

Strategic Business Plan

2021 - 2025



Holstein
AUSTRALIA



Holstein Australia is the country's largest dairy cattle breed association. It provides a range of essential services to members and the wider dairy industry focused on improving the genetics and profitability of the Holstein breed.

Throughout the Australian Holstein community and internationally Holstein Australia is recognised as a leader in the provision of registration, classification and genetic improvement services for dairy producers. Our Herdbook and Appendix contain the records of more than two million animals, with 40,000 new registrations and 30,000 classifications each year.

As custodians of the Australian Holstein cow, our focus is on the breed's integrity, quality, performance and profitability. We operate impartially and ethically to foster trust and respect across the local and international dairy industries.

ABOUT THE STRATEGIC BUSINESS PLAN

Holstein Australia would like to acknowledge the significant contribution of our Strategic Directions Committee member representatives, Breed Development and Conformation Committee members, Sub-Branch representatives, our staff and the Board in developing the strategy that will carry the Association and the Holstein breed in Australia forward.

The considerable input of members and staff has resulted in a working document which identifies the core areas of focus for the Association and clearly sets out a five-year plan of aspirations, objectives and actions required to achieve our mission.

The strategic business plan forms a road map for the future direction of the Association. It looks at where we are now and sets out where we aspire to be, where our members want the us to be in the future. The objectives that need to be achieved in order to reach each aspiration, and the actions required to do this are clearly set out under each core area.

MISSION STATEMENT

To ensure the integrity and continual development of the Holstein breed, promoting the benefits of the breed through the provision of high quality, independent and valued information services to the dairy industry.

HOLSTEIN AUSTRALIA CORE ASPIRATIONS 2021 - 2025

Breed Development

To lead the dairy industry in the breeding of adaptable, productive and profitable Holstein cows.

Community

Holstein Australia to lead the development of a strong sense of community that benefits every member and the wider industry.

Export of Australian Holstein Genetics

Export to remain a consistent and diversified income stream for Holstein Australia members and the Association.

Finance

Holstein Australia to be financially sustainable through the provision of core services.

Governance

Holstein Australia's governance structure and processes encourage and empower members to contribute to the current and future direction of the Association.

Services

Holstein Australia is a provider of essential services and information that creates benefit and value for members and the wider dairy industry.

Youth & Future Leaders

Holstein Australia has a defined pathway focussed on developing skills and creating leadership opportunities that equip young people for a dairy industry career.



BREED DEVELOPMENT

Aspiration:

To lead the dairy industry in the breeding of adaptable, productive and profitable Holstein cows.

Objectives:

1. Develop Holstein Australia's position as a trusted industry contributor to ensure that developments in genetic improvement are beneficial to breeders, the breed and industry as a whole.
2. Australian Holsteins are recognised and respected as a versatile breed that performs well with all management systems.
3. The genetic merit of the Holstein breed coupled with the ability and benefits of being able to draw on the largest global dairy gene pool is understood by Australian dairy farmers.
4. Australian Holstein breeders are supported to make independent decisions that optimise their breeding programs.

Actions:

- Educate breeders about the real world benefits of the Holstein breed's genetic strength and how this enables breeders to achieve the aims of all breeding programs.
- Improve reporting and communication to educate breeders about the role of registration, classification and genomics in achieving breeding goals.
- Investigate options to improve uptake of domestic cow families and sires. Implement viable options.
- Introduce a simple and concise reporting system that interprets the raw data from classification and highlights use and relevance to member breeding objectives.



The Gordon family with 2019 Holstein Australia Cow of the Year, Orchard Vale Informer Tiffany-ET(g) EX91-1E, Gorbro Holsteins, Cohuna, Victoria.

COMMUNITY

Aspiration:

Holstein Australia to lead the development of a strong sense of community that benefits every member and the wider industry.

Objectives:

1. Ensure that being part of the Holstein community is perceived as a benefit of Holstein Australia membership.
2. Develop relationships with other breed associations for the greater good of the industry and dairy community.
3. Form collaborative industry partnerships that support and showcase the common interest, strength and passion of the Australian dairy community.

Actions:

- Appoint dedicated Holstein Australia staff member to manage proactive and ongoing outreach and relationship management program with Sub-Branched – communicate, assist, encourage, participate.
- Work with Committees and Sub-Branched to put in place an ongoing series of community based initiatives and events with wide member and industry appeal.
- Champion and showcase Sub-Branched as the way in to Holstein Australia for the wider dairy community.
- Develop a resources and planning package for Sub-Branched to assist with governance, developing proactive member and community activities and promotion.
- Put in place structured new member induction and engagement program.
- Find common ground and identify opportunities to engage with other Breed Associations and their members at a community level.
- Investigate collaborative knowledge sharing and commercial benefit for all initiatives with other Breed Associations.
- Develop key criteria to identify industry partners that Holstein Australia can work with to benefit members and the wider dairy community.
- Effectively communicate Holstein Australia’s commercial and community relevance and benefits to industry.
- Develop and lead initiatives to engage the general public with positive dairy industry news and stories.



The Billing family, Craiglands Holsteins, Larpent, Victoria.
Photographed by Kelsie Hore for her #viatefarmgate project.



Sale crowd at Panatana Holsteins, MaryAnn and Ian Hortle, Moriarty, Tasmania.

EXPORT OF AUSTRALIAN HOLSTEIN GENETICS

Aspiration:

Export to remain a consistent and diversified income stream for Holstein Australia members and the Association.

Objectives:

1. Identify and capitalize on additional opportunities in existing export markets and develop new markets.
2. Engage with industry partners and stakeholders to ensure that export continues to have social license.
3. Ensure Holstein Australia representation on government and industry initiatives that will further the reach of Australian Holstein genetics internationally.

Actions:

- Carry out an analysis of existing and emerging export markets to determine focus countries for registered animals and verified Australian Holstein genetics.
- Prioritise engagement and advocacy initiatives that highlight the merits of the Holstein breed and supply availability with government and lead industry bodies focused on live and dairy genetics export.
- Participate in international dairy industry events and initiatives with government bodies and trade associations in Holstein Australia's identified focus countries and export markets.
- Identify and establish mutually beneficial partnerships that promote Australian Holstein Genetics to global markets.
- Clearly articulate to government, industry bodies and farmers the economic value of exporting both Australian genetics and livestock and how Holstein Australia can help protect market access.



FINANCE

Aspiration:

Holstein Australia to be financially sustainable through the provision of core services.

Objectives:

1. Generate sufficient cash to fund day-to-day business commitments.
2. Have the financial capacity to invest in new technologies that directly benefit members; the business, and; for project and / or research funding.
3. Explore, maintain and support strategic partnerships and relationships that generate revenue.
4. Protect the financial assets of the Association to maintain member equity.

Actions:

- Produce monthly management accounts and margin analysis by day ten of each month.
- Implement benchmarking process to ensure robust internal and external audits and procedures.
- Review all supplier contracts on an annual basis.
- Create budget allocation for planned investment in revenue generating new technologies and projects.
- Assess current strategic partnerships and relationships, develop and implement proactive strategic partner program.
- Maintain audit and risk analysis register and review annually to reduce liability exposure.
- Utilise external financial expertise to protect existing investments and identify new investment opportunities.
- Conduct regular external processes and implement recommendations to ensure that correct financial governance procedures.



GOVERNANCE

Aspiration:

Holstein Australia's governance structure and processes encourage and empower members to contribute to the current and future direction of the Association.

Objectives:

1. Maintain a defined pathway to encourage participation and representation that reaches every member.
2. Ensure Sub-Branch engagement with Holstein Australia's governance process is prioritised.
3. Secure representative engagement and participation in Holstein Australia's governance process to ensure sustained future leadership of the Association.

Actions:

- Implement an ongoing Governance focused information and education campaign that engages members with the opportunities and benefits of participation at all levels of the Association.
- Prioritise development of regional forums and events - regular face-to-face meetings - with Sub-Branches and wider membership.
- Put in place a Sub-Branch officer induction process.
- Produce a Sub-Branch officer support and information pack and update on an annual basis.
- Hold a series of Governance focused training days with all active Sub-Branches.
- Incorporate Governance into youth mentoring program.
- Review Holstein Australia's current Governance structure to ensure it best serves the Association and its members.



SERVICES

Aspiration:

Holstein Australia is a provider of essential services and information that creates benefit and value for members and the wider dairy industry.

Objectives:

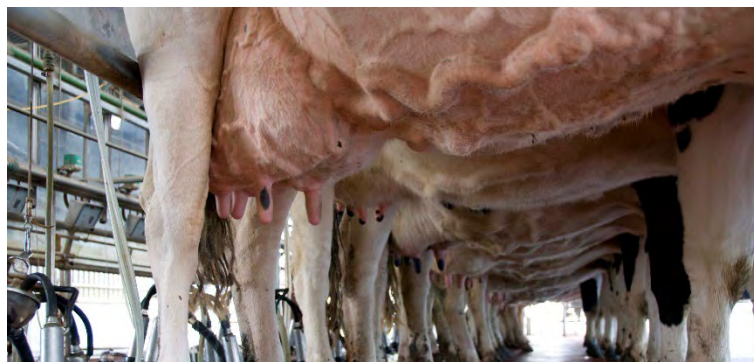
1. Ensure that every member understands the Association's portfolio of services and how it can benefit them.
2. Holstein Australia database to maintain its trusted position as a secure source of information from which members and industry derive benefit.
3. Create and develop innovative services for all dairy producers.
4. Maintain existing and attract new members using a portfolio of services that create value.

Actions:

- Implement new or updated classification system.
- Implement regular, planned education focused communication initiatives on benefits derived from services targeting members and wider dairy industry.
- Develop help guides for all services.
- Develop process that channels users from service entry point to other services relevant to their business.
- Implement a planned, consistent outbound call and engagement services campaign targeting members and other relevant industry and breeder groups.
- Carry out a comprehensive audit of all current services, implementing changes to improve efficiency, deliverables and margins where necessary and identify service package opportunities.
- Investigate revenue generating opportunities from existing database and implement any identified opportunities.
- Introduce new services as required by industry and the breed.
- Develop and implement IT and dataflow strategy that results in improved data accuracy and processing efficiency for members and staff.
- Assess feasibility and relevance of re-introducing independent Holstein Australia breeding / mating program.
- Assess current service IT / technology to ensure it meets current and future needs, introducing new or updated offerings where need identified.
- Develop an ongoing service focused member recruitment campaign.
- Put in place a member induction and engagement program that links new members to their Sub-Branch, service offering and field officer.



John and Vicki Lillico, Hindlee Holsteins, Smithton, Tasmania.



YOUTH & FUTURE LEADERS

Aspiration:

Holstein Australia has a defined pathway focussed on developing skills and creating leadership opportunities that equip young people for a dairy industry career.

Objectives:

1. Establish and lead an industry wide dairy youth framework in conjunction with industry bodies and other Australian breed associations.
2. Foster relationships with relevant international breed associations and organisations that benefit Australian dairy youth.
3. Holstein Australia is an organisation that invests in the future of Australian dairy.

Actions:

- Research current youth programs to assess effectiveness in creating pathways that equip young people to fully participate in the industry and develop model program based on best practice.
- Explore opportunities with industry partners to implement a defined industry wide all-breeds youth pathway.
- Develop skills, leadership and career programs and pathways appropriately targeted at different age groups.
- Introduce structured mentoring programs between Holstein Australia members and youth members.
- Champion Sub-Branches as the access point to youth programs.
- Refine existing and explore new exchange and education program opportunities nationally and internationally.
- Utilise the breadth and depth of existing and future youth programs to encourage new and foster existing youth membership.
- Explore opportunities to engage with agricultural and dairy college students through educational institutes.
- Develop externally focused communications campaign around young people and the future of dairy.
- Ensure that all Holstein Australia youth programs are compliant with or exceed state and federal regulatory requirements for working with youth.



Ash Pacitti, Misty Brae Holsteins, Hindmarsh Tiers, South Australia.



Australia's first European Young Breeders School Team, Battice, Belgium.



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Holstein

A U S T R A L I A



Bradley Cullen®

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