

STRATEGIC PLAN

2017-2021

HOP RESEARCH COUNCIL

Prepared by the Strategic Planning Committee

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CONTENTS

History of HRC and Strategic Planning
HRC Mission Statement
HRC Planning Opportunity
Themes and Drivers
HRC Goal and Metrics
Strategies and Actions
The Planning Process
Appendix

History of Hop Research Council

- The council was established in 1979 by a group of hop industry members that believed in the benefit of a united hop research effort. With the goal of brewers, dealers and growers working together to fund and direct hop research to ensure a bright future for the US hop industry.
- Original Focus Areas:
 - Hop Breeding / Genetics
 - Hop Chemistry
 - Pathology
 - Entomology

HRC Strategic Planning History

- Founded as a standing committee in 1995
- Original SPC mission statement calls for a member survey every 5 years
- First strategic plan (SP) was based on a survey of priorities among membership
- Due to the 1997 breakout of powdery mildew in the USA, plan was appended and updated for 1998
- In 2005 the SPC conducted a new survey of priorities
- In 2010 the SP was updated reflecting the 2005 and 2010 surveys
- The 2010 strategic plan core values:
 - Improvement of agronomic and quality traits of U.S. hops
 - Lower cost of production and processing of U.S. hops
 - Elimination or control of diseases and pests of U.S. hops
 - Foster information flow from stakeholders to breeders of U.S. hops

HRC Mission Statement

The purposes of the Hop Research Council are to

- Solicit and provide funds for scientific investigation and research related to the agricultural production and quality of hops in the United States; and to
- Serve the needs of all segments of the hop industry by maintaining a membership which covers the entire industry and by supporting research that meets the needs of its members.
- Facilitate communication between the council, brewers, growers and the scientific community.

A Focused Approach: HRC's Planning Opportunity

- How can the HRC promote long-term access to high quality, sustainably priced and produced US hops through collaborative research between researchers, farmers, processors and brewers?

Themes and Drivers Behind the Opportunity

- Leadership
 - Lack of director position to ensure vision and near term execution
 - Lack of national research coordination
- Collaboration
 - Need for transparent and consistent communication to stakeholders
 - Collaboration between stakeholders
- Vision/Research Strategy
 - Lack of balance and priority between short, medium and long term goals
 - Lack of awareness among stakeholders to specific targets
- Funding
 - Funding model scrutiny within member budgets
 - Sustainable budget/funding sources for HRC

What Success Looks Like: Our Goal

- By 2020, the HRC will be known as the leading organization to fund research and provide information to promote collaborations on advancing hop farming, processing, and brewing with hops to create delicious beer with less environmental impact and lower costs of production.
- We will address these goals by improving the agronomic traits of U.S. Hops by reducing water use and chemical inputs; lowering the cost of production; increasing council funding; and expanding council membership.

- Metrics
 - Crop Protection Cost per acre - HGA (2015 cost survey: \$750 per acre)
 - Stakeholders certified in sustainable programs
 - Yield/acre - USDA NASS
 - Total cost per acre or lb. -HGA (2015 cost survey: \$6.50 per lb. for aroma's; \$3.25 per lb. for alpha)
 - Membership count - HRC (current 24)
 - Council funding - HRC (current \$585,000)

Benefits to all Stakeholders: Why success is important

- Hop research benefits all of us: we need a sustainable hop supply
 - We need diverse varieties that will thrive in different environments and changing pest pressures.
 - We need lower cost of production, allowing growers the ability reinvest in their farm, to make infrastructure improvements or invest in innovative technologies.
 - We need brewers to keep brewing delicious beer by using high quality, affordable hops.

The Path to Achievement: Strategies and Actions

***Actions for each Strategy are defined in Appendix**

- Leadership
 - Lack of director position to ensure vision and near term execution
 - Strategy: Hire Full-time Technical Manager to the HRC by October 15, 2016
 - Lack of national research coordination
 - Strategy: With HRC Technical Manager on board, strengthen national research coordination efforts.
- Collaboration
 - Need for transparent and consistent communication to stakeholders
 - Strategy: Develop ongoing communications channels for stakeholders.
 - Collaboration between stakeholders

- Strategy: Create collaborative projects between members that address current needs and interests and take advantage of member infrastructure.
- Vision/Research
 - Lack of balance and priority between short, medium and long term goals
 - Strategy: Develop a metric to establish short, medium and long term classifications for current HRC projects.
 - Strategy: Revitalize and develop a productive public breeding program.
 - Lack of awareness among stakeholders to specific targets
 - Strategy: Develop a standard communication process that will increase awareness among stakeholders about HRC strategic targets.
- Funding
 - Funding model scrutiny within member budgets
 - Strategy: Provide for Long-Term, Stable and Diverse HRC Funding
 - Sustainable budget/funding sources for HRC
 - Strategy: Provide for Long-Term, Stable and Diverse HRC Funding

Next Steps

- HRC success is tied to membership involvement.
- Strategic planning committee will:
 - Continue meeting every other month to discuss progress and actions needed.
 - Technical manager would be a member of committee.
 - Actively be involved in putting actions in place.
 - Provide reports of progress to HRC membership.
 - Develop a scorecard to track our progress.