



Our Strategy

2018-2023

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Foreword



Quality Meat Scotland takes great pride in the work it delivers for the Scottish red meat industry which supports 50,000 jobs and generates over £2 billion for Scotland's economy.

This short document aims to clearly communicate Quality Meat Scotland's strategic priorities for the period from 2018/19 to 2022/23.

The development of these priorities followed full and careful consideration of the factors influencing the different parts of the Scottish red meat industry and the challenges and opportunities which exist.

The development of QMS's strategic priorities included input from our board and executive team along with our wider staff and key stakeholders.

Quality Meat Scotland's overall strategy is **to support the development of a sustainable, professional, resilient and profitable Scottish red meat industry which makes an important contribution to Scotland Food & Drink's target of £30bn by 2030.**

This strategy is aligned with the Scottish Government's economic strategy of *increasing sustainable economic growth* and the next phase of Scotland's National Food and Drink Policy - *Becoming a Good Food Nation* as well as Scotland Food & Drink's *Ambition 2030* vision.

Our vision, as an organisation, is **to be valued by our farmer and processor levy payers and key stakeholders, as a business support organisation which delivers strongly for the Scottish red meat industry as it continues to build a global reputation for animal welfare, quality assurance and integrity.**

Alan Clarke
Chief Executive
Quality Meat Scotland

Our Strategy

To support the development of a sustainable, professional, resilient and profitable Scottish red meat industry which makes an important contribution to Scotland Food & Drink's target of £30bn by 2030

Our Vision

Our vision is to be valued by our farmer and processor levy payers and key stakeholders, as a business support organisation which delivers strongly for the Scottish red meat industry as it continues to build a global reputation for animal welfare, quality assurance and integrity.

Our Mission

Our mission is to deliver a range of activities to support the development of a sustainable, professional, profitable and resilient Scottish red meat industry. We will promote and protect the Scotch Beef PGI, Scotch Lamb PGI and Specially Selected Pork brands through clear, effective communication to ensure consumers fully understand what sets our brands apart.

Strategic Aims

Strategic Aim 1: Build Our Brands

To build the Scotch Beef PGI, Scotch Lamb PGI and Specially Selected Pork brands through quality assurance and effective marketing and communications with consumers

Strategic Aim 2: Support Sustainable Growth

To support the sustainable growth of the industry through strategic engagement with key stakeholders, supply chain collaboration and cascade of key market information

Strategic Aim 3: Develop Capability and Capacity

To develop capability and capacity in the Scottish red meat industry through training and education initiatives which attract, motivate and develop the workforce

Strategic Aim 4: Deliver Professional Services

To deliver professional services which support the continued growth of a resilient, professional Scottish red meat industry able to grasp opportunities and meet challenges



Strategic Aim 1: Build Our Brands

To build the Scotch Beef PGI, Scotch Lamb PGI and Specially Selected Pork brands through quality assurance and effective marketing and communications with consumers

To achieve this we will:

1.1 Clarify the Unique Selling Points of the Scotch Beef PGI, Scotch Lamb PGI and Specially Selected Pork brands and clearly communicate these to consumers and to all parts of the Scottish red meat supply chain

1.2 Grow demand for the Scotch Beef PGI, Scotch Lamb PGI and Specially Selected Pork brands through effective marketing and communication/PR campaigns that increase consumer awareness and understanding of the “Scotch” brands in each of our target markets

1.3 Strategically engage with each part of the Scottish red meat supply chain, and other brand users, to get their commitment to protect, promote and use the Scotch Beef PGI, Scotch Lamb PGI and Specially Selected Pork brands

1.4 Develop and deliver robust quality assurance schemes and industry initiatives to underpin and protect the brands which raise the profile of the industry’s ethics through positive health, sustainability and animal welfare messaging

1.5 Engage with supermarkets, butchers and foodservice businesses to increase the availability of identified Scotch and non-Scotch Scottish-origin products to stimulate increased consumer demand

1.6 Identify potential market access opportunities both at home and abroad to maximise the return from the whole carcass using differentiated product categories



Strategic Aim 2: Support Sustainable Growth

To support the sustainable growth of the industry through strategic engagement with key stakeholders, supply chain collaboration and cascade of key market information

To achieve this we will:

2.1 Improve communication in the Scottish red meat industry through increased supply chain collaboration and information sharing

2.2 Ensure the Scottish red meat industry connects with the wider policy framework for Scottish food and drink at both Scotland and UK levels

2.3 Work with Government and other key stakeholders on identified topical industry challenges and opportunities for the Scottish red meat industry

2.4 Collaborate with research providers to optimise relevant and practical implementation of research relating to the red meat industry

2.5 Provide relevant, timely market information and identify industry trends and horizon-scan to identify challenges and opportunities



Strategic Aim 3: Develop Capability and Capacity

To develop capability and capacity in the Scottish red meat industry through training and education initiatives which attract, motivate and develop the workforce

To achieve this we will:

3.1 Engage with young people and consumers to provide education about the health benefits of red meat and work in partnership with the Scottish SPCA to promote the high standards of animal welfare within the sector

3.2 Encourage uptake of innovative methods including the use of new technologies to drive efficiency and profitability in the primary sector

3.3 Support the delivery of training and industry development initiatives to drive professionalism and efficiency in skills areas where gaps have been identified

3.4 To collaborate with education and training bodies to ensure course content is current and valid and that there is access to industry relevant vocational and professional training and qualifications

3.5 Maximise opportunities to present the benefits of our brands and careers in the sector to young people in partnership with education and training providers



Strategic Aim 4: Deliver Professional Services

To deliver professional services which support the continued growth of a resilient, professional Scottish red meat industry able to grasp opportunities and meet challenges

To achieve this we will:

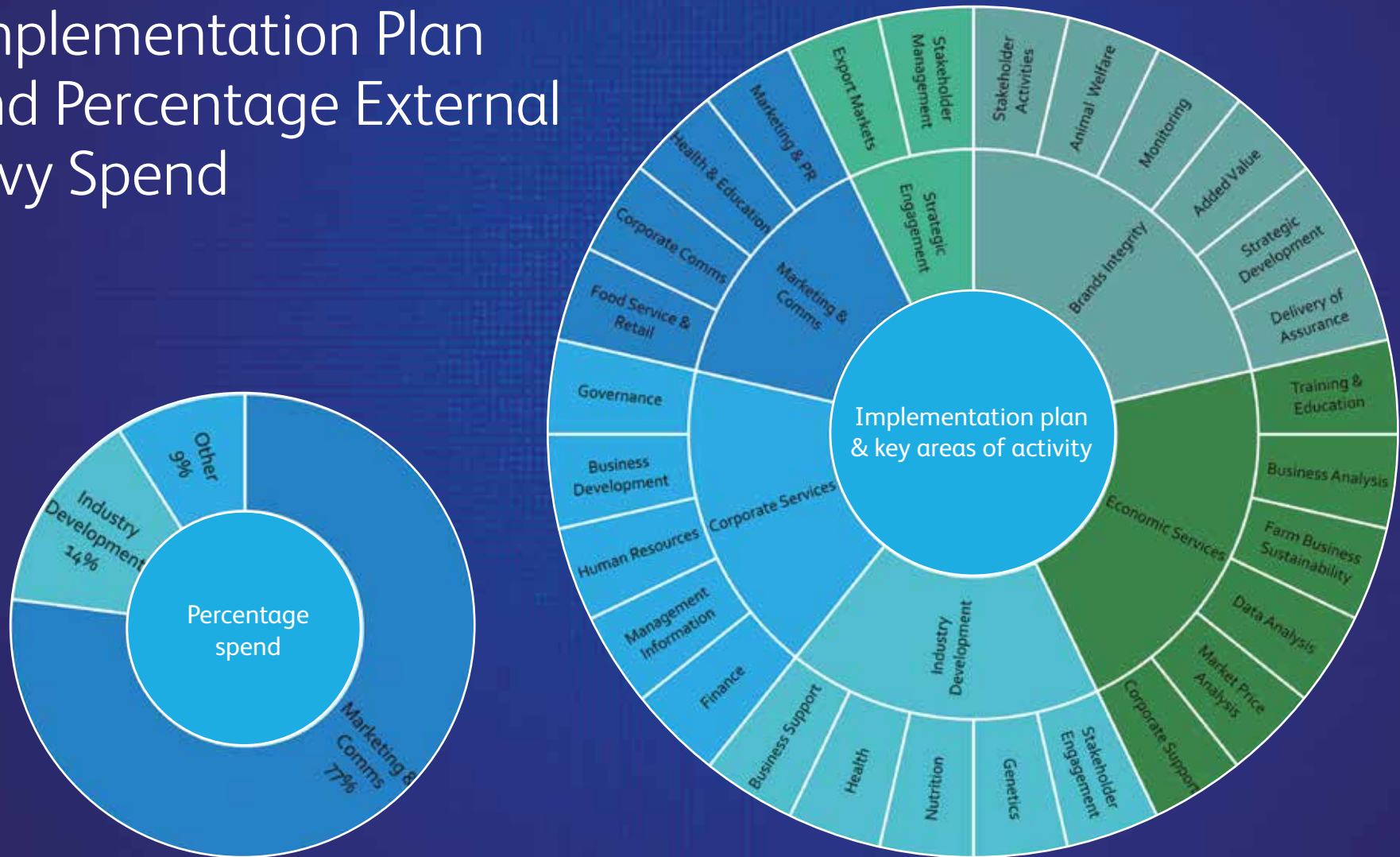
- 4.1 Deliver value for money for levy payers through benchmarking our performance against similar organisations
- 4.2 Add value to our levy payers through the leverage of other non-levy funding
- 4.3 Continually review our internal processes to improve our range of services

4.4 Maintain high levels of corporate governance and assurance at all internal and external audits

4.5 Develop key messages for each part of the sector that we effectively communicate to all stakeholders



Implementation Plan and Percentage External Levy Spend



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