



**Swiss Red & White Cattle Breeders' Association**

# **Issues and Challenges of Merging Long Standing Organisations**



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Member of the management board

- 1. History of cattle breeding in Switzerland**
- 2. Merging project**
- 3. Chances and risks**
- 4. Decision, next steps**
- 5. Conclusions**

- 1890 Found. Swiss Red & White Cattle Breed. Ass. (SFZV)
- 1899 Found. Holstein Association of Switzerland (SHZV)
- 1965 First import of (Red) Holstein semen,  
crossbreeding and hence competition situation
- 2004 Project for merging of all Swiss breeding ass. failed
- 2005 - Merging project SFZV- SHZV
- 2009

	SFZV	SHZV
<b>Herd-book:</b>	<b>242'000</b>	<b>70'500</b>
HO (incl. RF) / RH	140'500	70'500
Breeders	11'500	2'340
Breeding cooperatives	796	94
Delegates	1'647	242
Employees	52	16.5
Net equity	CHF 12 Mio.	CHF 14 Mio.
<p>Services (SFZV / SHZV):  Herd-book (registrations, certificates), performance and conformation recording, laboratory analyses, breeding programmes, estimation of breeding values, marketing</p>		

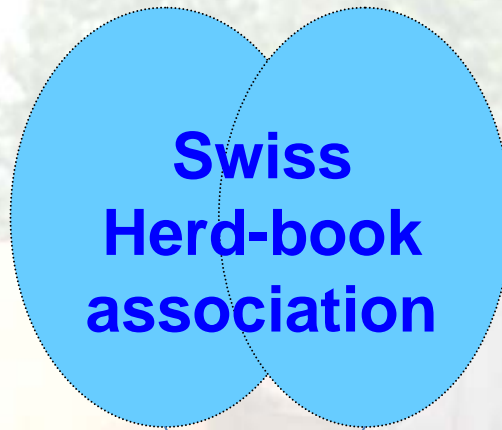
## Objectives of merging (1):

- To optimise processes, exploit synergies, join activities, increase service quality, reduce costs (up to CHF 4.1 mio. p/a);
- To prevent the foreseeable decrease of the number of breeders and dairy cows and to merge two rival service organisations;
- To unite the Red Holstein and Holstein populations in one common herd-book;
- To harmonise methods, i.e. classification

## Objectives of merging (2):

- To preserve the identities of all concerned breeds;
- To be future-oriented and able to comply with the demand of other breeds;
- Common appearance towards our partners in Switzerland and abroad;
- To be competitive in a liberalised market for herd-book services and recording activities in Europe.

Combination of both ass. => new association

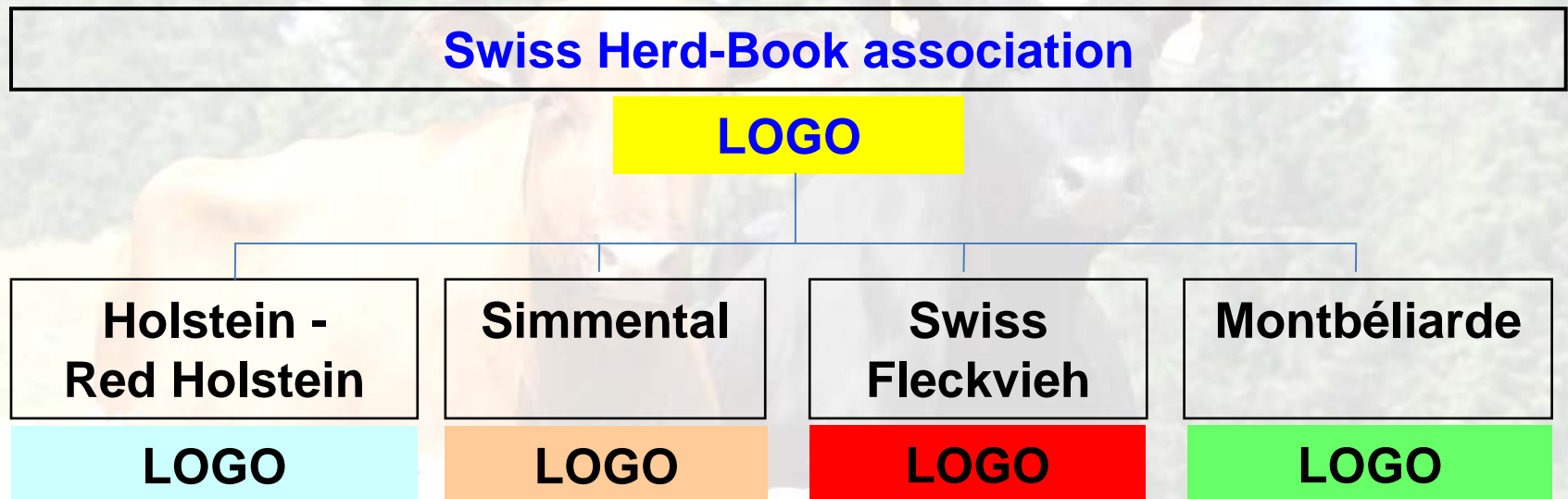


One breeding  
association



Several  
products

- Principle of Corporate Identity:
  - Neutral umbrella name + logo for the new association
  - Each product/breed has its own identity/branding





## Chances:

- To exploit synergies and save costs;
- Holstein and Red Holstein in one herd-book;
- Harmonisation of methods, in particular classification;
- Common breeding value estimation;
- Improvement of competitiveness;
- Political signal.

## Risks:

- Two cultures must coalesce;
- EDP (costs, data migration);
- Size vs. flexibility, proximity to breeders;
- Objections of regions / interest groups:
  - Insisting on acquired possession and rights, i.e.
    - Limitation of the number of delegates
    - Composition of the managing board
    - breed commission RH/HO

Voting on 2nd April :

- SFZV: 1348 delegates, 899 yes = merge accepted
- SHZV: 239 delegates, 105 yes = merge rejected

**The majority of 2/3 of the delegates of both associations is not reached – merge failed**

Next steps:

- Discussion about common EBV (genomic selection)

- Emotions are often far more important than reason
  - office seat
  - the big swallows the small
  - memories of the past
- Finance: Planned long term savings are often not perceived important
- Politics: inappropriate signal – 2/3 of our costs are covered by public funding



**Thank you for your attention!**