

INTERNATIONAL BRANGUS BREEDERS ASSOCIATION

# LONG TERM PLAN

*Created 2020*



## LONG TERM PLANNING COMMITTEE MEMBERS

JC Bouse Eddy Roberts  
Mark Cowan Randy Schmidt, M.D.  
Bill Davis Vern Suhm  
Pete Deleeuw Mike Vorel  
Joe Fuller Tracy Holbert, chairman  
Allen Goode Darrell Wilkes, Ph.D.,  
Chris Heptinstall IBBA executive vice president  
Doyle Miller



*Brangus members and industry friends.*

We are closing in on the two-year anniversary since the first International Brangus Breeders Association (IBBA) Long Term Strategic Planning Committee (LTSPC) meeting was called to order. From that first roll call, the LTSPC members have given their time, energy, and resources as one of the greatest think tank groups with which I have ever been associated. Since that initial conference call in December 2018, this group of passionate breeders have met in countless meetings including trips to the National Cattlemen's Beef Association (NCBA) Convention in Louisiana, Beef Improvement Federation (BIF) Conference in South Dakota, and the Texas A&M Beef Cattle Short Course in Texas. Recently a subset of the LTSPC toured feedlots in the Texas Panhandle and Kansas representing the largest cattle feeding companies in the United States. The tour culminated in meetings with beef industry leaders representing U.S. Premium Beef, National Beef Packing, and Cargill Meat.

Our committee has reviewed all facets of the IBBA, from every angle imaginable, in relation to our place and status as seedstock providers in a drastically evolving beef industry. We believe the blueprint you are about to review forms a viable and strategic action plan for our association and membership to grow, thrive, and compete in a dynamic beef industry. Already, our association has initiated artificial insemination breeding programs for breed research in commercial cow-calf herds, breed governance has evolved to better represent our entire membership more completely, our Target 75 project is discovering invaluable industry information that will point our breed's future in the proper direction, and we have discovered how other segments of our industry view our breed and its future in the feeding and packing world.

Darrell Wilkes, IBBA executive vice president has been invaluable in leading this charge, getting our committee through industry doors we have previously failed to walk through, and offering a unique perspective relative to industry issues we must address to grow and thrive. Many thanks to Dr. Wilkes from each member of our LTSPC for his leadership and wisdom.

I'd like to extend a personal thank you to each member of the LTSPC. This is an amazing group of passionate and dedicated breeders, who each have an incredible desire to grow, evolve, and improve our breed and association. Working with this group of breeders has been one of the true highlights of my 40 years invested in our breed and the Brangus association.

On behalf of the committee, we can't wait for you to read the plan enclosed. We genuinely hope it brings value to each and every one of your Brangus businesses.

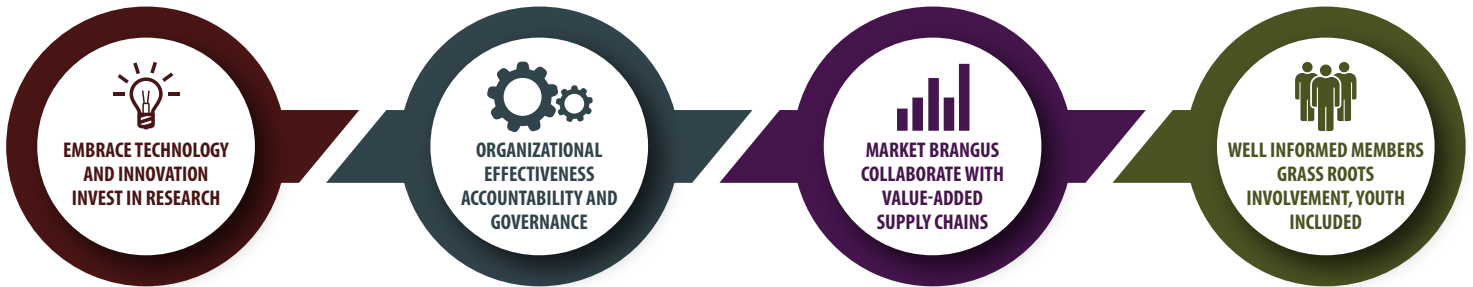
*Best regards,*

*Tracy Holbert,*  
chairman



# BRANGUS UP

Ten-year plan to enhance the success of producers who use or create Brangus genetics



The success of Brangus seedstock breeders is anchored entirely to the success of commercial producers who utilize Brangus genetics. Commercial customer profitability is JOB ONE. Brangus breeders lead with cowboy values of stewardship, honesty, integrity, family, and fair dealings to ensure a sustainable Brangus lifestyle.

## EXECUTIVE SUMMARY

This plan is intended to encourage and support aggressive growth in the Brangus registry, to boost the success of every serious Brangus breeder, and, as importantly, the success of commercial producers who use Brangus genetics.

In the case of IBBA, the goal is *growth* – growth in demand for Brangus genetics, growth in the number of registrations, growth in the amount of useful data, growth in the number of memberships, and growth in the success of every dedicated Brangus breeder.

A long term plan sets the stage for *proactive* management. The alternative is to operate year-to-year in a *reactive* mode, which rarely results in progress. Every long term plan is created at a point in time, taking into account the facts and perceptions that exist at the moment. Therefore, an effective long term plan must focus on the big picture.

Many long term plans fail to deliver the desired results and the reason is usually the same: the organization continues doing what it has always done year-to-year, with the same structure it has always had, while the long term plan sits on a shelf and becomes forgotten or the, “we’ll get to it later, when things settle down” attitude.

Adopting a long term plan almost always requires that things change. If an organization is not willing to change, then creating a long term plan is usually a waste of time. The

implications of adopting a long term plan are many, including such things as:

- Potential restructuring of decision- and policy-making processes involving committees and board of directors
- Potential restructuring of staff to ensure the skills and experience needed to execute the plan are present
- Amending by-laws that may stand in the way of progress and growth
- Reconsidering traditional activities that may not be in sync with the long term plan

“  
The objective of any long term plan is straightforward: to maintain focus and consistency on the most important goals of an organization.  
”

**[PREFACE: AN INDUSTRY IN TRANSITION**

The beef industry is transitioning from a commodity industry, where origin producers remain anonymous and their production is blended into commodity soup without identity, to an industry comprised of a myriad of value-added supply chains where origin producers who are willing to go above-and-beyond are coveted and vital to the success of the supply chain. This transition is driven by two ultra-powerful and unstoppable forces: 1) economics and 2) consumer demands.

First, economics. A commodity industry is, by definition, a break-even enterprise over time. Barriers to entry are low and, therefore, whenever supply-demand factors allow for good short-term margins for producers, it is a mere matter of time before supply swells and margins return to net zero or negative. This is the history of the commodity beef industry. With no differentiation, a pound of beef from an excellent producer is blended with a pound of beef from a less qualified producer, the net result being two pounds of commodity beef worth the same price – produced at zero net margin. The solution to the commodity dilemma is too obvious: **don't be a commodity.**

Second, consumers. Consumer demands have created an incredible opportunity for progressive producers to climb out of the commodity rut and participate in value-added markets. Consumer trends are undeniable and well documented. A rapidly growing segment of consumers wants more information about the origin of their food. They want assurance it was produced in a humane and sustainable fashion. They want assurance that the producers of their food share common values with those who eat it. They expect beef to taste great! These basic facts have not been ignored by the beef industry. The 21st century is marked by a rapidly growing number of value-added (pasture-to-plate) supply chains where quality standards are high, documentation is required, and the source producer is no longer anonymous. Demanding consumers place higher value on the beef produced from these systems, thus creating new profit opportunities. In essence, consumers are telling producers, “If you want me to pay more, **don't be a commodity.**”

*“The beef industry is changing! There's any number of indicators out there that point to the shifting business environment. However, one of the most significant markers of that change revolves around the growing number of USDA certified beef programs.*

*Undoubtedly, the one receiving the most attention of*

*late being G-112: the specification number assigned to the 44 Farms Premium Natural Black Angus program. The program was established to source Walmart with beef for the company's new focus on “fresh” meat and produce - a strategy designed to help drive sales and store yield. That aside, there's been huge growth in the number of branded programs across the beef industry over the past decade.*

*As a review, Certified Angus Beef (CAB) was initiated in 1978 and holds the distinction as the first USDA certified beef program. And it stood alone until Chef's Exclusive was added in 1986. It then required another 10 years before the industry introduced any new programs, Certified Hereford Beef and Black Canyon Angus Beef Premium Reserve were both established in 1996.*

*From that point things picked up rather quickly with the industry adding 18 new programs over the course of the next nine years. However, the trend plateaued and at the end of 2008 there were 22 programs in existence. The growth from there, though, as been nothing short of remarkable - the beef industry has added at least one new program every year since that time. The cumulative growth has resulted in 34 new programs during the past 11 years.*

*The trend has had huge implications for the beef industry going forward. It increasingly points towards focused supply chains that require specified genetics and/or management to qualify for a respective program. And it's all in an effort to decommo-ditize the product and establish value creation through differentiation.”*  
*- Nevil Speer, Ph.D., Where Food Comes From*

**Cumulative Number of USDA Certified Beef Programs Based on Unique Specification Number Categorized by Year of Initial Release**  
 Adapted from USDA:AMS

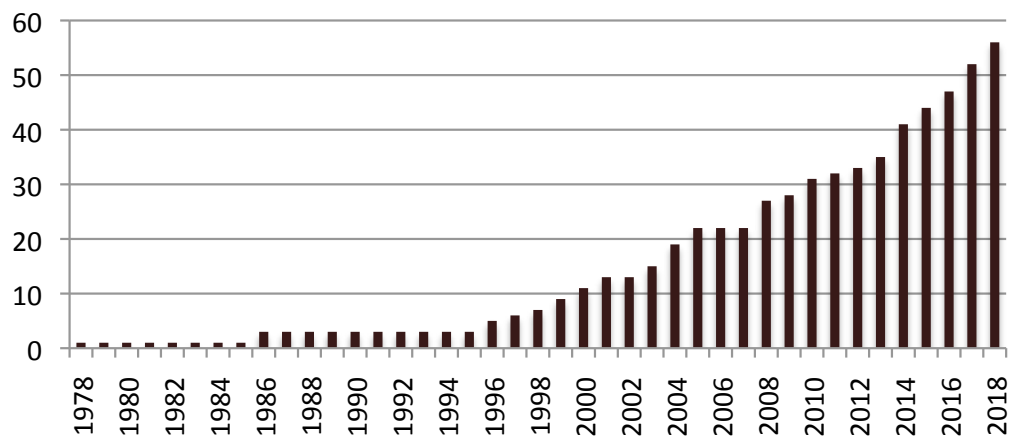


Chart courtesy of Nevil Speer, Where Food Comes From

### WHAT DOES THIS MEAN FOR BRANGUS?

For any breed of cattle to remain relevant in this evolving dynamic, there must be solid evidence that the genetics of the breed can deliver on efficiency, sustainability, and end product quality. Slogans and opinions count far less than hard data gathered in the real world, proving that Brangus can deliver on all elements.

For a breeder of seedstock to prosper in this new paradigm, providing proven, high-value genetic packages to commercial beef producers is still the most important ingredient – as it has been for decades. But more than ever, successful seedstock producers will be expected to work alongside their customers to find value-added market opportunities.

Finally, for a breed association like IBBA to remain relevant, it must operate on the cutting edge of data management and genetic evaluation. It must introduce new genetic tools to its members and be prepared to handle the new data management challenges that come with each genetic innovation. It must look further downstream to the success of commercial producers who use Brangus genetics. It must identify value-added market opportunities and, critically,

it must produce empirical proof that Brangus genetics can deliver efficiency, sustainability, and end product quality.

### HOW DOES THIS 10-YEAR PLAN AFFECT ME?

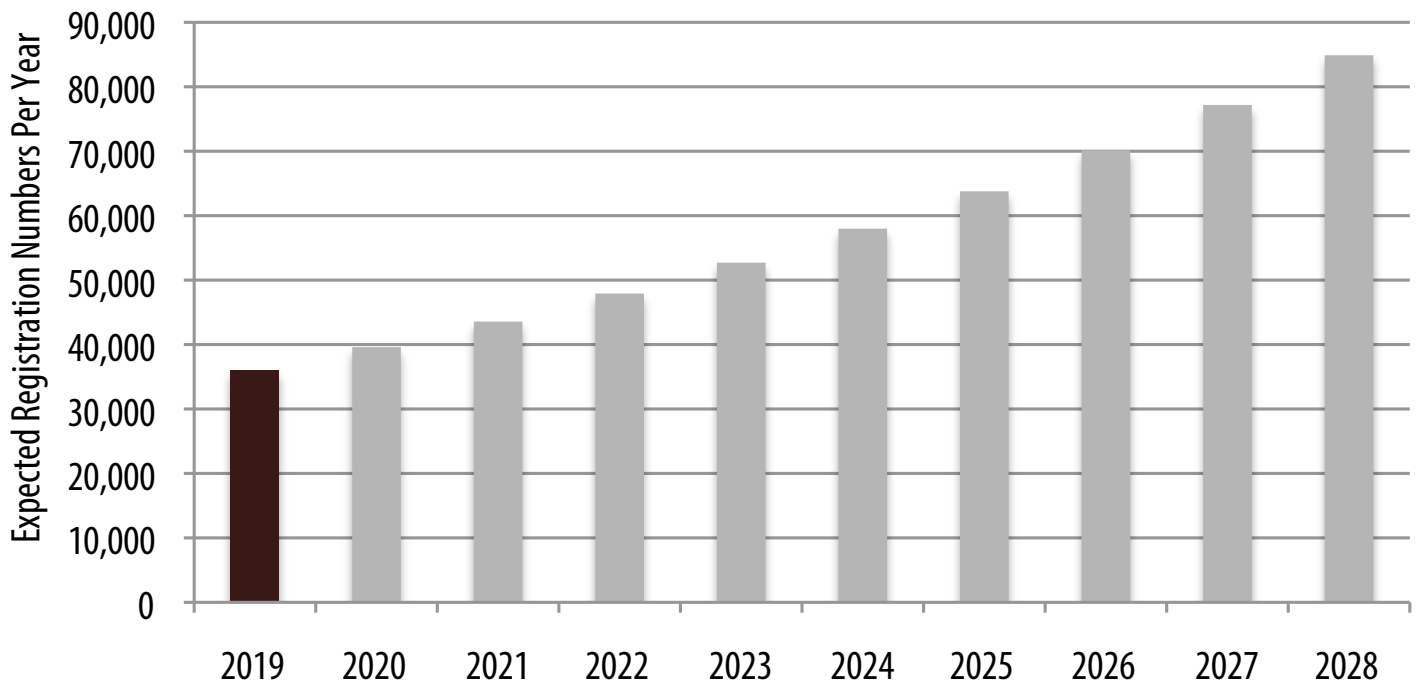
This plan, when successfully executed, gives every Brangus breeder the chance to grow – in size and profitability. Every Brangus breeder has the option to ignore this plan and continue to run their operation normally, asking for and receiving basic services from IBBA. Every Brangus breeder also has the option to embrace this plan and to integrate their own business planning and execution with the key initiatives in this plan.

IBBA intends to be on the cutting edge of innovation in the beef industry.

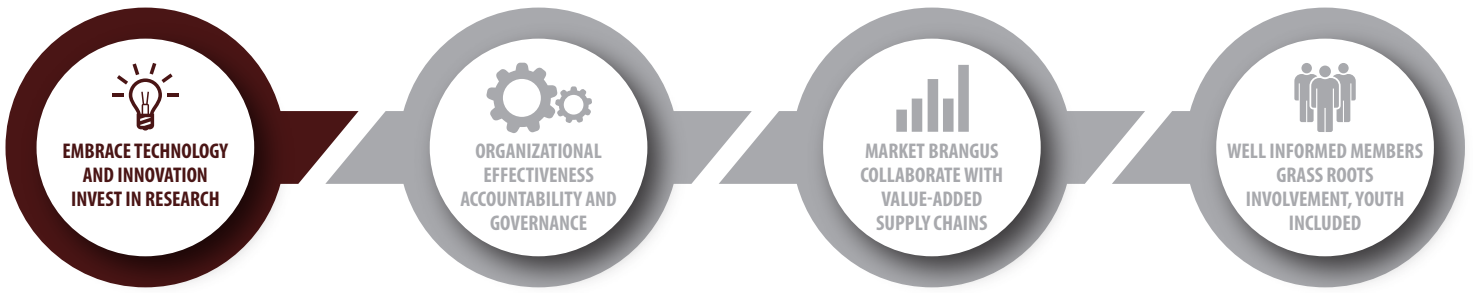
This plan is intended to create 10% annual growth in U.S. Brangus registrations, with corresponding growth in the membership base of IBBA. The goal is to create growth in demand greater than 10% per year, thus producing robust competition among commercial producers for Brangus bulls. This depends entirely on creating strong demand for Brangus-sired feeder cattle and strong demand for Brangus-based commercial females.

**“**  
**The key is to be proactive, not reactive. Lead the customers instead of just listening to them. Use the customer’s imagination to “pre-view” the future along with understanding the demographic, socio-graphic and psycho-graphic trends of customers; and tracking the emerging social and cultural directions and new advances in technology.**  
***Sacred Cows Make the Best Burgers: Developing Change-Driving People and Organizations***  
**(Kriegel, Brandt, 1997)**  
**”**

### Projected Growth of Brangus Breed Over the Next 10 Years



Growth at a 10% Yearly Increase



# EMBRACE TECHNOLOGY AND INNOVATION

Cattle breeding will become increasingly more technical. Few fields of science are on a steeper plane of innovation and discovery than the field of genetics. In the time frame envisioned by this plan, ongoing research will generate new insight into the genotype of cattle at the DNA level. New discoveries will constantly challenge the statistical models used in genetic evaluation and EPD computation. New and more powerful genetic selection tools will be a regular occurrence.

Cattle feeders and packers are paying more attention to genetics than ever before, particularly with their non-commodity or “program” cattle. In the decade ahead, it will become common for feeder cattle to be marketed with an objective genetic score that is predictive of their growth efficiency and carcass value and, thus, will have profound influence on the level of demand and the price. The same is sure to happen with commercial replacement females that are marketed into value-added programs where genetics matter most.

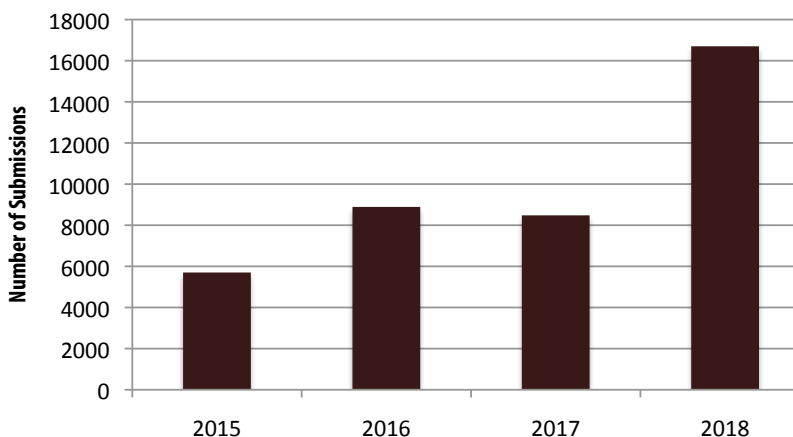
Breeders and breed associations will be confronted with difficult decisions such as whether to embrace such technologies as gene editing and/or gene substitution which may offer significant productivity enhancements but may create consumer concerns about the wholesomeness of their food.

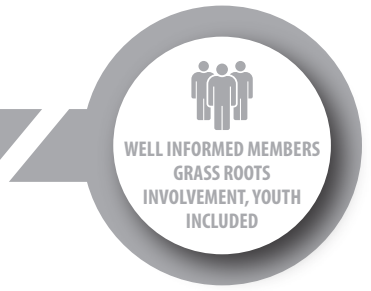
As a breed, Brangus must recognize the reality of genetic drift and embrace and effectively market the opportunities afforded the breed as a result.

## Strategies – Charges to the Breed Improvement Committee

1. Ensure that IBBA is on the leading edge of genetic evaluation
2. Ensure that IBBA has a database structure that is highly adaptive and, thus, capable of storing data that cannot be imagined at this time
3. Develop a feed efficiency EPD by collecting the necessary data
  - a. Examine and understand the methodology behind feed efficiency data
  - b. Determine the most effective means to report feed efficiency
4. Develop selection indexes based on economic values
5. Investigate and/or develop decision-support software to assist commercial users of Brangus in selecting the most profitable genetics for their unique environments
6. Move from an IMF EPD to a Marbling Score EPD
7. Recalculate maternal indexes on a bio-economic scale that is more intuitive and easier to translate into customer profitability
8. Validate the 9-3-1 concept of relative economic importance for (nine parts maternal productivity), (three parts post-weaning growth), (and one carcass traits), and incorporate appropriate economic weighting in the production of bio-economic selection indexes
9. Develop programs to encourage submission of data for those traits that are below optimum in number of data records currently in the database; i.e. mature cow weights, feed efficiency, etc.
10. Encourage IBBA member attendance at the Beef Improvement Federation (BIF) annual meeting
  - a. Offer an expense-paid trip (i.e. scholarship) to BIF for a deserving junior member
  - b. Offer an expense-paid trip to BIF for the IBBA Outstanding Commercial Producer of the Year

Annual Brangus DNA Submissions





# INVEST IN RESEARCH

It is impossible to identify every research project that should be undertaken by IBBA over any 10-year period. What can be stated with assurance at the early stages of the plan is two-fold: 1) IBBA must create a structured mechanism to establish research priorities and 2) develop and implement a mechanism to fund a legitimate and significant research program.

It is 100% certain that research regarding cattle, beef, protein, economics, consumer behavior, etc., will be conducted continuously by companies and universities. Such research may either positively or negatively reflect on Brangus. It is insufficient for IBBA to simply react to research findings that affect the breed. Rather, IBBA must lead and be proactive in conducting and/or encouraging research that validates the purported strengths and provides insight to shore up the purported shortcomings of the breed.

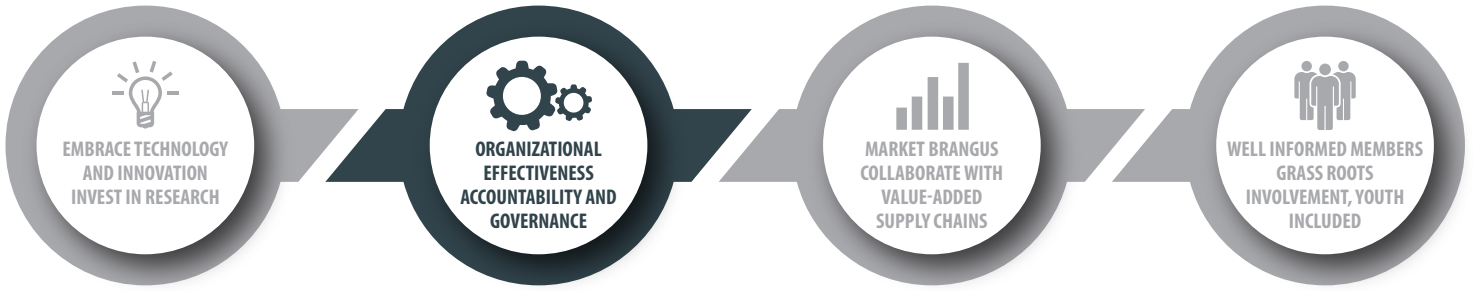
## STRATEGIES:

1. Initiate a long-term project to compile data on 10,000-hd of sire-identified cattle; to be called the Brangus Value Project
  - a. No fewer than 500 head beginning with the 2020 calf crop, with annual growth sufficient to accumulate records on 10,000-hd by 2030
  - b. Secure donated semen on high-impact sires from IBBA members, along with a cash contribution, which will generate no fewer than 25 feeder steers and 25 replacement heifers from each sire; steers to be fed and harvested, heifers to be retained and bred with collection of relevant maternal performance data
  - c. Secure long-term relationships with commercial cooperators whose herds will be used to produce the sire-identified progeny used in the study
  - d. Collect DNA samples on all progeny with the goal of developing improved genomic tests in which IBBA has full or partial intellectual property ownership
2. Form an IBBA Research Committee
  - a. Institute a deliberate and transparent research priority-setting process
3. Utilize the International Brangus Breeders Foundation (IBBF) to implement a program that will generate annual funds to support essential research
  - a. Develop a plan for funding high-priority research (not just biological research, but market and messaging research as well), and achieve annual research funding of at least \$100,000 per year



The back cover of the April 1982 *Brangus Journal* ran by Granada Land & Cattle Co. The industry, and the Brangus breed, has evolved from the once-popular, “Smart cattle breeders know the bottom line is lean beef.” Today, it’s marbling and meat the consumer is after and the Brangus breed must deliver.

“At a Beef Improvement Federation (BIF) Conference in the late 1980’s, the president of one of the largest beef packers made the statement that “Bos indicus cattle do not have the quality grade and lack ribeye area.” That declaration caused a ripple effect resulting in an “eared cattle discount.” Yet, it also ignited a tremendous effort in the Brangus breed to dramatically improve marbling ability and added muscling.  
-Joe Fuller, IBBA Promotions Committee chairman”



# ORGANIZATIONAL EFFECTIVENESS

IBBA exists for only one reason: to pursue and realize the vision of Brangus breeders. IBBA does not seek to generate operating profit for the sake of profit. Operating margins represent funds that can be invested in promotion, research, and other functions to benefit Brangus breeders.

IBBA can do things for member breeders which they cannot feasibly do for themselves. Examples include compiling a breed-wide database of performance information and DNA test results, maintaining a computerized herd book, performing breed-wide genetic evaluation, and orchestrating competent research to guide decisions, to name a few. It is up to IBBA staff to ensure these things are done effectively and efficiently.

Brangus breeders deserve a dedicated staff that does not look at their employment as “just a job.” The organization will hire staff who see their work at IBBA as a good fit with their personal passion and something that will allow them to develop professionally and be rewarded for their accomplishments.

Effective recruitment and hiring of the right staff members will result in the following:

1. Long-tenured staff members who develop strong and long-lasting relationships with members and have deep-rooted knowledge of the beef industry and the role of Brangus within it
  - a. Institute an effective internship program to help identify future IBBA employees and/or employees for Brangus breeders
2. Staff that are visible and highly regarded by the broader beef industry
  - a. Increase staff participation in professional organizations affiliated with the beef industry such as the Beef Improvement Federation, Livestock Publications Council, U.S. Beef Breeds Council, National Cattlemen’s Beef Association, etc.
3. An effective succession plan that ensures smooth transition from one staff executive to the next
4. Professional management of IBBA assets and resources
  - a. Maintain accurate financial records with minimal audit exceptions
  - b. Maintain active membership oversight of financial management via the IBBA Finance

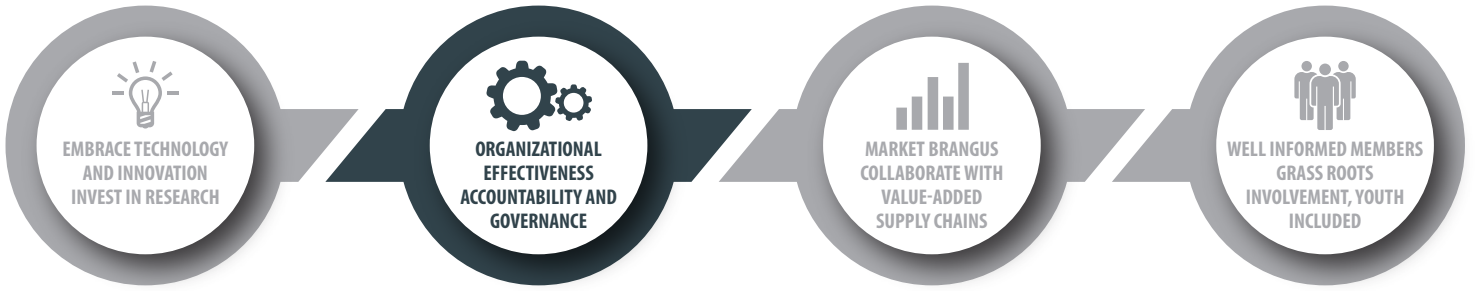
- c. Maintain accurate records of all committee and board deliberations
  - d. Develop and manage accurate annual budgets
5. Effective and efficient information (computer) systems to manage herd book functions, resulting in:
  - a. User-friendly software programs to manage registrations, data entry, and retrieval
  - b. Readily-accessible data to support internal and outsourced research on Brangus genetics
6. Publications and member education materials that are world-class and are seen by members as “must read” materials

IBBA is self-governing. The board of directors is elected by the membership in a democratic process. Committee leadership is appointed by the elected president. Standing committees recommend policy positions and the board makes policy decisions based on committee recommendations. Effective governance requires membership participation and the election or appointment of a highly motivated, highly talented roster of volunteers who give of their time and treasure to lead the organization.

Structure and election of the board of directors:

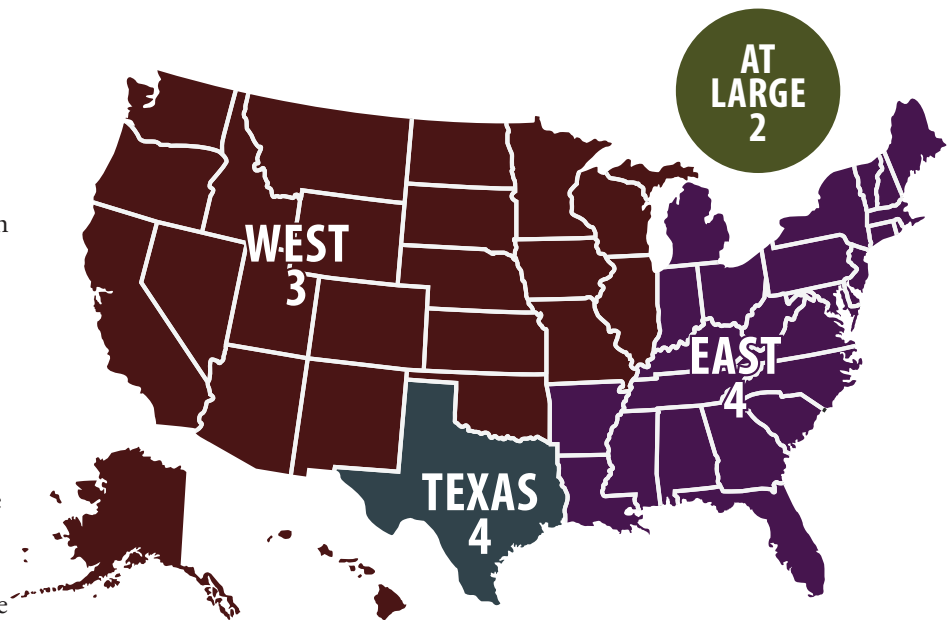
1. Redistricting of IBBA Regions
  - a. Considerations of By-Laws
    - i. The board of directors has the authority to redistrict the IBBA membership regions
    - ii. 13 board members
  - b. Western Region, 3
    - i. To be comprised of the state beginning with Oklahoma and Missouri, north to the great lakes and West to the Pacific coast – from Canadian to Mexico borders.
  - c. Eastern Region, 4
    - i. To be comprised of all states east of Texas and the western region
  - d. Texas Region, 4
    - i. The state of Texas
  - e. National, 2
    - i. Two Brangus members from any region may be nominated and elected





# ACCOUNTABILITY AND GOVERNANCE

2. Board of Director Criteria
  - a. Per the current IBBA by-laws, the IBBA president shall appoint a current member of the board of directors from each region, now to include a national region, to develop a nominating committee that will solicit, accept, and review nominations for the seats up for election each year
  - b. To be considered for the board of directors, a member shall meet the following criteria and procedures:
    - i. Be an active IBBA Member
    - ii. Served on at least one IBBA standing committee for three years, being active and participating
    - iii. Submit the IBBA board of directors application that outlines their qualifications and skills to serve on the board
    - iv. Make a verbal or video presentation before the board and the membership further detailing their qualifications and skills to serve on the board
3. Election of Directors
  - a. Provide an election period of 30 days to:
    - i. Vote by mail in ballot
    - ii. Electronic balloting
  - b. Request the IBBA auditors to determine an effective electronic balloting system
  - c. Provide for final voting at the IBBA annual meeting
  - d. Announce the final results and seat the new board of directors at the annual meeting
4. Education
  - a. Provide education to the membership about what it means to be a director, a committee chairman, and a committee member
5. Board of Director Meetings
  - a. Hold quarterly, in-person board of director meetings
    - i. Hold at locations around the country
    - ii. Increase the board of directors budgeted travel funds to cover travel expenses
6. Committee Governance
  - a. Each committee chairman shall submit minutes of their committee meetings
    - i. These minutes must include committee member roll calls and records of attendance and participation
    - ii. This is to certify future board of director qualifications
7. By-Law Updates
  - a. Remove the three-year term limit for committee members
  - b. Implement the proposed voting process for the board of directors so that final voting may be conducted at the annual meeting





# MARKET BRANGUS

The Brangus breed was initially created to produce productive cows that could thrive in harsh, hot environments, compete with Continental breeds relative to growth efficiency, and simultaneously produce high quality beef demanded by consumers. The original breeders may not have been focused so much on consumer issues such as animal welfare (polled – no dehorning necessary), sustainability (hardy grazers), or food purity (better health through heterosis), but they couldn't have done much better even if these “modern” issues had been on the front burner in the 1950s.

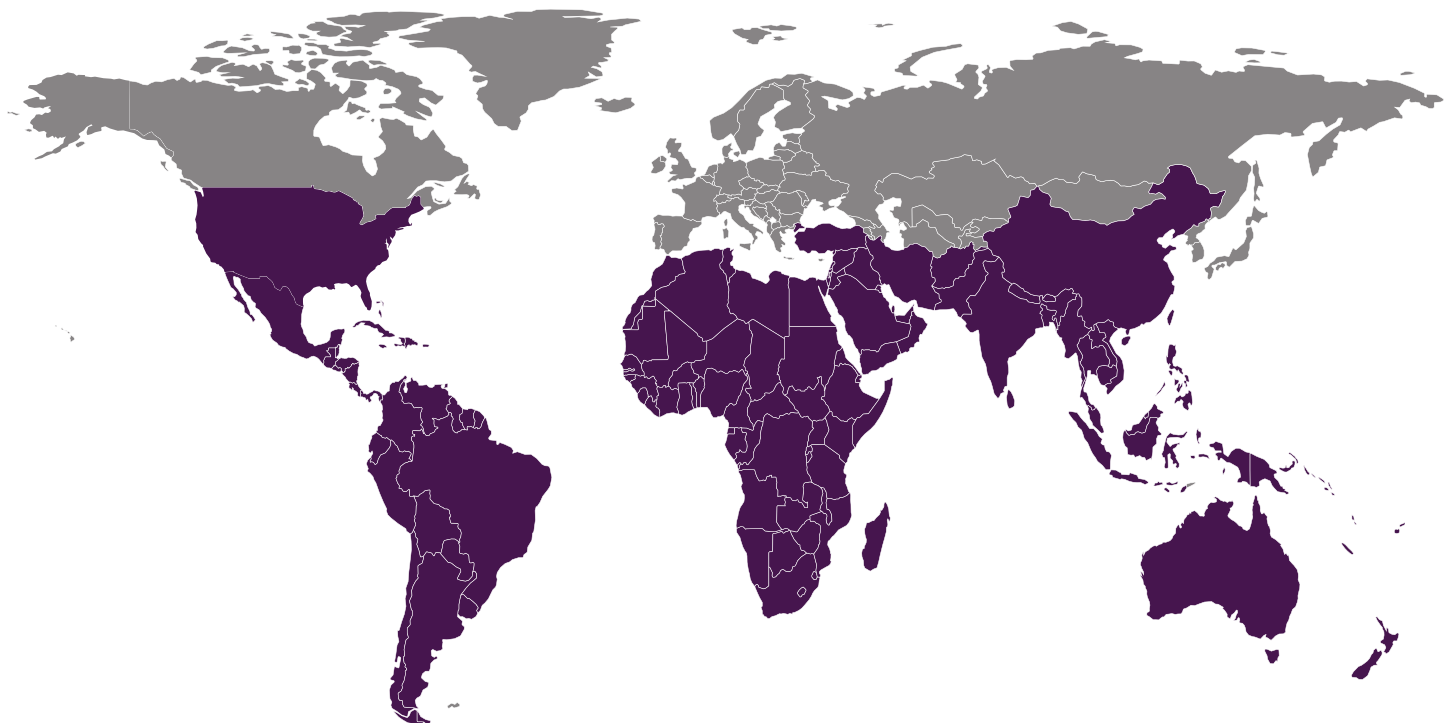
The original breeders could not have chosen a better *Bos taurus* ingredient than Angus, which was marginally appreciated in the 1950s but highly appreciated now. The percentage of cattle grading Choice or better in the U.S. has increased dramatically in the last decade – from an average of 55-60% to an average over 80%, thanks largely to Angus influence. Domestic and international demand for U.S. beef is largely dependent on the exemplary quality of U.S. grain-fed Choice beef. Brangus genetics fit the high quality beef market,

but for decades feeder cattle buyers have discounted *Bos indicus* composite breeds based on the notion that they don't grade as well. While this is generally true, it is not true with Brangus. IBBA and its members must prove that Brangus fit the high quality beef market with no compromises, and reignite the trailblazing vision of the Brangus founders.

Brangus genetics from the U.S. are considered the best in the world. Over 70% of the cattle production land on earth is considered most suitable for *Bos indicus*-influenced genetics. International marketing and promotion are every bit as important as domestic marketing and promotion.

While it is true that “Brangus is not your granddad's Brangus bull”, it is also true that this is not your granddad's marketing environment. Print advertising, by itself, does not comprise a marketing and promotion strategy in the 21st century. Social media and internet-based target marketing are evolving into truly scientific marketing methods. IBBA must embrace the new marketing platform and excel at execution.

## Global Map of Countries Suited for *Bos Indicus*-Influenced Cattle



**STRATEGIES:**

1. Conduct domestic market research to refine the promotional messages and determine the most effective methods of reaching target audiences with the Brangus message(s) – domestically and internationally. Initial research to focus on 75 highly influential targets, including:
  - a. 15 large business-minded, profit-oriented commercial operations that are in Brangus geography but do not use Brangus genetics
  - b. 10 large business-minded, profit-oriented commercial operations that are in Brangus geography that utilize Brangus genetics
  - c. 5 major feeding companies
  - d. 5 supply-chain (i.e. ranch to retail) alliances
  - e. 5 packers
  - f. 10 major video market representatives
  - g. 15 highly visible thought leaders from land grant academia
  - h. 10 leading seedstock firms in Brangus geography with multi-breed offerings that do not include Brangus
2. Compile data and conduct research to address the real or perceived shortcomings of Brangus that emerge from the research noted in #1 above
3. Provide educational programs for members covering cyber-marketing
4. Provide credible materials that IBBA members can utilize in print or cyber-link from to promote Brangus
5. Leverage IBBA membership in the United States Livestock Genetic Export, Inc. (USLGE) to conduct actionable market research to enhance the international marketing opportunities for Brangus genetics

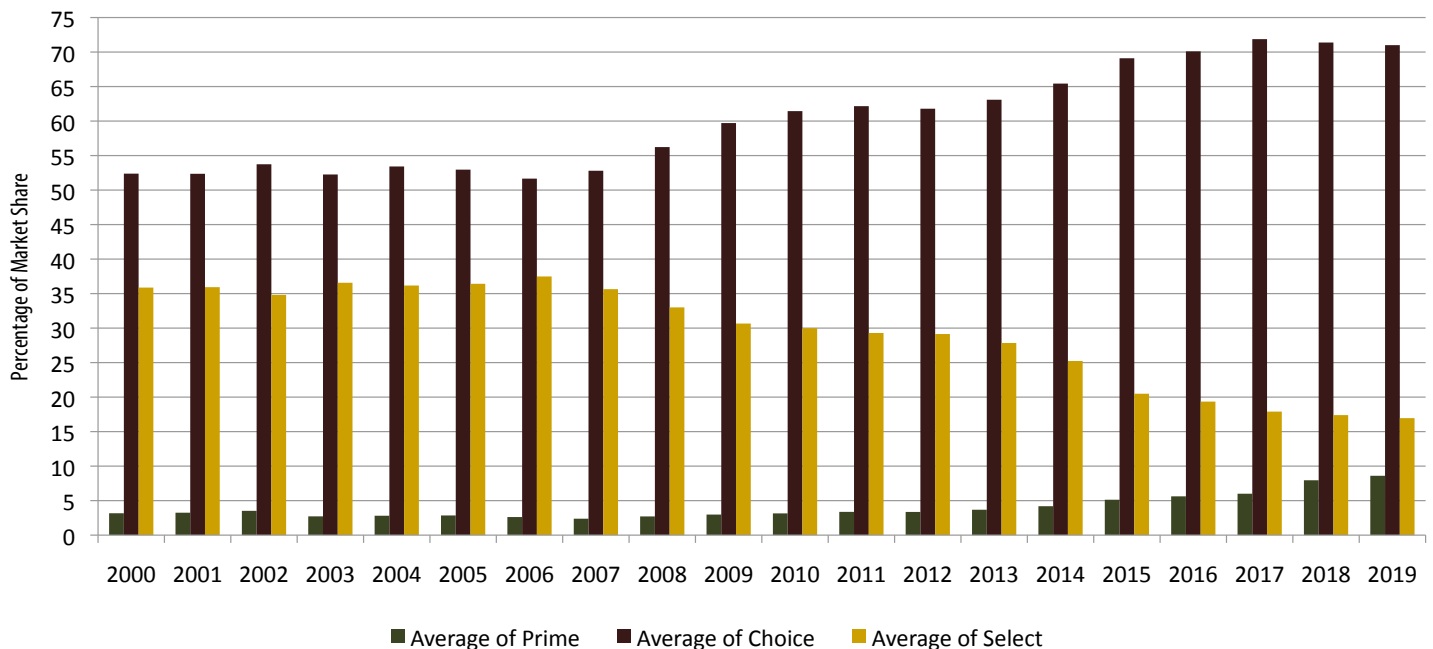


**The seedstock business today is truly a global marketplace. Brangus breeders have an advantage because Brangus cattle are adaptable to every continent of the world where cattle roam. Marketing the Brangus breed through print and digital media is crucial for the continued expansion and growth of the breed and integration of Brangus genetics worldwide.**

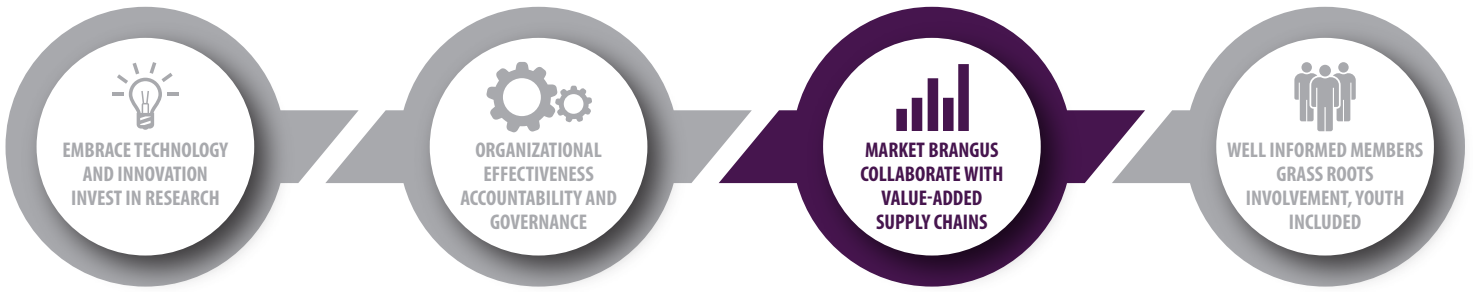
*- Rachel Cutrer, CEO, Ranch House Designs, Inc. and Co-General Manager, B.R. Cutrer, Inc.*



**The Percentage of Meat Marketed Prime, Choice, and Select Since 2000**



*Chart courtesy of Nevil Speer, Where Food Comes From*



# COLLABORATE WITH VALUE-ADDED SUPPLY CHAINS

On rare occasion, a genuine mega-trend comes along that truly transforms an industry. The beef industry is in the midst of such a transformational change. As this transition matures, the final result will be two distinct cattle markets: 1) for commodity producers (with their commodity cattle) and 2) for value-added producers participating in structured supply chains (with their genetically superior, fully documented cattle).

An important element of a supply chain is that the beef produced by it has a “story” that is intended to resonate with a segment of consumers and entice a willingness to pay a premium. The messages include, but are not limited to: environmental stewardship, sustainability, animal welfare, known source, non-use of pharmaceuticals, etc., and virtually any combination of claims that entices consumers to prefer the supply chain’s product. Virtually all supply chains have genetic specifications, and most of them are anchored around Angus, which is the dominant genetic ingredient in Brangus. Having Brangus feeder cattle being accepted into successful supply chains such as branded programs has two benefits: 1) it creates new marketing opportunities for commercial producers who use Brangus genetics and 2) it serves as an endorsement of Brangus genetics by consumer-focused enterprises, which has the potential to grow the market for Brangus seedstock.

## STRATEGIES

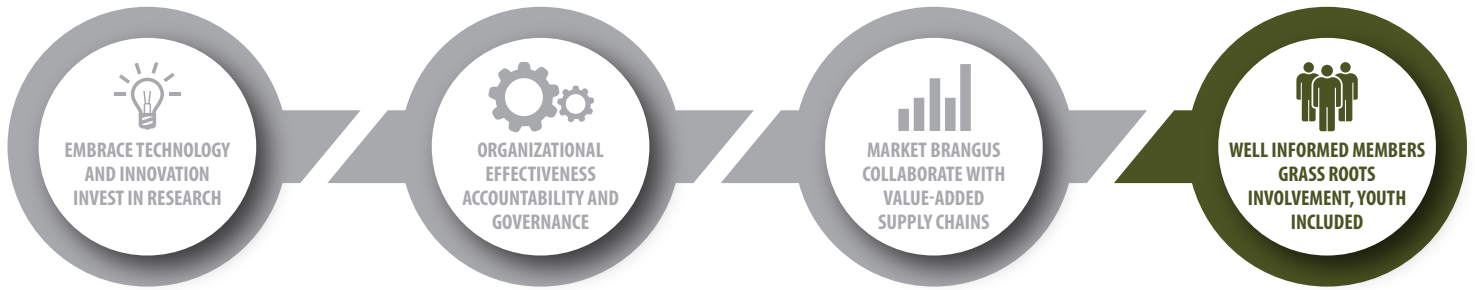
1. Identify supply chain systems that allow (or would consider) Brangus genetics in their programs
2. Gather historical and current feedlot and carcass data from IBBA members and from commercial customers of IBBA members to:
  - a. Illustrate Brangus performance
  - b. Identify areas for improvement that would help Brangus not only fit with such programs but be preferred by them
3. Create a very active and effective IBBA Commercial Marketing Committee
4. Develop a Brangus “feeder calf pool” program that allows smaller commercial users of Brangus genetics to pool their calves and realize the full upside price potential of documented Brangus feeder cattle
5. Develop collaborative relationships with the nation’s most progressive cattle feeding companies

**PRODUCER**  
Any breeder with Brangus, Brangus sired, or Ultra calves

**STOCKER**  
Any breeder willing to gather Brangus calves from producers in their area, commingle and background the calves on grass until a certain weight

**FEEDLOT**  
A feedlot who will take the commingled groups of calves from the stocker and feed Brangus-influenced cattle and report back with feed intake data

**PACKER**  
A plant who will process the beef for consumer consumption, and report carcass data back to the producer



# WELL INFORMED MEMBERS

From the perspective of growing and improving the Brangus breed, and from the perspective of growing and strengthening IBBA, nothing can replace good decision making by IBBA members. Whether the decisions pertain to IBBA policy or to business strategies undertaken independently by IBBA members, having a good grasp of relevant facts and trends is irreplaceable. As seedstock production becomes more technical, and as the beef industry continues its transition into a more consumer-focused enterprise, IBBA must serve an ever-increasing role in bringing current information to members and their customers.

## STRATEGIES

1. Expand and improve the content in Brangus publications to cover the broader beef industry
2. Increase collaboration with leading market intelligence organizations such as CattleFax
3. Improve use of social media and the IBBA website to keep members informed of important developments
4. Develop an online library of seminars and writings covering current developments and opportunities in the beef industry
5. Offer leadership training programs for members who are interested in committee leadership or board of director roles
6. Encourage member involvement with state and national cattle organizations

Looking to the future, mentoring and developing the next generation of Brangus breeders is a high priority. For future breeders to be successful, an understanding of the growing complexity of the (global) beef enterprise is essential. Educational programming for International Junior Brangus Breeders Association (IJBBA) members needs to move to the next level.

## STRATEGIES

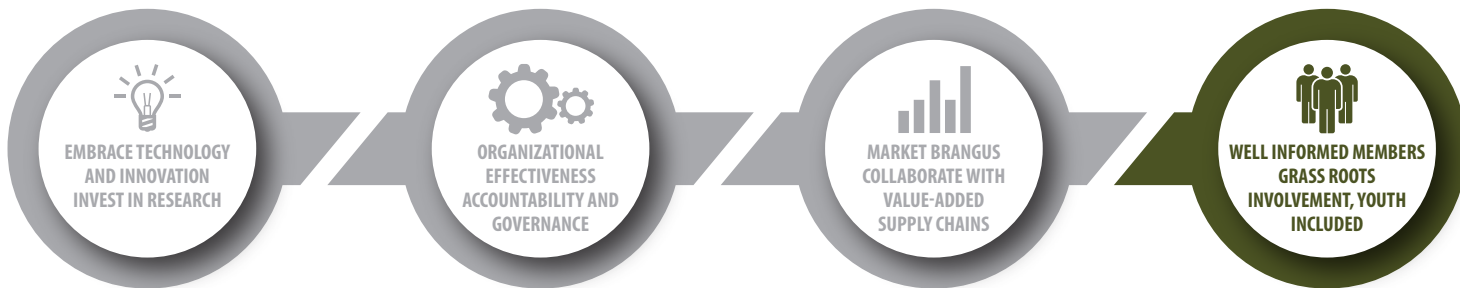
1. Include a non-voting junior member on each IBBA standing committee
2. Develop a steer feed out and carcass evaluation program to educate juniors about the economics of commercial beef production
3. Continue to expand and improve the Legacy Leadership Conference
4. Continue and improve the educational functions associated with the annual National Junior Brangus Show
5. Rebuild a synergistic and cooperative relationship between IJBBA and IBBA

### WHAT DOES THE IJBBA BOARD OF DIRECTORS DO?

- In 2019, the IJBBA directors traveled over 65,000 miles representing the Brangus breed at shows, sales, meetings, local events, and conferences.
- The junior directors are responsible for making all the decisions pertaining to the junior association.
- The junior directors are responsible for planning, fundraising for, and executing the National Junior Brangus Show and IJBBA Legacy Leadership Conferences.
- They attend the Youth Beef Industry Conference held bi-yearly to collaborate and learn from other junior beef boards.



**Brangus** JOURNAL **FRONTLINE** BEEF PRODUCER

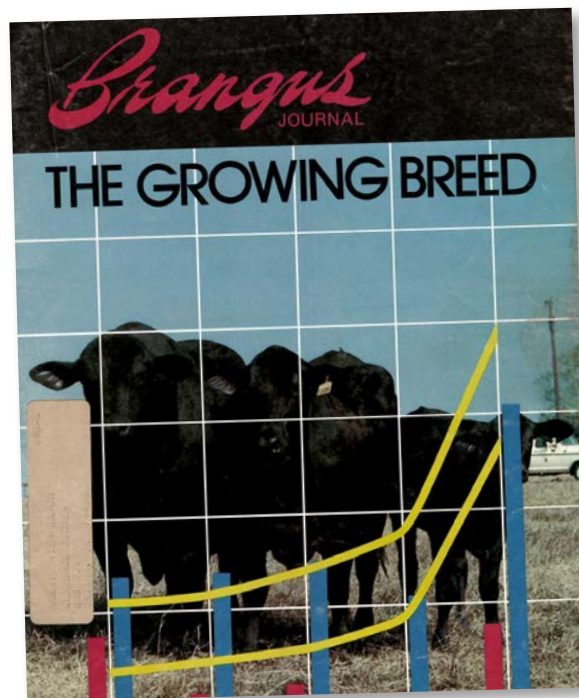


## GRASS ROOTS INVOLVEMENT, YOUTH INVOLVED

IBBA will create a robust upward trend in the number of members who attend meetings/events and participate in association committees. This is essential to achievement of the other goals defined in this plan. IBBA, as an organization, can only do so much to enable members to compete successfully and to bring greater success to commercial producers who utilize Brangus genetics. Most of the real work that moves the needle is done by individual members, often working together. There is nothing more powerful than the collective brainpower of impassioned and dedicated producers who engage in lively debate and discussion and emerge from that exchange with good ideas and specific notions of how to implement them.

### STRATEGIES

1. Create a committee structure that best fits with the challenges laid out in this plan
2. Actively recruit leaders in the Brangus community to join and/or chair committees
3. Utilize technology (e.g. skype, webinars, etc.) to facilitate frequent committee meetings that are more inviting than a faceless conference call
4. Increase conduct of regional meetings, possibly replacing one national meeting, to encourage more members to participate
5. Take advantage of prearranged gatherings of IBBA members, such as shows, to hold informational meetings and seminars



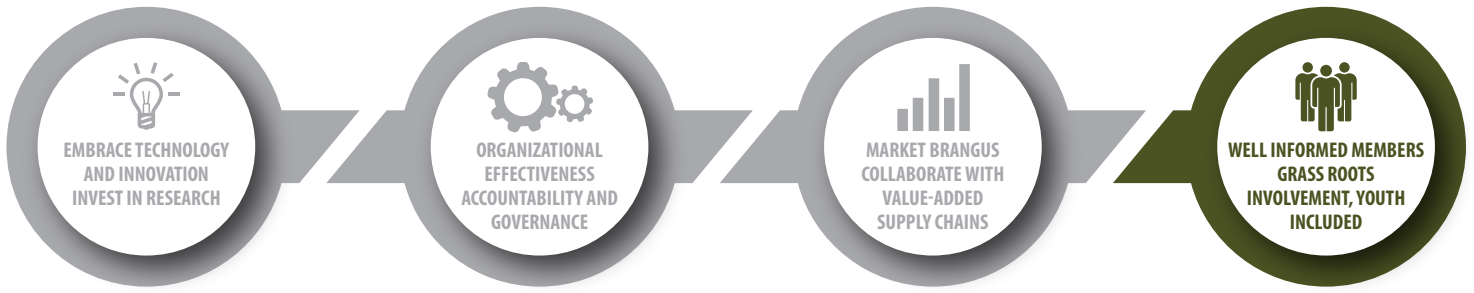
The cover of the May 1980 *Brangus Journal*, dictating Brangus' recent growth in popularity. The breed was charting continuous growth in registry numbers and average price per animal.



It's no doubt the beef industry is rapidly evolving and changing into a data driven and science-based industry. Commodity beef is not the product in demand. We as adult and junior members cannot help Brangus reach the goals of the long term strategic plan by being average members. We need to raise ourselves to new levels of participation and passion and be cognizant of all aspects of the industry, and the facts and knowledge needed to make the genetics we produce for our primary customer - the commercial cowman - relevant in an ever-changing industry.

-Vern Suhn, IBBA Long Term Planning Committee member





# THE COMMITTEE SYSTEM IS THE *Lifeblood of an Association*

## **|BREED IMPROVEMENT COMMITTEE**

The Breed Improvement Committee is charged to consider, pursue and participate in the implementation of all issues relating to the development of Brangus or Red Brangus cattle, including but not limited to: performance data, breed traits and characteristics, and consideration of all research projects and information available. The IBBA Long Term Plan proposes ideas such as the Brangus Value Project, moving from an IMF EPD to a Marbling Score EPD, and developing indices based on economic values.

## **|COMMERCIAL MARKETING COMMITTEE**

The Commercial Marketing Committee is to consider, pursue, and implement all issues relating to promoting Brangus or Red Brangus cattle to the commercial market, and to develop commercial marketing programs, ideas, and strategies, and tools to better enable members to market Brangus or Red Brangus cattle into the commercial industry. The committee will work to expand and improve initiatives such as the Brangus Built program and will develop working relationships with feeding and packing companies. This committee will work collaboratively with the Breed Improvement Committee in executing the Brangus Value Project that involves compiling feedlot and carcass data on 10,000 Brangus sire-identified cattle over the next decade.

## **|FINANCE COMMITTEE**

The Finance Committee is to assist the IBBA executive vice president in developing an association budget in response to committee recommendations of the board of directors and consideration of the general association expenses and revenues. The committee is to develop programs and ideas to produce revenues, and to monitor the financial health of the association, and make appropriate recommendations to the board of directors regarding financial concerns. In addition, the committee will play a lead role in expanding the International Brangus Breeders Foundation (IBBF) to generate funds to support essential biological and marketing research.

## **|INTERNATIONAL COMMITTEE**

The International Committee's responsibility is to expand global markets for U.S. Brangus genetics, both live and frozen. The committee represents IBBA in the Federation of International Brangus Associations (FIBRA), is a key liaison

with the U.S. Livestock Genetics Export Inc. (USLGE), and coordinates foreign trade missions in addition to hosting international visitors.

## **|MEMBER SERVICES AND EDUCATION COMMITTEE**

The Member Services and Education Committee's responsibilities are to enhance membership programs, encourage growth in membership enrollment, and develop and retain association members; in addition to creating educational opportunities on the local, regional, and national levels for all members. The Long Term Plan suggests that a non-voting junior member be added to each IBBA standing committee and this committee would be responsible for encouraging juniors to participate. The committee is encouraged to create and offer leadership training programs for members that are interested in committee leadership or board of director roles.

## **|PROMOTION COMMITTEE**

The Promotion Committee is charged with developing and implementing promotional strategies and plans, including but not limited to formal advertising campaigns which promote Brangus or Red Brangus cattle and the IBBA. The Promotion Committee takes on the role of promoting Brangus to cattle breeders, feeders, and packers through advertising and other means, including the increasingly important tool of social media. The committee is responsible for conceiving and testing promotional messaging, including conduct of marketing and messaging research.

## **|RESEARCH COMMITTEE**

The research committee is to be comprised of the chairmen of all the other standing IBBA committees and is charged with vetting research proposals to advance the study of the breed.

## **|SHOW COMMITTEE**

The Show Committee is to select judges for the national shows, to create a list of potential judges for use by other shows, to develop and monitor implementation of show rules and guidelines, to recommend locations for shows, to appoint and charge the ethics committee when needed at times of disputes or when formal complaints arise, and to assist in the production of the Brangus Futurity and other national shows as needed.

