



# **BRANGUS RELEVANT**

**STRATEGIC PLAN**  
2026-2030



## EXECUTIVE'S MESSAGE

This Strategic Plan marks an important milestone for the Australian Brangus Cattle Association. For the first time in its 65-year history, the Association has mapped its strategic direction for the next five years.

Defining the Association's Vision, Core Purpose and Values has been a valuable and rewarding process for the Board and Management.

At the heart of this Strategic Plan is the relevance of Brangus across the supply chain; where it counts, where it pays, and in every season.

The Strategic Plan emphasises community, with the Brangus Family at its core. The strength of community is evident at Brangus events and in the way breeders support one another.

The Association's values of Integrity and Trust, Relevance, Family and Community, Accessibility, Results Driven, and Resilience will guide its direction in the years ahead.

The Strategic Plan is structured in three stages;

The Foundation and Migration stage will ensure the Association's core functions are secure, sustainable and able to be delivered well into the future. It includes an expanded geographic focus and a strengthened youth program.

The Growth and Differentiation stage builds on this foundation through investment in research and development, a stronger Brangus brand, and strategic industry partnerships that support breed growth and differentiation.

The Market Leadership stage will draw on the outcomes of the first two stages to position Brangus as a market leader across the Association's digital ecosystem, supply chain partnerships and governance. This stage will continue to evolve as the Strategic Plan progresses.

*Nath O'Sullivan*  
**CEO**

VISION

**BRANGUS**  
**RELEVANT**

**BRANGUS**  
**WHERE IT COUNTS**

**BRANGUS**  
**WHERE IT PAYS**

**BRANGUS**  
**EVERY SEASON**



## PRESIDENT'S MESSAGE

On behalf of the Australian Brangus Cattle Association Board, we are proud to present this strategic plan for the benefit of our members, stakeholders and the wider Australian beef industry.

This plan provides a clear direction for the future of Brangus and Ultra cattle, ensuring our breed remains relevant, competitive and aligned with the evolving needs of our customers.

By balancing market requirements with the inherent adaptability, resilience and commercial value of Brangus and Ultra cattle, we aim to build greater demand pull through the beef supply chain while maintaining the attributes that make our breed well suited to Australian production systems.

Importantly, this strategic plan provides a framework for greater clarity across Brangus Australia management, board directors and members, supporting more effective decision-making, improving organisational efficiency

and ensuring our collective efforts remain focused on delivering outcomes that matter to our members and the industry.

Our industry continues to evolve, and we must be prepared to evolve with it. While we recognise and value the strong foundations built by those who have come before us, this plan provides an opportunity to build on that legacy and position Brangus Australia for the future.

The success of this strategy will rely on the engagement and commitment of our members. Together, we can strengthen the position of Brangus and Ultra cattle, build greater confidence in our genetics and ensure the breed continues to play an important role in Australia's beef industry.

I look forward to working with our members as we turn this strategy into action.

*Justin Boshammer*  
**President**

STRATEGIC PLAN 2026-2030



## CORE PURPOSE

# THE BRANGUS FAMILY

A MEMBER-OWNED COMMUNITY OF INTEGRITY  
DELIVERING SUPERIOR GENETICS  
FOR AUSTRALIAN CONDITIONS



## VALUES

### **INTEGRITY & TRUST**

HONEST, TRANSPARENT  
DEALINGS WITH HERDBOOK  
INTEGRITY

### **RELEVANCE**

REAL-WORLD COMMERCIAL  
PERFORMANCE

### **ACCESSIBILITY**

EASY TO DO BUSINESS WITH  
FAIR TREATMENT FOR ALL

### **RESULTS DRIVEN**

EVIDENCE-BASED,  
PERFORMANCE FOCUSED  
APPROACH

## COMMUNITY

BRANGUS FAMILY COMMUNITY  
WITH PRIDE AND BELONGING

## RESILIENCE

HARDY CATTLE AND  
ORGANISATIONAL STRENGTH



## STRATEGIC PRIORITIES 2026-2030

### **SHORT-TERM** [2026-27] **FOUNDATION & MIGRATION**

REGISTRY SOFTWARE  
MIGRATION

GENETIC EVALUATION  
STRENGTHENING

UPDATED SELECTION  
INDICES

EXPANDED REGIONAL  
PRESENCE

YOUTH PROGRAM  
EXPANSION

### **MID-TERM** [2028-29] **GROWTH & DIFFERENTIATION**

LEVERAGE REGISTRY  
PLATFORM

DNA TESTING  
ENHANCEMENT

ADVANCED GENETIC  
SELECTION

MARKET DIFFERENTIATION  
EXECUTION

RESEARCH PARTNERSHIPS

**LONG-TERM** (2030+)  
**MARKET LEADERSHIP**

PREMIUM MARKET  
POSITIONING

HARDY GENETICS BUILT  
FOR AUSTRALIA

DIGITAL ECOSYSTEM  
LEADERSHIP

SUPPLY CHAIN  
INTEGRATION

EXPORT PROGRAM  
DEVELOPMENT



## FOUNDATION & MIGRATION 2026-27

### **REGISTRY SOFTWARE MIGRATION**

HELICAL REGISTRY & DNA  
DATABASE SOFTWARE

MODERN ROBUST CLOUD  
BASED SOLUTION

MOBILE RESPONSIVE  
DESIGN

GO-LIVE JANUARY 2027

### **GENETIC EVALUATION STRENGTHENING**

STRENGTHENED PARTNERSHIP  
WITH GENETIC EVALUATION  
OWNERS & PROVIDERS

NEW TRAIT DEVELOPMENT

PARTICIPATE IN MULTIBREED  
DEVELOPMENT

IMPROVED TECHNICAL SUPPORT

# UPDATED SELECTION INDICES

REDEVELOPED SELECTION  
INDICES

REFLECT KEY MARKETS  
FOR BRANGUS

SELF REPLACING  
MATERNAL FOCUS



## FOUNDATION & MIGRATION 2026-27

### **EXPANDED REGIONAL PRESENCE**

**NORTHERN AUSTRALIA  
FOCUS**

**INCREASED PRESENCE AT  
FIELD-DAYS & CONFERENCES**

**SUPPORTING SHOWS  
& SALES**

**COMMERCIAL PRODUCER  
ENGAGEMENT**

### **YOUTH PROGRAM EXPANSION**

**EDUCATION & DEVELOPMENT  
OF YOUTH**

**STRONG SCHOLARSHIP  
& AWARD PROGRAM**

**INCREASED YOUTH  
ENGAGEMENT**

**LED BY YOUTH  
CONSULTATIVE COMMITTEE**



## GROWTH & DIFFERENTIATION 2028-29

### **LEVERAGE REGISTRY PLATFORM**

UTILISE MODERN SOFTWARE  
TO ITS POTENTIAL

DIGITAL MARKETPLACE  
PARTNERSHIPS

EXPLORE REGISTRY PLATFORM  
INTEGRATIONS

### **DNA TESTING ENHANCEMENT**

REVIEW DNA LABORATORY  
PARTNERSHIPS

INTRODUCE PARENT  
DISCOVERY TECHNOLOGY

EXPAND REFERENCE  
POPULATION

# ADVANCED GENOMIC SELECTION

EXPAND SELECTION TOOL  
AVAILABILITY

INCORPORATE TRAITS  
FROM RESEARCH

ADOPT INDUSTRY LEADING  
GENOMIC TECHNOLOGY



## GROWTH & DIFFERENTIATION 2028-29

### **MARKET DIFFERENTIATION**

EXPAND BRANGUS  
BRAND

INCREASE MARKET  
RECOGNITION

EVIDENCED BASED BREED  
DIFFERENTIATION

### **RESEARCH PARTNERSHIPS**

IDENTIFY RESEARCH  
OPPORTUNITIES

INDUSTRY RESEARCH  
INVOLVEMENT

SECURE GRANT  
FUNDING



## WHERE WE WILL BE IN 2030

### MEMBER ENGAGEMENT

450+ ACTIVE FULL MEMBERS

75+ ACTIVE YOUTH MEMBERS

90%+ MEMBER SATISFACTION

STRONG 'BRANGUS FAMILY' CULTURE

### TECHNOLOGY LEADERS

INDUSTRY LEADING REGISTRY PLATFORM

DIGITAL MARKETPLACE OPERATIONAL

ADVANCED BREEDING TOOLS

MOBILE-FIRST EXPERIENCE

### GENETIC PROGRESS

20,000+ REFERENCE POPULATION

RECOGNISED NORTHERN ADAPTABILITY

HARDY GENETICS BUILT FOR AUSTRALIA

MEASURABLE GENETIC TRENDS

### FINANCIALLY SECURE

6-MONTH OPERATING RESERVE

DIVERSIFIED REVENUE STREAMS

TECHNOLOGY ROI DEMONSTRATED

GRANT FUNDING SECURED

## MARKET POSITION

BRANGUS BRAND EXPANDED

MARKET RECOGNITION ACHIEVED

SUPPLY CHAIN PARTNERSHIPS ACTIVE

EXPORT PROGRAM OPERATIONAL

## ORGANISATION

PROFESSIONAL OPERATIONS

EFFECTIVE GOVERNANCE

NEXT GENERATION LEADERSHIP

INDUSTRY RECOGNITION



# **BRANGUS** **RELEVANT**

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