

South Dakota State University
**Open PRAIRIE: Open Public Research Access Institutional
Repository and Information Exchange**

South Dakota Poultry Field Day Proceedings and
Research Reports, 1980

Animal Science Reports

1980

The Decade Of The 80's

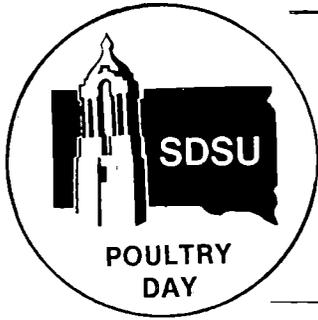
Robert D. Sparboe

Follow this and additional works at: http://openprairie.sdstate.edu/sd_poultry_1980

Recommended Citation

Sparboe, Robert D., "The Decade Of The 80's" (1980). *South Dakota Poultry Field Day Proceedings and Research Reports, 1980*. Paper 11.
http://openprairie.sdstate.edu/sd_poultry_1980/11

This Report is brought to you for free and open access by the Animal Science Reports at Open PRAIRIE: Open Public Research Access Institutional Repository and Information Exchange. It has been accepted for inclusion in South Dakota Poultry Field Day Proceedings and Research Reports, 1980 by an authorized administrator of Open PRAIRIE: Open Public Research Access Institutional Repository and Information Exchange. For more information, please contact michael.biondo@sdstate.edu.



The Decade Of The 80's

Robert D. Sparboe

Sparboe Agricultural Corporation And

Sparboe Summit Farms, Inc.

Litchfield, Minnesota

I would like to comment on a few of the challenges which I feel we will need to meet and overcome in the 80's.

We in our company, and most of us in our industry (especially in the Midwest), have survived by producing and marketing reasonably well. However, we are not necessarily skilled managers of large management intensive organizations. Thus, it will be increasingly difficult for us to remain effective in managing organizations which are being forced to become better and larger at the same time.

In the past, we have pretty much managed and worked in the short term. In the future we will need to plan, organize, staff, direct and control organizations in a much longer time period.

As our organizations grow in size involving more people and more capital, the requirement for proper structure and appropriate management orientation will become progressively more important.

As numbers of people grow, management will be forced to spend its time managing instead of doing, setting objectives and measuring performance against those objectives, a change which will be very difficult for many of us.

It will be challenging for us as managers to obtain the right human talent in a given job at a given time in an ever-changing organization.

For many agricultural organizations, it will simply be difficult to attract and hold appropriate personnel as employee positions and requirements change.

Each stage of growth will provide its own confounding problems. It will be difficult for us to be the right size with the right volume for an existing capital (financial) base. Obviously, being the right size during each progressive period of change will be ever important. It will be challenging for most of us to simply provide the equity and debt capital appropriately balanced with the risks brought about by cyclical market prices.

Higher interest rates accelerating inflation will increase risks and will require perceptive, flexible managerial posture.

Production technology will become increasingly complex and increasingly important.

Marketing will become more sophisticated and will require greater innovation and separate mentality.

It will be difficult to provide adequate succession management. All managers will need to be building companies that will survive their lifetime.

For some, planning for orderly control and ownership, including properly handling estate taxes and so forth, will become increasingly complex as organizations grow.

In conclusion, we certainly have challenging work laid out before us. It may appear as though we have more difficult problems than opportunities. That is not true. For in our challenges, we will find our opportunities and our future profits. Without question, there is an appropriate posture and position for each one of us in our industry. If we carefully plan, commit, act and react appropriately, we will prosper in the years ahead.

I would like to read to you the final paragraph of the message I wrote in our 25th annual financial report dated June 30, 1979. I think it states a commitment we must all make.

"We will provide the management resource for today and we will concurrently develop succession management for tomorrow, which will be even more capable of creating profits in change. Our objective is to develop and manage an organization which progressively becomes more of a controller of its own destiny and more of a redesigner of its own future."