

WELCOME
to the future!

INDUSTRY ROADMAP REPORT: AN OVERVIEW

The Roadmap Project was created in order to identify and analyze the major challenges facing the American Lamb industry. The most effective solutions and a strategy were developed in order to strengthen the short-term and long-term competitive advantage of our industry and to return it to consistent profitability.

A 19-person advisory group was appointed to guide this project, and input was gathered from all sectors of the industry. Large and small producers from all parts of the country, feeders, processors, direct marketers, the pure-bred and show industries, researchers and large industry organizations, retailers and foodservice operators were all included in the research and feedback process. Input was used from all parts of the American Lamb industry in order to create a comprehensive plan to implement change.

Situation Analysis

Traditional and non-traditional market channels were assessed and compared to understand the situation of the American Lamb industry. The results showed that the production and operational challenges of both channels are remarkably similar but without aggressive change, the traditional market channel is at risk of collapsing within 10 years. There is, however, hope. The traditional market channel for American Lamb can grow and become profitable if it changes. The non-traditional market channel can continue to thrive and meet demand with strong industry coordination and support.

After strengths and weaknesses of both channels were analyzed and processed, a vision to transform these results into action was born. The benefits of this plan positively affect both lamb market channels and can reverse the decline of the American Lamb industry.

The American Lamb industry can and must be a world-class competitor in global lamb production.



Goals and Objectives

The Roadmap promotes four major goals:

1. **Product Characteristics:** reduce fat content and improve consistency
2. **Demand Creation:** achieve an increase in demand for American Lamb
3. **Productivity Improvement:** achieve a significant increase in industry productivity
4. **Industry Collaboration:** work toward a common industry goal of meeting consumer desires

These goals, created in collaboration with the research team, advisory board and industry members, have been developed into a comprehensive plan with specific action steps in order to change the American Lamb industry for the better.

Action Steps

The Report goes into great detail as to how each of the objectives can be achieved. Each goal has several action steps required in order to develop successfully. The Roadmap has been designed as a collaborative effort, and each goal takes effort from all members of the industry to function at the highest level. The action steps are ongoing, and each member of the industry has the responsibility to move toward changing for the better.

Improving the eating experience of lamb for every lamb consumer on an absolutely consistent basis is a top priority for the American Lamb industry.

Some examples of the actions steps are:

- Conduct a Lamb Quality Audit every three years
- Adopt value-based pricing for slaughter lambs
- Improve consumers' eating experience of lamb
- Install electronic grading at packing plants
- Create a consumer-recognized brand
- Explore alternative paths to market
- Initiate an industry-wide communications team

Each of the action steps are designed to develop over time. As the industry's financial returns and consumption of lamb improves, our action steps will narrow and focus even further. Research, education and training are key aspects of reaching all of our objectives. With collective energy, support and continual reassessment, the Roadmap aims to guide the American Lamb industry to long-term profitability.

In order to change the decline of our industry, every participant in the American Lamb industry will have to change the way it does business.

This is only the beginning, and every step along the way will be met with the same analysis and energy with which this report was developed. Every single member of the American Lamb industry is responsible for the success of this report and the movement beyond the starting line.

Creating a consumer-oriented American Lamb brand, with clear quality standards and market positioning, will provide American Lamb marketers with a competitive advantage and help solidify consumer preference for American Lamb.

This project is about the beginning of a process, not about creating a report.

The American Lamb industry owns the Roadmap. This report could not have been completed without industry collaboration and support. Thank you for your time and effort.

This is a summary of the final Roadmap Report. The whole report can be found on www.lambcheckoff.com.

MOVING
FORWARD