

# Interbull 2020-2023 Strategic Plan

## Executive Summary

The Interbull 2020-2023 Strategic Plan outlines the changes Interbull envisages during the next three to five years and establishes Interbull's direction for that period, sets out goals and objectives, seeks to consolidate the gains made under the previous Strategic Plans, and identifies areas for investment to strengthen capability and services.

## Vision statement

To be the worldwide network providing information services for the genetic improvement of livestock.

## Mission statement

To enhance livestock genetic improvement through international data exchange and best methods development.

## Objective

To support the cattle industry with accurate genetic information on bulls of the major breeds for use by importers and exporters, thereby facilitating selection of the best genetics for different countries, environments or breeding goals.

## Interbull 2020-2023 Strategic Plan

A review of the previous strategy and collation of new ideas contributed to identification of six goals within the Interbull 2020-2023 Strategic Plan. The six goals were considered equally important at a Strategic Planning Meeting held in Uppsala, Sweden, in January 2020 comprising representatives from the Interbull Steering Committee, the Interbull Technical Committee, ICAR, the Interbull Centre, and Interbeef as well as key Interbull service users. Key objectives and focus activities have been identified and included with each goal (see "Interbull 2020-2023 Strategy on a Page").

### *Goal 1: Meeting future data service needs*

A strategic issue is to focus on what is achievable in terms of expansion of data and phenotypic services against realistic expectations of funding, resourcing and income. The challenge (and opportunity) with large data providers is how Interbull can encourage them to share internationally and how Interbull could extend further its current accreditation and validation services. Key challenges in meeting future data service needs are accessing the necessary people and capability, developing a sustainable business model with appropriate fee structures, and the speed of decision-making and time to market.

### *Goal 2: Defining a new traits pipeline*

There are several considerations when defining a data pipeline for new traits: 1) assessing the willingness and/or ability for users to share the data; 2) consideration of a new service based on data sharing and the possibility to move from receiving just EBV (as currently happens in MACE) to receiving raw phenotypes; 3) the requirement for new infrastructure for collection of raw phenotype data; 4) the type of business model to follow in order to have a fee structure that could clearly reflect the value proposition; 5) defining the prioritization approach that should apply; and 6) clarifying the process from R&D into service implementation.

### *Goal 3: Providing international evaluations in the genomic era*

It is critical that Interbull provides genomic services that are relevant, customer-oriented and that complement members' current programs. There are opportunities for Interbull with roles from genotype and phenotype recording through to generation of breeding values, not only as a service provider but also a facilitator, leader and reference on the latest genomic technologies. This also brings potential challenges around using genomic information in evaluations, developing new validation methods, having the appropriate technology to deal with large-scale genomic data, and dealing with the consequences of using genomic data, e.g. the effect of genomic pre-selection that can affect national and international evaluation results.

### *Goal 4: Continuously improving core services*

Two areas of focus are extracting increased value from existing services and promoting core services to existing and potential clients. A key challenge in this area is maintaining a business model that meets the needs of a wide range of heterogeneous customers (e.g. large and small countries) at different levels of existing service uptake and use. From a strategic perspective it was agreed that there would be value in cataloguing and reviewing the services Interbull already provides, examining ways to drive efficiencies and/or increased value from these services, and using a framework to identify and prioritise resources for core services versus development of new services.

### *Goal 5: Strengthening governance*

Opportunities to strengthen Interbull's governance were categorized as improving the speed, clarity and transparency of decision-making processes and outcomes; and better defining, integrating and streamlining the relationships between Interbull stakeholders, ICAR (and its Committees and Working Groups), the Interbull Steering Committee, Interbull Centre, Swedish University of Agricultural Sciences (SLU), Interbull Business Meeting delegates and the European Commission. It is acknowledged that this area is complex and there is a need to manage expectations of the number of partners and stakeholders involved.

### *Goal 6: Driving branding and marketing*

A key strategic issue is the level of visibility and awareness of the activities and value of Interbull to existing clients, potential clients and other stakeholders. Ultimately the primary purpose of a communication and branding strategy is for existing service user organisations to fully appreciate the offering and value of Interbull (and "buy in" to it). This also provides an opportunity to market and position Interbull to a range of potential funders, service users, partners and technical collaborators. The key challenge will be in balancing the potentially significant costs for communication, branding and marketing against the prospective benefit of these activities.



# INTERBULL 2020-2023 STRATEGY



**OUR VISION:** *To be the worldwide network providing information services for the genetic improvement of livestock.*



## Meeting future data service needs

### OBJECTIVES

- Maintain existing data exchange services
- Expand data sharing
- Understand and meet future data needs

### ACTIVITIES

- Deliver and improve data exchange services
- Conduct a needs analysis
- Expand services where a compelling business case exists
- Collaborate with big data users



## Defining a new traits pipeline

### OBJECTIVES

- Identify key decision factors
- Define the service need
- Define and maintain relevant business models and fee structures

### ACTIVITIES

- Appoint a Working Group
- Identify key decision factors for implementing any trait
- Define infrastructure needed and programs /methodology
- Develop business model, Business Plan and appropriate fee structure



## Providing international evaluations in the genomic era

### OBJECTIVES

- Provide international genomic information
- Develop a system where all data can be used in one single step model
- Develop new methodologies

### ACTIVITIES

- Provide input into genomic evaluation and SNPMap implementation
- Develop system for optimal use of genomic and conventional information
- Develop new methodologies and validations



## Continuously improving core services

### OBJECTIVES

- Maintain high levels of service user satisfaction
- Maintain relevant and accurate methods and tools

### ACTIVITIES

- Assess customers' satisfaction, needs and demands
- Regularly review and adjust methods and tools
- Regularly review results and update programming if required



## Strengthening governance

### OBJECTIVES

- Responsive and transparent decision-making
- Maintain a fit-for-purpose governance structure

### ACTIVITIES

- Document and review existing governance model
- Better define relationship between ICAR and Interbull groups
- Ensure Interbull Centre is appropriately resourced
- Ensure best-practice systems, processes and reporting are in place



## Driving branding and marketing

### OBJECTIVES

- A clearly understood value proposition for Interbull
- Timely and sufficient communication and marketing

### ACTIVITIES

- Better define services offered
- Clearly define the value of each service
- Specify target markets or audiences
- Develop a communication and marketing plan
- Stakeholder surveys or interviews where appropriate

## Guiding Principles

Customer orientated

Accurate

Unbiased

Independent

Integrity

Transparent

Cost-effective

Innovative & leading-edge services