



Alpaca Breeders of the Rockies *Strategic Plan*

Vision

The Alpaca Breeders of the Rockies is about enhancing the dynamic new livestock and alpaca products industry in North America by helping our members create successful business models, by leading and influencing the future of the alpaca industry, by promoting unity, and building highly effective partnerships with our members and others throughout the industry.

Purpose

The Alpaca Breeders of the Rockies is an organization of volunteers capable of leading and influencing the future of the alpaca industry by supporting its members through education, marketing, events, and public awareness. ABR is dedicated to promoting ethical conduct in the alpaca industry, to enhancing the public's perception of the industry, to the health and welfare of the alpacas, to the long-term well-being of the market, and to being an active voice for its members throughout the industry, all for the purpose of helping our members succeed.

Three To Five Year Top Objectives

1. Promote public awareness of Alpaca – animals and products
2. Broaden education to members
3. Support growth of member farms
4. Develop non-traditional revenue generation (internal and external)
5. Support and expand Volunteer Participation (Recruit, Retain, Recognize)
6. Support and expand Youth Involvement (Recruit, Retain, Recognize)

Strategy One

Promote public awareness of Alpaca - animals and products

Strategy Explanation:

Key Initiatives:

1. Expand ABR presence through livestock related businesses

Actions:

1. Update website to make it more externally focused
 - a. Visitor Counter
 - b. Registration/survey form
2. Prepare collateral for distribution to livestock related businesses
3. Distribution to livestock related businesses:
 - a. Farm/feed stores
 - b. Vet offices
 - c. Equipment suppliers
 - d. Yarn Shops
 - e. CSU

Measurement of Success:

- Registration Survey - % increase
- Web count statistics - % of increase after delivery of collateral (which pages increase and length of stay)

2. Promote alpacas to other livestock industries as an adjacent or replacement livestock

Actions:

1. Networking with other livestock associations:
 - i. Meetings
 - ii. Social gatherings
2. Identify livestock organizations to join:
 - i. Colorado Livestock Organization (CLO)
 - ii. AG agencies
 - iii. Chamber of Commerce
3. Press Releases in related Farm/AG/Livestock Publications such as:
 - i. Fence Post
 - ii. Prairie Times
 - iii. Colorado Way of Life
4. Direct mailings:
 - i. List of acreage owners >X acres
 - ii. Other livestock owners (capture membership lists)

Measurement of Success:

- # of organizations actively involved with
- % increase on website based on statistics for each page

3. Promote the variety of uses of Alpaca fiber

Actions:

1. Identify the uses of fiber
2. Prepare collateral
3. Identify distribution channel of collateral (end business / middleman):
 - i. Fashion/Clothing
 - ii. Home Furnishings
 - iii. 101 uses of Fiber
4. Distribute collateral to members as possible distribution channel
 - i. Website
 - ii. Fiber Resource Directory

Measurement of Success:

- % increase on website for Fiber Resource Directory
- Increase in advertising dollars from end product businesses:
 - Fiber Resource Directory
 - Website
 - Newsletter
 - Events
- Follow-Up to specific businesses ABR sends collateral

4. Encourage breeder/members to utilize ABR marketing tools to promote individual farms/businesses

Actions:

1. Create marketing tools
2. Communicate awareness of tools
 - i. Newsletter
 - ii. Website
 - iii. Quarterly Meetings
3. Education/training around the tools
 - i. Webinar
 - ii. Meetings
 - iii. Breakfast roundtables

Measurement of Success:

- How much material is downloaded from website; measured by # of downloads against timing of distribution of collateral
- Member survey to determine how many farms are taking benefit of the program

Strategy Two

Broaden education to members

Strategy Explanation

Key Initiatives:

1. Develop education curriculum

Actions:

1. Identify areas of need:
 - a. Ongoing seminars
 - b. New opportunities
 - c. ABR University
 - i. mentor list
 - ii. certification
2. Identify instructor resources
3. Develop implementation plan

Measurement of Success:

- Completion of base curriculum

2. Develop new ways to provide education

Actions:

1. Identify media/medium
2. Develop a resource/process manual
 - a. What
 - b. Who
 - c. How
 - d. Costs

Measurement of Success:

- Completion of list of media
- Completion of manual

3. Develop Education Resource Library

Actions:

1. Identify existing materials, type of media, copyright or permissions (where resides)
2. Define Resource Library – Physical, Online, both?
 - a. Maintenance Plan
 - b. Support Education Curriculum
3. Build/Develop/Implement
 - a. Maintenance Plan
 - b. Support Education Curriculum

Measurement of Success:

- Completion of initial launch of Resource Library

Strategy Three

Support growth of member farms

Strategy Explanation

Key Initiatives:

1. Provide opportunities for members to promote their animals and products

Actions:

1. Identify new venues for animal exposure
2. Identify new venues for product
3. Explore expansion of existing grant programs
4. Education/training of marketing plan (as detailed in Strategy One)

Measurement of Success:

- # of opportunities ABR provides
- Develop calendar of member opportunities

2. Facilitate development of successful business models for member farms

Actions:

1. Research successful business models from other industries:
 - a. Breeding
 - b. Fiber
 - c. Compost
 - d. Processing (mills)
 - e. SBDC, CSU, Other livestock/AG
2. Develop of education plan
3. Implementation of plan

Measurement of Success:

- Completion of website page for business models
- % of usage from members

Strategy Four

Develop non-traditional revenue generation (internal and external)

Strategy Explanation

Key Initiatives:

1. Develop, publish & distribute informational materials (i.e. health cards, etc)

Actions:

1. Determine list of possible materials
2. Develop Plan
3. Implement Plan

Measurement of Success:

- Increase in net profit from programs

2. Develop Sponsorship Program (Internal/External)

Actions:

1. Determine target market base
 - a. Internal sponsors
 - b. External sponsors
2. Develop plan for each target base
3. Implement programs

Measurement of Success:

- Increase in net profit based on sponsorship program

3. Develop a fundraising event (non-show related)

Actions:

1. Determine & evaluate fund raising event
2. Find sponsors
3. Hold the event

Measurement of Success:

- Increase in net profit from events

Strategy Five

Support & Expand Volunteer Participation (Recruit, Retain, Recognize)

Strategy Explanation

Key Initiatives:

1. Define & establish a Volunteer Coordinator position

Actions:

1. Write a position description
2. Recruit

Measurement of Success:

- Volunteer Coordinator in place

2. Develop recognition program

Actions:

1. Develop a database of volunteers
2. Determine recognition categories
3. Develop program based on categories

Measurement of Success:

- Launch of recognition program
- % increase of volunteer hours

3. Develop a volunteer mentorship

Actions:

1. Define and create program
2. Implement program

Measurement of Success:

- Launch of mentor program
- Increase in # of chairs of committees
- Increase in # of members running for Board of Director positions

Strategy Six

Support & Expand Youth Involvement (Recruit, Retain, Recognize)

Strategy Explanation

Key Initiatives:

1. Coordinate with AYA at AOBA (Internal)

Actions:

1. Review and develop understanding of AYA program
2. Determine how AYA fits into ABR programs and ABR can better facilitate involvement

Measurement of Success:

- Launch of ABR program that complements AYA

2. Develop relationship with youth organizations (External)

Actions:

1. Identify organizations
 - a. FFA
 - b. Extension Offices
 - c. 4H
2. Determine best ways to develop relationships (look to other organizations such as llamas – how do they work?)
3. Develop a program to adapt to external organization's needs

a. How to include FFA, 4H, etc. in alpaca business

Measurement of Success:

- # of programs developed

3. Provide opportunities to non-ABR events

Actions:

1. Identify non-ABR events and non-alpaca events
2. Determine if reciprocal sponsorship is required for entrance
3. Develop show program for events that don't have a program

Measurement of Success:

- Completion of youth events list
- Launch of program template for Non-ABR events

4. Promote ways to provide animals to youth

Actions:

1. Survey members to determine who would be willing to donate to youth programs
2. Develop the requirements for animal donations
3. Develop the requirements for youth ownership
4. Explore program viability (pilot program)

Measurement of Success:

- Launch of youth animal donation program