NAV Strategy 2013-2015
Nordisk Avlsværdivurdering (NAV)

The goal of NAV is through genetic improvements to increase economic gain in cattle husbandry in the Nordic countries. This is done by highlighting the added value of the Nordic breeding profile and by jointly conduct research, development and routine genetic evaluation.
Nordisk Avlsværdivurdering (NAV)

NAV's purpose can be embodied in the following points:
  - Competitiveness
  - Structural changes
  - Breeding Profile
  - Increased commitment
  - Expansion of the active breeding population
  - Optimization of resources

The goal with the NAV Strategy 2013-15 is to further develop NAV for the benefit of Nordic farmers
NAV strategy process from January 2012 to December 2012

1. INTERVIEWS (Stakeholders in SE, FI & DK)
   - To identify strategic challenges and secure influence from stakeholders of the collaboration

2. STRATEGY SEMINAR (Board + Management)
   - Timeline
   - Findings from interviews
   - Strategic themes
   - Mega trends SWOT

3. STRATEGY MAP SEMINAR (Board + Management)
   - Outline the strategic direction, strategic goals and objectives for NAV

4. Board approval of strategy

5. ACTION PLAN SEMINAR (Employees)
   - Develop strategic action plans 2013 for realization of the strategy

6. STRATEGY EXECUTION
   - Execute initiatives and strategic action plans
# Interviews

<table>
<thead>
<tr>
<th>NAV owner organizations/&quot;NAV employees”/others</th>
<th>Sweden</th>
<th>Finland</th>
<th>Denmark</th>
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<tbody>
<tr>
<td>University</td>
<td>Erling Strandberg, SLU</td>
<td>Esa Mäntysaari, MTT</td>
<td>Mogens Lund, AU</td>
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<td>Växa, FABA, VGDK</td>
<td>Lars Olaf Bårström</td>
<td>Minna Toivonen</td>
<td>Niels Kr. Fruergaard</td>
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<td>VikingGenetics</td>
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<td>Lars Nielsen</td>
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<td>NAV</td>
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<td>Gert Pedersen Aamand</td>
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Way Forward
New Strategy
NAV
Nordic Cattle Genetic Evaluation - Guiding stars - 2015

Develop feed efficiency trait

Securing data access + Automize registration

Increase collaboration with (new) partners

Keep independency and trust worthiness
Guiding stars

- Develop feed efficiency trait
- Securing data access + Automize registration
- Increase collaboration with (new) partners
- Keep independency and trust worthiness

Sustainable shareholder value
Balanced economy

Financial
- Gain revenue from evaluation services abroad 50K-250k €
- Minimize cost from routine work

Customer
- Win new customers
- Increased understanding of the economic value of NTM
- Securing reliable breeding values
- Increase the correlation between NTM and future production economy
- Timely availability of evaluation results

Process
- Systematically scan for and approach potential customers
- Strengthen and simplify communication about NTM, breeding values
- Continuously increase the breeding population
- Continuously Develop evaluation model
- Revise the economic weighting of traits and breeding goal
- Participate in feed efficiency research (reliable registrations) and increased automatic registrations
- Increased atomization of routine work

Learning & Growth
- Fundament: Increase teamspirit and commitment
## Next steps

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<tr>
<th>Action</th>
<th>Responsible</th>
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| "Employee involvement"  
Presenting strategy  
Involvement in action planning/yearly-plan for 2013                    | Gert – OK               |
| Jointly with a team-event                                              |                        |
| Define projects/ work packages 2013                                   | Gert – OK               |
| Develop budget 2013                                                   | Gert – OK               |
| Approval of strategy, yearly-plan, budget                             | Board –OK               |
| Arrange a presentation of the “common database” report                 | See below               |
| Arrange a "common database” workshop for decision makers to have a strategic dialog of possibilities and goals for a "common database" projects. | Antti, Magnus, Trine In process |