

National Swine Registry Long Range Strategic Plan

As presented by Kevin Ochsner, facilitator

Strategic Planning Task Force

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Strategic Planning Process

Process Step	Time Frame
Completed 20 Thought Leader Interviews (telephone)	June-August 2016
Conducted Planning Session #1 <ul style="list-style-type: none">• Completed trend analysis, SWOT Analysis, drafted mission and strategic intent statement	June 16-17
Conducted Electronic Membership Survey	July-August
Conducted Planning Session #2 <ul style="list-style-type: none">• Reviewed research results, revised guiding statements, brainstormed objectives, drafted core strategies and strategic initiatives	September 21-22
Facilitated NSR Staff Meeting	November 4
Facilitated Teleconference with NSR Fieldmen	November 11
Facilitated Commercial Breeder Meeting <ul style="list-style-type: none">• Discussed changing dynamics of commercial swine industry and gathered input on genomics, STAGES, meat quality issues and international marketing	November 30
Conducted Planning Session #3 <ul style="list-style-type: none">• Reviewed feedback gathered from NSR staff, fieldmen and commercial breeders. Finalized objectives, revised mission and strategic intent statements, reviewed and finalized core strategies and strategic initiatives	December 5 - 6
Strategic Planning Task Force Prioritized Strategic Initiatives	January 2017
Facilitated teleconference with Strategic Planning Task Force to discuss and finalize guiding statements, core strategies and strategic initiative prioritization	February 21
Sent draft of the Strategic Plan Summary to Executive Committee	March 3
Review draft Strategic Plan with the Executive Committee	March 9-10
Completed final revisions to the plan and approved the plan as amended	March 21

Planning Assumptions

1. The demand for unique, livestock-based, youth development opportunities will continue
2. Disease will continue to pose a significant risk to our industry and our association
3. There will be a continued need for both youth and adults to tell the food production story
4. There will be an increasing demand for employees with an ag/livestock background
5. The entertainment value of our events will increase
6. Passion and support for youth ag programs and the show ring experience will overcome any threats posed by activists, government, etc. in attempting to shut down livestock shows/events
7. The show pig industry will remain lucrative enough to attract new investment
8. There will be a decrease in the number of boars sold at the National Type Conference, but the value of elite boars will continue to increase

Situational Assessment

		TRENDS	
Issues/trends		Implications	
1.	Increase in external concerns about animal welfare	<ul style="list-style-type: none"> • Threatens the future of livestock shows and livestock production 	
2.	Hyper-competitive society	<ul style="list-style-type: none"> • Increases the occurrence of ethical violations as people search to find a "winning edge" 	
3.	Pervasive nature of social media	<ul style="list-style-type: none"> • Increases exposure – both good and bad • Increases the level of member engagement and excitement • Changes the way livestock are marketed 	
4.	General population increasingly detached from production agriculture (including NJSA)	<ul style="list-style-type: none"> • Creates the need for more agricultural education • Demands that livestock producers are more transparent than ever before about food production 	
5.	Increasing demand for intellectual capital in agriculture	<ul style="list-style-type: none"> • Creates opportunity for those who can effectively develop agricultural talent 	
6.	Increasing risk of Foreign Animal Disease and Domestic Disease	<ul style="list-style-type: none"> • Poses a serious threat to the existence of the livestock industry and the future of livestock shows 	
7.	Increased scrutiny of antibiotic use in livestock industry	<ul style="list-style-type: none"> • Will drive the need to make genetic and management changes to reduce the need for antibiotics • May hinder the ability for some to produce hogs – especially in remote areas which are underserved by vets 	
8.	Improved genomic technology	<ul style="list-style-type: none"> • There will be fundamental changes in how pigs are produced 	
9.	Increased demand for differentiated pork products and an increase in regional pork processing facilities	<ul style="list-style-type: none"> • May create increased opportunities for value-added pork production 	
10.	Decline in the number of young people entering purebred commercial hog production programs	<ul style="list-style-type: none"> • Threatens the long-term viability of the independent, purebred breeder model 	
11.	Globalization of pork industry/genetic improvement programs	<ul style="list-style-type: none"> • Creates opportunities for NSR's genetic improvement program and associated technologies 	
12.	Speed and affordability of communication technology (webcasting)	<ul style="list-style-type: none"> • Provides opportunity to communicate with and engage people all across the country and capitalize on the "entertainment value" of pig shows 	
13.	Growth of shows and the junior program	<ul style="list-style-type: none"> • Creates an increased demand for show pigs 	
14.	Less dedication to a single breed among NSR members	<ul style="list-style-type: none"> • Individual breeds are losing their identity • Exhibitors who show hogs are open to showing multiple different breeds including both "major" and "minor" breeds 	
15.	Generational gap relative to demographics of our business	<ul style="list-style-type: none"> • Increased need for mentoring and educational opportunities 	

9. We will see a continued decline in commercial registrations
10. The cost of new technology (e.g. genomics) will increase barriers to entry into the genetic improvement business
11. There will be a continued international demand for U.S. genetic inputs and technology
12. Genomics and commercially relevant research/data will become "table stakes" to participate in integrated commercial pork production
13. We will use less antibiotics to produce hogs resulting in a demand for hogs that are genetically designed for production systems using less/no antibiotics

NSR Vision Statement

To be recognized as the global leader in providing pedigree services, marketing platforms and educational resources that support members in promoting and merchandising documented swine genetics.

NSR Mission Statement

Enhance the value of pedigreed swine, maintain breed integrity, and provide relevant member education and youth development experiences.

Final Business Objectives

The National Swine Registry will achieve the following objectives by 2022

Objectives	Current	2022 Target
1. Increase operational reserves to 6 months.	\$550,000	\$1.1 million
2. Increase junior sponsorship 10% annually.	\$220,000	\$325,000
3. Grow the Foundation to \$175,000 within five years.	\$50,000	\$175,000
4. Ensure all NSR breeds are actively participating in DNA based breed profile testing	1 breed	4 breeds
5. Increase the number of active NJSA members participating in leadership events and educational competitions by 25%.	2,000	2,500
6. Maintain domestic commercial registrations at or above 6,000 annually.	6,500	6,000 +
7. Grow international registrations to 10,000 litters per year by 2022.	7,000	10,000
8. Grow show pig registrations to 18,500 litters by 2022.	16,500	18,500
9. Increase entries at NJSA winter/spring shows (December – March) to 2000 entries by 2022.	1,350	2,000
10. Grow NSR managed auction receipts by 10% by 2022.	\$4,000,000	\$4,400,000

Core Strategies

Revised Core Strategies

- I. Drive demand for pedigreed swine genetics
- II. Fund the future
- III. Equip and enable members for success
- IV. Cultivate talent
- V. Align organizational resources
- VI. Sustain and expand our brand

Strategy I: Drive demand for pedigreed swine genetics

Strategic Initiatives	Priority
a. Collaborate with NPB and co-fund NPB pork quality research to develop and implement a pork quality grading system <ul style="list-style-type: none">• Include research trial with purebred sired hogs	A
b. Develop a system to identify and certify genetics meeting specific characteristics for meat quality (including EBVs)	A
c. Increase the number of fairs/shows and affiliates that have pedigreed hog shows	A
d. Create a spring-time (March/April) NJSA show	A
e. Provide registration services for crossbred pigs	A
f. Establish additional purebred sired classes at fairs/shows	B
g. Explore the feasibility of hiring a meat/consumer marketing resource to help identify and cultivate pull-thru demand opportunities for specialty pork and provide consumer marketing support to NSR members interested in developing/growing branded pork marketing businesses.	C

Strategy II: Fund the future

Strategic Initiatives	Priority
a. Rename or reposition NSR foundation and focus efforts on securing the necessary resources to provide growth and development opportunities for NJSA members	A
b. Capitalize on the “entertainment value” of pig shows via revenue generating media assets	A
c. Organize and conduct an auction/gala event to raise money	A
d. Pursue non-traditional funding opportunities from existing events/activities (e.g. donations of online sale pigs to NJSA)	A
e. Develop new value proposition/bundles to grow revenue from NSR services (marketing services, travel services, etc.)	B
f. Incorporate a futurity program for NJSA events to stimulate growth at NSR hosted sales. (Futurity with purses for both exhibitors and breeders)	B
g. Develop and promote revenue generating opportunities with key vendors (Hotel, Restaurant, Gas Cards, Credit Cards, etc.)	C

Strategy III: Equip and enable members for success

Strategic Initiatives	Priority
a. Create a mandatory certification program on show ring ethics/animal welfare, including appropriate videos and educational material for all exhibitors of NSR/NJSA sanctioned shows	A
b. Develop NSR policies regarding the enforcement and disciplinary actions associated with show ring ethics and animal welfare violations	A
c. Coordinate/develop seminars/workshops and educational resources on pig production 101 for youth and adults	A
d. Develop show camps that include both showing, production and leadership training	A
e. Develop a business plan outlining strategies for addressing the needs of NSR members doing business internationally	A
f. Improve existing EPDs and explore the creation of new EPDs. <ul style="list-style-type: none"> • Incorporate ultrasound marbling data into carcass EPDs to improve accuracy and validity • Explore feasibility of additional commercially relevant traits (survivability, stayability, etc.) 	A
g. Organize and conduct a convention/symposium <ul style="list-style-type: none"> • Include a trade show as part of the event 	B
h. Coordinate and jointly invest in the development of genomic tests and genomically enhanced EPDs <ul style="list-style-type: none"> • The Strategic Planning Task Force recommends a cost share of 50/50 between NSR and breeders 	C
i. Develop integrated, fee-based advertising/marketing campaigns for breeders	C
j. Create a centralized point to communicate NSR capabilities, media and resources	C
k. Increase awareness and education around STAGES	C

Strategy IV: Cultivate talent

Strategic Initiatives	Priority
a. Develop educational programs to introduce junior members to the broader swine industry <ul style="list-style-type: none"> • Develop an NJSA University (multiple levels, multiple tracks) • Design a pork industry leadership tour (travel experience exposing elite NJSA leaders to industry leaders) • Update and upgrade competitive educational events (including an event focused on STAGES) 	A
b. Identify and communicate external internship opportunities for junior members (placement opportunities with breeders and allied industry)	A
c. Identify and develop high-potential leaders within NSR organization to serve in industry leadership roles (NPB, NPPC)	A
d. Organize events/platforms to connect NJSA members with potential employers	B
e. Cooperate with the National Pork Board, Farm bureau and other agricultural organizations to provide advocacy training	B

Strategy V: Align Organizational Resources

Strategic Initiatives	Priority
a. Support field services while restructuring job descriptions and overall deployment strategy and educating members on the primary duties/responsibilities of the field service team	A
b. Create individual development plans for staff and invest in necessary training	A
c. Clarify the roles and responsibilities of the NSR genetics and technology team based on the projected future genetic and technology needs of NSR members	A
d. Evaluate and revitalize the structure, function and effectiveness of NSR advisory committees	A

Strategy VI: Sustain and expand the brand

Strategic Initiatives	Priority
a. Engage allied industry in developing a comprehensive health/disease plan	A
b. Evaluate and upgrade NSR/NJSA branding and marketing strategy	A
c. Lead the development of uniform show rules (e.g. NSR's Foreign Substance Testing Policy)	A
d. Increase the use of breed composition testing among all NSR breeds	A
e. Develop a formal Alumni Association and recognize outstanding NJSA Alumni	B
f. Coordinate and host a symposium for judges	C
g. Investigate the feasibility of creating and/or managing a certified branded pork marketing program.	C
h. Seek opportunities to provide pedigree services to other breed associations.	C

Strategic Plan Summary

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Core Strategies

