



The Point



Risk creates rewards

Gary Smith, General Manager

Today's business climate is fun, exciting and full of opportunities; especially for companies willing to take risk. Nationally acclaimed management consulting and training guru, Tom Peters, sums it up best: "It is always better to try a swan dive and deliver a colossal belly flop than to step timidly off the board while holding your nose."

The board of directors and management team were recently engaged in the strategic planning process of NorthStar Cooperative. Among our tasks we reviewed the progress NorthStar has made in the last few years; scrutinized where we are today, and established what we want the business to look like in the next five to 10 years. During our discussions we kept in mind that risk creates opportunity for rewards, which is the mindset that has gotten us to where we are today.

Renewing the mission and vision for the Cooperative is a continual process. When we reviewed 2006's key demographic information we saw tremendous opportunity in NorthStar's core service area. Dairy cows in our three state service area total more than 1.1 million in 11,000 licensed herds. Additionally, the average herd size has grown to more than 100 cows and milk production in these states is among some of the best. While our core service area is showing increases in cows and milk produc-



tion, let's not forget we have business units that are not limited geographically and have national and international appeal. In 2006, U.S. dairy producers set historic records - obviously NorthStar's opportunity for growth and success is high.

With a renewed understanding of our customers, the board of directors set out to create a vision statement for the Cooperative. As such, NorthStar's vision for the future is, "To build an organization that develops premier services and products that can be utilized by Agriculture producers to enhance their business and well being. This will be accomplished through the expansion of current and new services/products obtained through support of technology research and development, by NorthStar Cooperative entities investing or developing and collaborating with other business partners."

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Bruce Clark joins NorthStar Cooperative

Keeping with NorthStar's mission of

"enhancing producer profitability through integrated services," a new business unit focusing on training and technical services has been created and will be spear-headed by Bruce Clark, DVM, of Coldwater, Michigan. In this business unit, Bruce is responsible for assisting with the development of personnel training and recruiting, as well as growing the sales and service of the Cooperative.

No stranger to the dairy industry Bruce was most recently employed by the Monsanto Corporation in the Animal Agriculture Division (Dairy) as their East Region Technical Services Manager and prior to that worked as the Area Technical Services Specialist for Michigan, Ohio and Indiana. Bruce received his Doctor of Veterinary Medicine from Mississippi State University and worked in private practice for several years before pursuing an active teaching career at both his alma mater and the University of Missouri.

Currently Bruce serves on the board of directors for Dairy Records Management Systems (DRMS), and is a member of the Michigan Veterinary Medical Association Food Animal Practice Committee. Previously Bruce served on the board of directors for AntelBio.

Bruce began his responsibilities at NorthStar in early September. His extensive background in teaching, record analysis, farm management practices and animal reproduction make him a valuable addition to NorthStar. ★



With our long range vision in place, the board also modified our mission statement, our promise of what we will do everyday for you. NorthStar' promise to you is: "To enhance producer profitability through integrated services."

Neither the vision or the mission of this organization received dramatic changes at the strategic planning session. Instead they were expanded and fine-tuned to allow NorthStar to continue on the path that was established nearly 10 years ago when we moved to a stock based cooperative. Our structure change created flexibility, allowing us to chart a new course for stockowners and customers. As a result NorthStar moved quickly to meet and exceed your needs through the creation of unique programs and services.

NorthStar was the first organization of its kind to offer records analysis through Dairy Production Analysis (DPA). It's safe to say that

DPA set the stage for the development of programs like Select Reproductive Solutions™ and the use of tools like Select RePRO Analysis™, proprietary analysis software used nationally by the Select Sires federation. Additionally, AntelBio's development and expansion of tests in DHI milk samples has made disease screening easier and more convenient than traditional methods. NorthStar's DHI services and labs have gone through radical transformation ultimately providing faster and more expanded records. The combination of records analysis, reproduction services, DHI and disease testing is the result of NorthStar's vision and mission.

To continue forward with our vision, the board of directors recently approved creating a new business unit which will focus on personnel training, as well as product and service development. This business unit will

"To enhance producer profitability through integrated services."

help us succeed in the future by creating more value through having highly trained personnel with the skill sets you will demand and need to improve profitability in your operations.

We are pleased to announce Bruce Clark, DVM, will head up this new business unit. Bruce has an extensive background in the dairy industry as well as personnel training and development and we are excited to have him joining our team. If you are not familiar with Bruce, see his announcement on page 1.

As we move forward we will continue to take risks and move quickly to meet and exceed your wants, needs and expectations. ★

Is She Bred This Time?



NorthStar offers a complete portfolio of Reproductive Solutions™ including:

- ◆ Reproductive troubleshooting
- ◆ Records analysis
- ◆ Professional technician service
- ◆ Estrus-synchronization programs
- ◆ Heat detection training
- ◆ English and Spanish training resources
- ◆ Professional A.I. training
- ◆ Heat detection aids
- ◆ Nutritional supplements

NorthStar Cooperative
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