Update guidelines for devices (existing & new technologies) Meet demand for Device/ID approvals (adequate resources) Implement the new Certificate of Quality service Develop and implement On-farm milk analysis guidelines Develop a global DNA database
Medium	Membership growth Development and implementation of Interbeef services Review of ICAR TF-WG-SC structure for effectiveness
Low	Investigate and introduce new species/activities

## ICAR Goals and Objectives

The following goals and objectives are intended to guide the efforts of ICAR over the next half decade. In addition to the stated organizational objectives identified below, ICAR will remain committed to fiscal responsibility, building partnerships with related international organizations and raising the awareness and profile of ICAR within the animal production industry.

### Long-Term Objectives

To best meet the needs of our members, over the next half decade we will:

- Grow membership to 100 by 2012
- Grow the number of countries represented by members to 60 countries by 2012
- Grow the number of active Certificate of Quality assessments to 30 organizations by 2012
- Introduce routine InterBeef evaluation services by 2011

### 2009 Objectives

Consistent with our long-term objectives we will achieve the following by December 31, 2009:

- Grow membership to 85
- Complete 20 Certificate of Quality assessments
- Approve standards for On-farm analysis devices
- Develop genomic strategy