



## **ICAR Strategic Plan 2012 to 2015**

### **ICAR's Mission**

To meet the needs of ICAR's global membership in a professional and responsive manner while collaborating with other organizations, having similar objectives, and operating in a dynamic animal production environment.

### **ICAR's Vision**

1. ICAR shall have participating members in all countries.
2. Collaborating with complimentary organizations.
3. To be the responsive organizations in the field of animal industry standards.
4. To provide dynamic work of the Subcommittees and working groups to serve members.

### **Introduction**

This document has been approved by the Board in May 2012 and endorsed by the General Assembly. There are three appendixes that will detail the Strategic Plan 2012-2015.

This plan relates to ICAR although there will be some areas such as some subcommittees (SCs) and working groups (WGs), Certificate of Quality (CoQ) and the Interbeef project, which will be linked to business decisions of the SERVICE-ICAR Srl board.

This document was developed between October 2011 and May 2012. Initially it was focussed on ICAR's current position and how to consider the future, and based on that the SWOT analysis (Appendix 1) was prepared; secondly the SWOT analysis was discussed with the Executive Board at the meeting held in November 2011. It was agreed that the SWOT analysis in Appendix 1 contains key issues, which as a principle are addressed in ICAR activities. Based on the SWOT the suggested table of Vision Areas and Strategic Plan was also developed. The first draft was discussed and had major changes proposed at the Executive Board meeting. Later another draft was prepared for the Board in February 2012. To render in practice the vision, the mission, the SWOT analysis, the vision analysis and finally the strategic plan, the relative set of annual goals from 2012 to 2015 was developed. The Board reviewed the Strategic Plan and relative appendixes in the meeting held in Paris in March. The current documents: SWOT analysis (Appendix 1), the Vision Areas and Strategic Plan (Appendix 2) and the relative set of annual goals from 2012 to 2015 (Appendix 3), were the results of the corrections due to the discussion held in Paris.

The setting of annual goals are considered a fundamental part of the Strategic Plan and is also fundamental to good organisational governance and encapsulates the business direction in a simple measurable format. It is through the process of setting agreed goals that the strategy of the organisation can be set, monitored and, where/when needed, amended. Certainly there might be amendments, but such amendments must be to the proven benefit of ICAR and its members and should always be considered and approved by the Board. Annually, the staff and the board will review annual goals before the General Assembly and inform the membership about updating.

The setting of annual goals must be clear and they should be measurable for business-critical reasons. It is also **recommended** that such goals be shared with the membership and staff.

Within the table in the Appendix 3 no distinction has been made between corporate goals and those for Board members and staff. This separation may be made once the Board has made decisions as to which goals are to be adopted.

## SWOT Analysis

It is worth noting that within this analysis, the challenges and opportunities which ICAR faces are effectively those which it has faced before, albeit with differing emphasis as technology progresses, a reduction in public bodies giving freely of resources, differing cultures and business ethos, plus increased competition for influence. However, ICAR has a unique position and reputation, which should not be wasted, but be nurtured, protected and grown through planned actions as, agreed by the Board.

The SWOT analysis is not a panacea, but is provided to the Board, as a tool to highlight various aspects deemed worthy of consideration and to provoke open discussion.

The list cannot be exhaustive and there could be more items added in all sections. It may be considered that the initial key items are:

- a. Strengths
  - i. Volunteer and staff commitment
  - ii. Financial stability
  - iii. Brands are recognized nowadays as a safe and reliable product
  - iv. High knowledge and expertise
  - v. Good structure, very involved members
  - vi. Ability to identify new services relevant for users
  - vii. Value to membership from international standards and guidelines
  - viii. Forum to promote international agreement and interaction
- b. Weaknesses:
  - i. Small annual budget to produce new actions and to appoint additional staff to support developments of initiatives
  - ii. Losing direction and focus if there is no clear strategic plan and overlapping of activities that could be viewed as a lack of coordination
  - iii. Lack of recognized role in the field of animal farming
  - iv. Work of groups depends upon the enthusiasm of chairperson and on time constraints of volunteer people
- c. Opportunities:
  - i. Developments in technologies for precision farming
  - ii. More variation in recording systems creating higher need for certification
  - iii. More need for high quality food means increase in quality in dairy/beef production (also in developing countries)
  - iv. Importance of phenotypes in genomic business

- v. Identify and produce new services which are relevant to members following good market research
- vi. Integrate some of the guidelines and standards used elsewhere into ICAR
- vii. To increase relevance in areas other than breeders organization (competent authorities, farmers, etc.)
- viii. Needs for members organizations to be more visible internationally so that there is an increase demand of ICAR guidelines
- ix. Need for networking
- d. Threats
  - i. Hi-tech farming, farmers will not need participation in recording systems
  - ii. Large companies will offer complete systems
  - iii. Prices for milk and beef meat will be low driving farmers cutting costs and quitting recording
  - iv. Totally focused on industry without creating strong links with research
  - v. Overlapping with other international organizations
  - vi. The lost of importance of the livestock sector around the world
  - vii. Economic pressures
  - viii. Breakdown of relations with EAAP

## Strategic Plan

### *Vision areas*

1. To enlarge the number of full members.
2. Improve the visibility of ICAR brand.
3. Increase the income to be able to provide proper services.
4. Improve the income to by 60% by 2016.
5. Expands standards and guidelines to meet new technological developments.
6. Communicate that ICAR is the world resource of information relating to animal recording.
7. ICAR and Service ICAR are the service organizations to provide technical standards on livestock improvement.

<i>Technical Standards and Guidelines</i>	<i>External Communication and Information</i>	<i>Governance and Finance</i>
<ul style="list-style-type: none"> <li>• Develop, update and maintain relevant technical guidelines and standards including:               <ul style="list-style-type: none"> <li>○ Data transfer.</li> <li>○ Data recording.</li> <li>○ Genomic evaluation.</li> <li>○ Functional traits.</li> <li>○ Welfare standards.</li> <li>○ Environmental issues as appropriate.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Improve international communication.</li> <li>• Delivery of guidelines.</li> <li>• Consistent and prescient messages of ICAR activities.</li> <li>• Dissemination of activities of relevance worldwide.</li> <li>• Improve communication and interactions with the key stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure best corporate governance and efficiency of ICAR.</li> <li>• Develop and maintain through regular review a robust ICAR strategy commensurate with the Mission and Vision statements.</li> <li>• Manage risks.</li> <li>• Structure, competency, capacity of organization.</li> <li>• Ensure resources for delivery of strategy.</li> </ul>