



Strategic PLAN

Simbra Cattle Breeders' Society
of Southern Africa



Strategic PLAN

The Simbra Strategic Plan is designed to take advantage of the opportunities facing the industry while simultaneously addressing the challenges. It is about how to best position ourselves in the industry to compete for a larger share of the market and to become the high – quality beef product of choice amongst producers and consumers alike. The Simbra Vision, Mission, Values and Focus Areas are as follows:

VISION: To produce safe, high-quality sought-after beef profitably, while maintaining animal welfare and a low carbon footprint.

MISSION: To provide quality service and leadership that promotes genetic progress within the breed and ensures a high return on investment for our valued members

The Simbra Society makes decisions and conducts its business in accordance with the following

VALUES:

- Approach everything that we do with pride, passion and to the benefit of our Breed and its valued members
- Consciously working to understand the power of collaboration and collective effort
- Engaging and directing effective research relevant to our needs and the greater good of the industry as a whole
- By building and maintaining close relationships with those who we have assessed as being the best in their field of expertise

The Simbra Society has identified a number of key focus areas wherein we believe lie the keys to success of the Breed as well as its members.

FOCUS AREAS:

- 1) Market Demand and Relations
- 2) Natural Resource Management
- 3) Animal Welfare
- 4) Productivity and Efficiency
- 5) Research and Development

The Simbra Corporate and financial model is not included in this document and is maintained separately. However, the model should be adjusted from time to time as the objectives in this plan are reached to ensure that the financial structure and position of the society is always at its strongest.



1. Market Demand & RELATIONS

This focus area encompasses a number of facets considered to enhance market demand and improve market access and relationships with industry representatives and stakeholders. The approach taken to improve market demand and relations will be centered primarily around the refinement and evolution of the Simbra Brand name, with focus on both the technical (product) and emotional (consumer) attributes that define brand position. Profit Underpinned by Science!!!

Outcomes and Objectives		Term		
		Short	Medium	Long
1	Establish a differentiated product/brand name			
1.1	Research into Simbra meat quality will help us to understand strengths and weaknesses of our product		✓	
2	Procure market intelligence and direct resources to markets/market segments that represent opportunities for return on investment			
2.1	Investigate new market opportunities and quantify demand for Grassfed beef vs Hormone free beef?		✓	
2.2	Engage with feedlots/feedlot associations about production of hormone free beef			✓
2.3	Engage with retailers (Checkers and Woolworths) about marketing hormone free beef vs Grassfed beef			✓
2.4	Investigation into viability and benefits of a grading system			✓
2.5	Consistent Engagement with breeders to find out their market requirements. What is working for them?	✓	✓	✓
2.6	Consistently engage with Vleissentraal/Swiftvee to procure market intelligence	✓	✓	✓
3	Communication and Distribution platforms			
3.1	Design new, more functional website	✓		
3.2	Promote the use of Semen Bank and assist breeders in marketing through Semen Bank	✓		
3.3	Establish a commercial database for marketing purposes	✓		
3.4	Engage with new and existing sponsors to discuss partnerships that are mutually beneficial to both parties.	✓		
3.5	Promotion and maintenance of Simbra Youtube Channel	✓		
3.6	Promotion and maintenance of Simbra Newsletter	✓		
3.7	Advertisements through the Simbra Facebook page to reach a larger audience	✓		
3.8	Formalise a marketing protocol for our breeders			
4	Sponsorships			
4.1	Establish "Package Deals" for Sponsorships. See Appendix A for Prospectus	✓		
4.2	Approach Sponsor for Simbra Branded Clothing			

2. Natural Resource MANAGEMENT

Shifts in global climate have the potential to threaten food production and food security and have an impact on biodiversity. The agricultural industry as a whole has been painted in bad light when it comes to greenhouse gas emissions. This focus area is centered primarily about creating awareness and addressing concerns around environmental impact through scientific studies and communications. There is a need for non-competitive cooperation with industry partners to align communications on biodiversity and the carbon sequestration benefits of beef production. Efforts should be focused on protection and maintenance of our natural land, air, and water resources.

Outcomes and Objectives		Term		
		Short	Medium	Long
1	Science-based information to support sustainable production			
1.1	Advocate for the collection of important agricultural and environmental data to assist in establishing sustainability benchmarks. This can be done through surveys initially	✓		
1.2	Encourage testing of Net Feed Intake bulls to identify bulls that produce progeny with lower emission potential		✓	
1.3	Research into developing methods of quantifying factors that impact the rate and extent of greenhouse gas emissions (PhD Student)		✓	
1.4	Once greenhouse gas emissions can be accurately quantified. Apply an emissions reduction target and timeline.			✓
2	Engage with potential partners			
2.1	Approach Cultivating Carbon about potential collaboration/partnership.	✓		
2.2	Approach tertiary institutes to develop grazing plans to improve sustainability. This will form part of the modules available on the Simbra Education Centre	✓		
2.3	Approach qualified grassland scientist/ecologist to establish practical and affordable plans to improve sustainability. Also, to act as the go-to consultant.	✓		

3. Animal WELFARE

The technological age has led to a higher level of consumer awareness. News travels fast, bad news travels faster. This focus area is centered primarily around strengthening our commitment to ensuring the highest standards of animal care and welfare through continuous training and development programs.

Outcomes and Objectives		Term		
		Short	Medium	Long
1	Animal Handling and Welfare Manual			
1.1	Compile a module that conveys the correct codes of practice. This manual should include key components such as biosecurity, animal handling, animal handling facilities, animal health and vaccinations, disease identification and management transport of animals. This will also form part of a module in the Simbra Education Centre	✓		
1.2	Promote and educate people on biosecurity practices	✓		
2	Engage with potential partners			
2.1	Approach Afrivet, MSD, Elanco, Zoetis, Virbac for potential sponsorship	✓		
2.2	Afrivet conducts courses in disease identification, potential collaboration here.	✓		



4. Productivity & EFFICIENCY

The beef production climate is continually evolving and requires progressive breeders to meet economic demands. This focus area aims to improve efficiencies, enhance product value and increase demand. Whilst simultaneously improving the financial health of individual operations through technical advice on selection and management decisions. This focus area hopes to optimise strategies for productivity and efficiency through nutrition, reproduction, and genetics. Objectives outlined in this area are monitored by the Breed Improvement Committee.

Outcomes and Objectives		Term		
		Short	Medium	Long
1	Beef Genomics Project			
1.1	Train new staff to assist with data processing and capturing in an attempt to improve data quality and quantity. This person will deal directly with farmers.	✓		
1.2	Identify and encourage the use of AI Sires to improve linkages between herds. Promote the use of the Semen Bank	✓		
1.3	Encourage the use of SNPs. Benefits should be outlined in course material.	✓		
1.4	Re-evaluate Data Collection plan of BGP and adjust where necessary.	✓		
1.5	Obtain sufficient phenotypes and genotypes for establishment of a genomic reference population			✓
1.6	Transition from microsatellite parentage to SNP parentage			✓
1.7	Increased participation in Simbra Breeding by emerging farmers (KyD)		✓	
1.8	Establish Linkages within the breed with Simmentaler and Brahman for potential crossbreed project.			✓
1.9	Influential Animals have been identified – compile a 2 or 3 phase SNP collection plan		✓	
2	Engage with Potential Partners/Sponsors			
2.1	Engage with Unistel/Neogen about SNP special offers	✓		
3	Simbra Education Centre and Simbra Academy			
3.1	Establish Simbra Education Centre	✓		
3.2	Simbra Education Centre will be a public platform on the website that contains educational resources about genetics, nutrition and animal health etc.	✓		
3.3	Annual week for Simbra Academy will continue to address important topics related to stud breeding. This will also be open to the public.	✓		
3.4	Continual engagement with industry sponsors to assist at Simbra Academy will help to get guest speakers from the industry.	✓		

Outcomes and Objectives		Term		
		Short	Medium	Long
4	Provide opportunities for academia and service providers to expand research and development capabilities for genetic improvement by utilising enhanced data available			
4.1	Engage with Allflex about Sensehub systems and research into fertility measures		✓	
4.2	Continue to work with Vytelle and Breedplan regarding research into shortened length NFI tests		✓	
5	Simbra Courses (Inspectors, Judges and Beginners Induction Courses)			
5.1	Simbra Inspectors Manual and course materials and procedures have already been established. Course material needs to be kept up to date.	✓		
5.2	Encourage each regional club to host at least one course/info day a year whereby breeders both commercial and stud can learn. Also provides a good opportunity for breeders to market their product.	✓		
5.3	Establish Course material for new breeders. Induction course should be compulsory and cover topics related to data submission and rules of the society. As breeders advance, they can attend inspectors and judges' courses for more technical information.	✓		



5. Research & DEVELOPMENT

Research and Development will be imperative to generating the innovative technologies and knowledge to ensure continued competitiveness and sustainability of the industry. This focus area will cover areas such as research capacity, training courses, and continuous professional development programs.

Outcomes and Objectives		Term		
		Short	Medium	Long
1	Enable and encourage communication and collaboration between industry and research organisations to better understand industry needs for innovation and translate this into research			
1.1	Establish and maintain relationships between universities to get master's and PhD students to do research.	✓		
1.2	Training and connecting of young researchers with producers and other relevant industry stakeholders to ensure that research undertaken addresses industry needs and local situation.		✓	
1.3	Continued mentorship of new scientists		✓	
2	Engage with Industry partners to enhance productivity, profitability and competitiveness			
2.1	Collaboration with industry stakeholders to host information days. NERPO has been contacted in regards to an emerging and developing farmers project collaboration and mentorship program		✓	
2.2	Advocate and communicate financial lending opportunities to support new entrance into the industry. Contact Absa to see if they would also be willing to assist. Also communicate with NERPO		✓	
3	Youth Involvement			
3.1	Courses held at Universities of the Free State and Central University of Technology	✓		
3.2	Some courses held at high schools as well. Klerksdorp and Wagpos	✓		
4	Succession Program			
4.1	Work with industry partners to create a program targeting at helping young scientists to navigate their way through succession planning			✓