



Australian Alpaca  
ASSOCIATION

## Australian Alpaca Association Limited **STRATEGIC PLAN TO 2016**



Courtesy of  
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Authorised by: The AAA Board  
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FINAL

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## Introduction

In March 2013, the Directors of the Australian Alpaca Association Limited (AAA) decided it was time to re-evaluate the AAA strategic plan.

The purpose of the strategic review was to reassess, determine and prioritise the current strategic direction (strategies) of AAA to ensure environmental factors are addressed and stakeholder needs are met in line with AAA's key objectives.

Accordingly, in conjunction with Regional Presidents, AAA directors met at a sanctioned Council Meeting in October 2013, where the strategic framework was discussed and set for the next three years. This time-frame would ensure strategies met the current needs of members and that associated activities linked to the strategies could be measured and delivered in a timely manner.

As we look to the future there are a number of issues important to our industry and the association in general. These need to be addressed and appropriately planned for and were identified during the strategic planning process. Some of the more important ones are:

- Ensuring an environment for a modern and innovative industry that meets the requirements of the next generation through technological advancements.
- Continuing to add value by improving our member service offering to retain and attract a desirable membership base.
- Raising the profile and awareness of the Australian alpaca industry.
- Maintaining a strong commercial focus.
- Continuing an ongoing commitment to improving animal health, welfare and husbandry.
- Establish strong external partnerships and advocates on behalf of industry.
- Recognise, respect, communicate and engage with our valued volunteers.

There is a great opportunity to build for the future. The achievement of the AAA strategic plan will, however, only succeed by all stakeholders having the determination and resourcefulness to overcome the challenges that face the industry.

We need to face the future with a greater spirit of teamwork, determination and passion for what we do, and aim to improve the commercial viability of our industry. No doubt, we can do all these things with the support of all stakeholders.

## Vision, Mission and Core Values

### Vision

To develop a successful and sustainable Australian alpaca industry.

### Mission

To achieve our vision we have a mission that articulates the following company objectives, which are to:

- a) Promote and advance in Australia the breeding and husbandry of alpacas as an agricultural industry, the purity of the alpaca breed, the harvesting, beneficiation, manufacture and marketing of alpaca products, and the industries associated with those activities;
- b) Make representations to government about matters affecting alpaca-related business activities;
- c) Commission and conduct research of all kinds for the broader benefit of the Australian alpaca industry; and
- d) Advance Members' interests in respect of owning and breeding alpacas for profit.

This mission is encapsulated under three key strategic themes, those being:

- **Desirable membership** – we get and retain members because our membership offer is so desirable
- **Valued volunteers** – we inspire and engage our volunteers because they are acknowledged, appreciated and valued
- **Mature viable industry** – our member's products (animal and fleece) are known and consumed more because we have effectively advocated, marketed and educated the community

The delivery of the strategic plan guides the future policies, processes and practices of the AAA taking into account the key strategic themes. In this regard we will:

**1. Desirable Membership**

- To provide a membership focused service at all times
- To provide innovative service improvement
- To promote and market the Australian alpaca industry and the association as the industry peak body

**2. Valued Volunteers**

- To treat everyone associated with the AAA with mutual respect
- To engage and communicate with members regarding the activities of the association
- To provide opportunities for members to participate in activities

**3. Mature Viable Industry**

- To establish and maintain relationships with state and federal agricultural departments
- To support diverse opportunities
- To provide a support system for commercialisation of the industry

**Core Values**

Our values are fundamental to everything we do to achieve our Vision and Mission. As an organisation we seek to:

- Act with transparency, honesty and integrity
- Be accountable for our actions and decisions
- Provide efficient, timely and welcoming service to all stakeholders
- Treat all members, staff and clients with fairness and equity
- Value the contribution of all and work in a united manner
- Act as responsible citizens through promoting and undertaking responsible welfare and husbandry practices

# 1. Desirable Membership

## 1.1 Provide a membership focused service at all times

1.1.1 Undertake a review of AAA's member service offering including associated transaction fees, annual subscriptions and membership categories. Consider alternative member benefits such as rewards programs, insurance, member introduction incentives, etc.

**Accountable:** Directors Resp Mktg and Member Services & Member Services Working Party

**Target:** 31 Dec 2014

**Amended Target:** 31 March 2016

**Progress:** First meeting held 23 January and further meetings held each month. Comparison DNA testing is under way and action items under review and discussion. Rewards program under development.

1.1.2 Assess current and future processes and programs to retain existing members, and to attract and engage with prospective members (i.e. how to induct new members at a national and regional level).

**Accountable:** : Directors Resp Mktg and Member Services & Member Services Working Party

**Target:** 31 Mar 2015

**Amended Target:** 31 March 2016

**Progress:** As Above

1.1.3 Provide Board with recommendations for consideration to ensure AAA can provide its members a value added service offering taking into account financial implications with any potential change to fee structures.

**Accountable:** : Directors Resp Mktg and Member Services & Member Services Working Party

**Target:** 30 Jun 2015

**Amended Target:** 31 March 2016

**Progress:** As above

## 1.2 Provide innovative service improvement

1.2.1 Finalise the AAA's IT infrastructure review and subject to Board determination implement any agreed actions.

**Accountable: Consultants, Director Resp**

**Target: 31 Dec 2014**

**Amended Target: 31 Dec 2015**

**Member Services & Member Services Working Party**

**Progress: Proposal approved at February 2015 Board meeting. Awaiting implementation plan from IT consultant. Implementation plan presented to Board and due diligence in progress**

1.2.2 Implement the cloud based accounting software for Regional Treasurers.

**Accountable: Finance Manager, Treasurer**

**Target: 30 Sep 2014**

**Amended Target: 30 November 2015**

**Progress: Migration underway**

1.2.3 Develop a consistent and integrated communication approach.

**Accountable: Pres, GM, Mktg Admin, Director Resp Mktg, Member Services, Mag, Consultants**

**Target: 30 Jun 2015**

**Amended Target: 30 September 2015**

**Progress: Information paper in draft. Framework discussed with consultants and proposal received for consideration Regions to become more accountable and use capitation to print and distribute marketing collateral at shows for members to hand out to enquirers. Completed with ongoing review.**

1.2.4 Undertake a holistic review of AAA communications with its members and externally including website, social media and where required, recommend and implement changes as agreed to by the Board.

**Accountable: Pres, GM, Mktg Admin, Director Resp Mktg, Member Services & Mag, Consultants**

**Target: 31 Mar 2015**

**Amended Target: 30 Sep 2015**

**Progress: AAA Communications Policy currently being drafted and reviewed. The AAA's Marketing and Communications officer is very proactive in reviewing website (updates / changes) and there is currently a review of how to better streamline the website. Social media used is not only FB and Twitter but Instagram and Pinterest are currently under review within the National Office. E-blasts are more common etc. Completed with ongoing review**

### 1.3 Promote and market the Australian alpaca industry and the association as the industry peak body

1.3.1 Prepare and circulate positive stories to the media as the opportunity arises.

**Accountable: Pres, Marketing & Communication**

**Target: Ongoing**

**Amended Target:**

**Officer, Director Resp Mktg & PR Consultants**

**Progress: Ongoing with PR Consultants**

1.3.2 Engage expertise to develop a National Industry Impact/Viability report that promotes and markets the Australian alpaca industry to potential partners, new members and the broader community.

**Accountable: Pres, GM, Board**

**Target: 30 Sep 2016**

**Amended Target: Deferred**

**Progress Industry promotion video completed**

1.3.3 Engage with Federal Government through proactive advocacy, highlighting concerns and gaining support to grow the industry.

**Accountable: GM, Consultants**

**Target: Ongoing**

**Amended Target:**

**Progress: GRACosway report and Interel proposal received and distributed to AAA Exporters.** Insufficient feedback to proceed to the next Phase. White Paper submission completed early 2014.

1.3.4 Actively engage with the international alpaca industry to promote AAA as a world leader and explore partnership opportunities.

**Accountable: Pres, GM, Board**

**Target: 30 Jun 2015**

**Amended Target: Ongoing**

**Progress: Positive Australian industry stories published in Alpaca Culture, BAS magazine and New Zealand Alpaca. President and Director personally funded visit to attend Alpaca Fiesta 2014 in Arequipa, Peru. President self-funding trip to attend alpaca industry events and engage with industry bodies in UK and Europe in March 2015. Overseas organisations invited to attend 2015 National Show and Sale and 25<sup>th</sup> Anniversary Dinner.**

1.3.5 Actively engage with industry to promote the interests of AAA by representing the association at industry events.

**Accountable:** Pres, GM, Board

**Target:** 30 Jun 2016

**Amended Target:** Ongoing

**Progress:** GM attended 2014 Colourbration. Director provided Governance training to Tas region. Director and GM attended VIC Western ARM. AAA office staff attended SAFE 2015. AAA office staff attended 2015 National Show and Sale. Dir for Mkting attended Agricultural Competitiveness Conference in June 2015. AgVet Collaborative Forum participation ongoing. Attendance at further events as



## 2. Valued Volunteers

### 2.1 *To treat everyone associated with the AAA with mutual respect*

2.1.1 Review and where required re-write the associations code of conduct policy, where endorsed by the Board communicate any changes to members, and provide training to those that are required to make decision regarding potential breaches of the code.

**Accountable: Pres, GM, Board, Ethics Panel**

**Target: 31 Dec 2015**

**Amended Target: 31 March 2016**

**Progress: Deferred pending independent report.**

2.1.2 Reassess reward and recognition programs to acknowledge volunteer service to the AAA.

**Accountable: Pres, GM, Dir Resp Member**

**Target: 30 June 2015**

**Amended Target: Completed**

**Services**

**Progress: Thank you letters forwarded to all volunteers at 2015 Sydney Royal. Thank you letter and certificate sent to those who were successful in the April 2015 Train the Trainer course. Certificates of Appreciation awarded.**

### 2.2 *To engage and communicate with members regarding the activities of the association*

2.2.1 Review AAA member communication mediums and strategies, including website, e-news, magazines and social media. Consider further survey analysis. Where appropriate recommend changes to the Board for consideration and implementation

**Accountable: Pres, GM, Mktg Admin, Director**

**Target: 31 Dec 2014**

**Amended Target: 30 Sep 2015**

**Resp Mktg, Member Services & Mag, Consultants**

**Progress: Information paper in draft. Marketing and Communications Officer and GGG in discussion. Review completed. Communications policy in place. Ongoing assessment in a dynamic and rapidly evolving environment.**

### 2.3 *To provide opportunities for members to participate in activities*

2.3.1 Undertake a review of the AAA constitution, to establish a unified membership structure, leading to improved efficiencies and cost arrangements, considering current operational and strategic workings of a regional based hierarchy versus a potential jurisdictional based system. Present any initial recommendations to the board for consideration.

**Accountable: Pres, Co Sec, Dir Resp Member**

**Target: 31 Jul 2015**

**Amended Target: 31 March 2016**

**Services, Treasurer**

**Progress: Ad hoc working party – MM and AW to determine best members to be in the working party and to commence discussions. Draft presented to AAA Board February 2016.**

- 2.3.2 Review and recommend changes to the charter, structure and current directions of reference panels to ensure alignment with AAA strategic direction from a governance and operational perspective, and to enable skilled and active participation and support. Present the framework to the board for approval and implement in consultation with relevant parties.

**Accountable:** Pres, Director, EA/Office Manager

**Target:** 30 Sep 2014

**Amended Target:** 30 Jun 2015

**Progress:** Discussion paper submitted at February 2015 Board meeting. Policies and procedures board paper submitted at April 2015 meeting. Draft Committee charters discussed at face to face meeting in May 2015. Final approval due June 2015 Board meeting for AAA Directors to then discuss with their committee members. New portfolio and committee structure endorsed and committee members appointed. *Completed – new portfolios and committees in place.*

- 2.3.3 Develop operational manuals to assist Regional Committees to undertake their duties as per the AAA constitution. Where appropriate standardised forms, fees and processes.

**Accountable:** Pres, Office Staff, Working Party

**Target:** 30 Jun 2015

**Amended Target:** 31 March 2016

**Progress:** Working party to be formed comprising regional office bearers and office staff to compile manual using existing documents as a starting point

- 2.3.4 Offer governance training for AAA Board, Management and Regions to encourage member participation in AAA activities.

**Accountable:** Co Sec, Dir Resp Training & Ed Services, Treasurer

**Target:** 30 Sep 2015

**Amended Target:**

**Progress:** AAA Director provided Governance training to TAS region. Governance training paperwork is provided to Regional Presidents and Secretaries as part of their welcome pack.

### 3. Mature Viable Industry

#### 3.1 To establish and maintain relationships with state and federal agricultural departments

3.1.1 Identify and create relationships that will assist AAA to advocate to government on AAA related policy directives.  
Board to determine policy directives.

**Accountable:** Pres, GM, Dir Resp Exports, R&D, Training & Ed, Animal Health

**Target:** 30 Jun 2015

**Amended Target:**

**Progress:** GRACosway report and Interel proposal papers sent to Export Committee for information and review; available on website for members information. Completed White Paper submission. AHA involvement ongoing.

3.1.2 Engage with specific government departments to strategically support research and development and health and welfare matters. Including but not limited to Animal Health Australia, DAFF, RIRDC and Q-ALPACA. Where appropriate ensure industry is aware of the R&D work being undertaken and the associated bio-security risks and preventative measures and links.

**Accountable:** Pres, GM, Dir Resp R&D, Animal Health

**Target:** 30 June 2015

**Amended Target:** Ongoing

**Progress:** Ongoing work with RIRDC, AHA. At the May 2015 Council Meeting, presentation by Dr Abdul Jabar, Senior Lecturer in Veterinary Parasitology - *Studies on gastrointestinal nematodes of alpacas*. APVMA Vit D on label use.

3.1.3 Source and compile a list of Government grants and support programs which could be shared among AAA regions.

**Accountable:** Dirs Resp Member Training & Edn and RDE, Mktg

**Target:** 30 Sep 2016

**Amended Target:**

**Progress:** Information circulated to Regions and membership as opportunities are identified.

3.1.4 Promote continual improvement to bio-security measures for the Australian alpaca industry through Q-Alpaca, Map and development of a contingency plan for any outbreak of EAD.

**Accountable:** GM, Dir Resp Animal Health, Board

**Target:** 30 Dec 2015

**Amended Target:**

**Progress:** Q-Alpaca review and SAC Declaration and Waybill communication plan provided to all AAA members (May 2015). Director responsible for AHHW attending AgVet collaborative forum in June 2015 and to become an active member of this forum. Q-Alpaca program changes approved in 2016 and changes advised to members early September 2016.

### 3.2 To support diverse opportunities

3.2.1 Undertake strategic marketing initiatives to educate Australians about the increased opportunities if they were to farm alpacas (ie, fleece, meat and hide).

**Accountable:** Mktg Admin, Director Resp Mktg, Consultants      **Target:** ongoing      **Amended Target:**

**Progress:** Underway in conjunction with GGG

3.2.2 Undertake public awareness campaigns to gain recognition and interest of the Australian alpaca industry by National Office and Regions through Australian alpaca week, 25 year anniversary, National Show & Sale, etc, via TV, print and radio.

**Accountable:** Mktg Admin, Director Resp Mktg, Reg Mktg      **Target:** ongoing      **Amended Target:**

**Reps, Consultants**

**Progress:** Ongoing in conjunction with GGG. 2015 AAW Random Act of Urban Alpaca promoted on FB, social media as well as via local media – TV, radio, newspaper

3.2.3 Explore avenues for partnering with other stakeholders to receive product prominence for alpaca (ie, meat, hides and for fleece).

**Accountable:** Mktg Admin, Director Resp Mktg, Reg Mktg      **Target:** 31 Dec 2016      **Amended Target:**

**Reps, Consultants, Export Panel, Fibre Dev Panel**

**Progress:** Trademark registrations received for QUALITY ASSURED AUSTRALIAN ALPACA for 22,25 Logo and 20, 24,27 Logo

3.2.4 Review and consider alternative ways to fund AAA activities.

**Accountable:** Exec & Dir Resp Member Services      **Target:** 31 Dec 2015      **Amended Target:**

**Progress:** Board brainstorming activities. Further investigation of ideas to be undertaken

### 3.3 To provide a support system for commercialisation of the industry

3.3.1 Develop pro-active relationships with famers of other livestock and industry association networks to harness strategic partnerships for commercialisation of the Australian alpaca.

**Accountable:** Board, GM      **Target:** 30 Mar 2016      **Amended Target:**

**Progress:** AusTrade

- 3.3.2 Revitalise industry based on-line directory providing information for example on fibre processing, vets, tanners, abattoirs, transport and the like.  
**Accountable: GM, Dir Resp Mktg** **Target: 31 Dec 2015** **Amended Target: Deferred**  
**Progress: On hold pending website review**
- 3.3.3 Upon interest from investors develop strategies to increase product volumes.  
**Accountable: Board, GM, Dir Resp Mktg & Member Services** **Target: 31 Oct 2016** **Amended Target: Deferred**  
**Progress:**
- 3.3.4 Partner with training providers to pursue fleece classing.  
**Accountable: GM, Dir Resp Exports, & Fibre Market Dev Ref Panel** **Target: 30 Mar 2015** **Amended Target: Ongoing**  
**Progress: 22-23/11/14 SW Tafe Hamilton, VIC and 5-7/12/14 NSW Tafe Illawarra Train the Trainer courses held. Skirting Course / Facilitators training held in Yass in April 2015, Course held at TOCAL in 2015**
- 3.3.5 Develop an overarching industry protocol in conjunction with government for members intending to export animals. Including a reassessment of fees and paperwork for consideration by the Board.  
**Accountable: GM, Dir Resp Exports** **Target: 31 Jun 2015** **Amended Target: 31 December 2016**  
**Progress: GRACosway report and Interel proposal received and sent to Export committee for review and information; available on website for members information. Mkt Access Trade and Commercialisation Cttee recently formed to action when established.**
- 3.3.6 Work up appropriate risk mitigation strategies when communicating commercial policy decisions by the Board (i.e. exports).  
**Accountable: Pres, GM, Dir Resp Mktg** **Target: 31 Dec 2015** **Amended Target:**  
**Progress: Member newsletter reinstated; reinforced messages across multiple media to suit different demographics. Monthly updates to presidents.**