# Introduction

## Background

The \*X Meat Commission has been the stalwart of meat commissions in the \*X region since its inception in 1965. Unlike its global competitors, it was established by an Act of parliament; primarily to provide support and services to its local cattle farmers, making it unique in its identity as a parastatal with a monopoly in its local market.

Over the years with government funding, the meat commission undertook breakthrough projects in livestock management, range and livestock production for commercial and pilot ranches, which rendered it an authority in these areas.

Coupled with its stringent and rigorous health and safety systems and procedures and a well organised value-chain that produced hormone-free beef products; it earned itself a reputation as an authority in the regional beef industry and a supplier of superior beef products. This led to \*X’s entry into the global beef industry and its notoriety as a serious contender for the supply of quality beef, shifting \*X’s sole export commodity to a value-added product with 70-75 per cent consumed by the EU market.

However, a major shift in the industry due to the introduction of more progressive national industry laws propagated the mushrooming of privately owned abattoirs and chain stores catering to the already small local market resulting in the evolution of new market demands and opportunities. Coupled with technological advancements in the region and globally and its out-dated traditional practices and cattle management systems both in need of modernisation to remain competitive in the global markets; this warranted a change in the Meat Commissions status quo.

\* Names have been omitted to preserve anonymity