

STRATEGIC PLAN

2020 - 2025



— advancing the world's luxury beef





Dear Members

Throughout 2019, the Australian Wagyu Association Board has worked with the Haines Centre for Strategic Management to prepare our Strategic Plan 2020-2025.

A strategic plan sets the direction and priorities for an organisation. It identifies the common goals to work toward for stakeholders and employees and sets out the underpinning values the organisation wants to uphold whilst conducting its business.

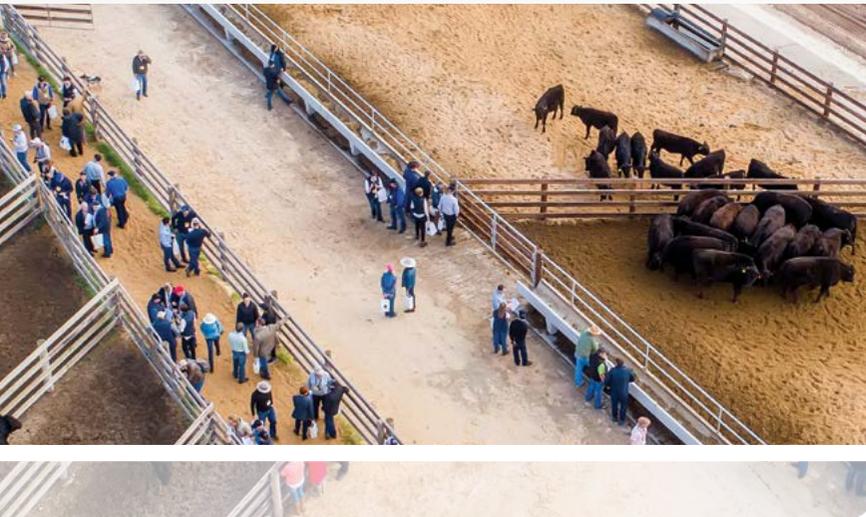
It is the role of the Board to establish the Strategic Plan so that annual operating plans can be developed and aligned to the corporate road map.

"If you don't know where you're going, any road will get you there," Lewis Carroll

Much has happened to our industry during the past five years. The AWA has grown and responded to challenges during this time. It is a given that many new challenges and opportunities lay ahead.

Our strategic planning process has updated our understanding of these elements. We have also analysed the implications and relevance of these for our members as well as their changing needs for the life of the new plan. This plan is, however, just the first iteration of a "living and breathing" plan for both our current and future directors and our staff. It serves as a template for regular review, and planning new activity within the context of this agreed strategic direction.

An important development arising from this work has been a commitment by the Board to re-position the company to better serve all members. This work involves updating our primary logo tagline to "the world's luxury beef" and removing "the marbling breed". The purpose of this re-positioning is to support our increasing focus on whole supply chain connections and innovation. The term Wagyu owns the luxury beef mindspace and we definitely want to reinforce this into the future.



Our corporate purpose has also become clearer; “Support, Promote and Advance Wagyu production”. These three key objectives form a whole that is greater than the sum of these parts as each one is interrelated and mutually reinforcing. We have presented them pictorially as part of a continuous improvement cycle, with the activities supporting each objective and feeding forward to inform the next stage in the cycle. Achieving a more strategic distribution of effort toward these key AWA activities was an important realisation emerging from the planning process.

Our AWA Strategic Plan 2020-2025 consolidates progress made during the past five years and highlights new strategies to tackle the five corporate goals that are core to the future purpose of the company:

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GOAL ONE **GROWING MEMBER ENGAGEMENT** To provide value for our diverse membership by improving their business outcomes
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GOAL TWO **ADVANCE AND PROTECT OUR CRITICAL GENETIC RESOURCES** To leverage our greatest asset for the future viability of our breed and industry
- 
GOAL THREE **DEFINE THE UNIQUE QUALITIES OF WAGYU** To demonstrate the superior performance of the product and its provenance
- 
GOAL FOUR **PROVIDE DATA LEADERSHIP AND MANAGEMENT** To advocate for integrated data standards and open exchange between supply chain partners
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GOAL FIVE **BUILD THE AUSTRALIAN WAGYU LANGUAGE** To enable the whole supply chain to capture the true value of Wagyu

Each of these corporate goals will act as a reference point for the work of our CEO and staff. The strategies and outcomes associated with each goal will be the primary means and the measures that we will use to move forward and track our progress from 2020 to 2025.

Equally important are the core values that we expect to guide the behaviour of our Board, our members and our staff as we work to fulfil this Strategic Plan. They have been carefully selected to describe our accountability for an organisations culture built on the four pillars of Integrity, Inclusiveness, Professionalism and Innovation. These are the foundations to make us stronger together for the next five years.

I would like to thank the CEO and all the directors for their contribution throughout the year and now commend this strategic plan to you.



Pete Cabassi
Chair, AWA Strategic Planning Committee

OUR OBJECTIVES

Our **Strategic Plan 2020-2025** sets out the dynamic direction and intent of the AWA.

Our future contributions will create value for our members, as together, we strive to advance the world's luxury beef.





OUR OBJECTIVES

Our Purpose : **SUPPORT**, **PROMOTE** and **ADVANCE** Wagyu production. This statement highlights the three key strategic objectives:

SUPPORT - the way that we serve AWA members

PROMOTE - our commitment to industry success through stimulating adoption and sharing new knowledge amongst AWA members, and

ADVANCE - we seek to continuously build on the unique and valuable attributes of Wagyu, preserving and leveraging the benefits of Wagyu within the broader industry.



SUPPORT

- Responsive delivery of services
- World leading genetic improvement
- Enable world's luxury beef status
- Develop our critical genetic resources
- Lead with exceptional governance



PROMOTE

- AWA genetic analysis, the global standard
- Advocate for improved industry systems
- Capture objective data, share and benchmark
- Uphold the world's luxury beef



ADVANCE

- Evolve and innovate AWA services
- Industry partnerships for improved descriptions
- Advocate and guide enhancement of Wagyu through research
- Leverage external resource to accelerate Wagyu

OUR CORPORATE GOALS



GROWING MEMBER ENGAGEMENT

STRATEGIES

- Deliver timely services
- Serve global membership
- Educate and communicate
- Promote our products and services
- Support the next generation

OUTCOMES

- Increase member support and satisfaction
- Improved uptake of services as the benchmark provider
- Improved use of marketing and communications
- Retention and growth of younger members

ADVANCE AND PROTECT CRITICAL GENETIC RESOURCES

STRATEGIES

- Refine genetic analyses
- Expand selection traits
- Develop breed standards
- Value genetic diversity
- Optimise genetic gain

OUTCOMES

- New Wagyu-specific EBVs
- Commercial production EBVs
- Carcasses meet genetic potential
- Increase commercial value of stock
- Improved rate of genetic gain

UNIQUE QUALITIES OF WAGYU

STRATEGIES

- Provenance and integrity systems
- Measure quality and consumer attributes
- Evidence to influence and support industry

OUTCOMES

- The unique qualities of Wagyu are described
- Data and evidence support the Wagyu supply chains
- Projects and resources secured to accelerate the Wagyu sector

DATA LEADERSHIP AND MANAGEMENT

STRATEGIES

- Improve data capture and reporting
- Clarity on data ownership and stewardship
- Value-add data through analysis and results

OUTCOMES

- Improved information and data flow for the supply chain
- Improved descriptions of production, carcass and eating quality
- Increased efficiency and lower cost of data transfer

BUILD THE AUSTRALIAN WAGYU LANGUAGE

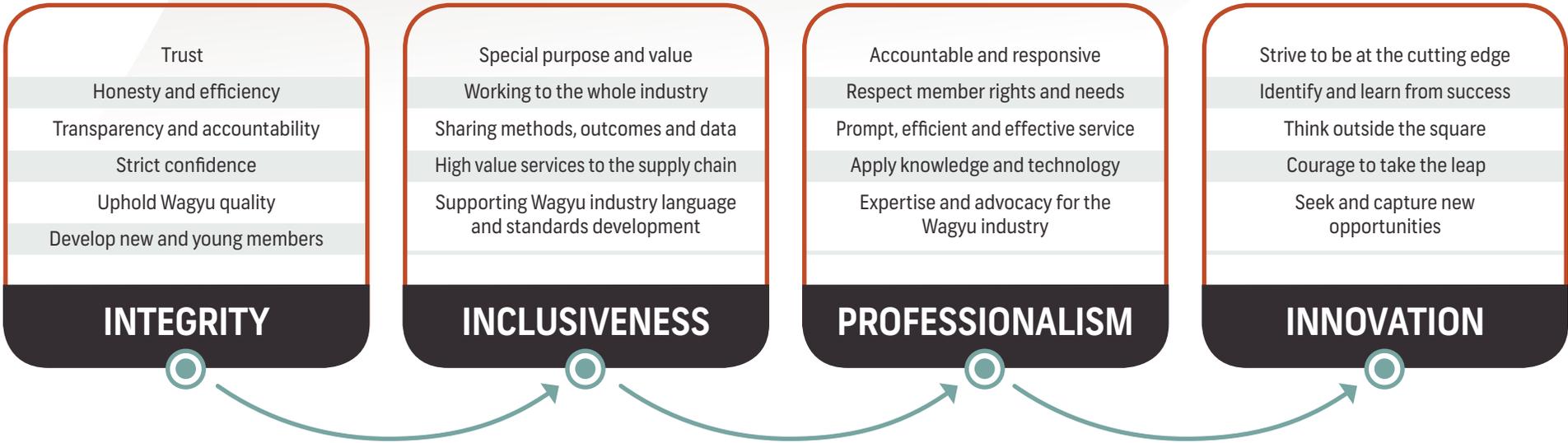
STRATEGIES

- Build Wagyu description for quality and yield
- Influence change to industry systems for Wagyu
- Advocate and represent Wagyu in industry

OUTCOMES

- Capture the full value of Wagyu
- Industry systems better accommodate Wagyu
- Industry recognises the unique production and quality attributes of Wagyu

OUR VALUES





I commend the Strategic Planning Committee and the AWA Board for their commitment in creating and refining the AWA 2020-2025 Strategic Plan.

This sets new guidelines for the AWA's business operations to serve its members and the Wagyu Industry.

Chantal Winter President, Australian Wagyu Association