

Potatoes USA Strategic Plan

Effective July 2024

MISSION, VISION, VALUES

MISSION: Strengthen demand for potatoes

VISION: Create positive change in the industry through innovative and inspiring approaches

WE VALUE

Stewardship: Wisely managing our human, natural, and material resources

Forward-thinking: Innovative and future-focused thinking in all that we do to grow long-term demand vs. short-term sales

Transparency: Saying what we mean, matching our behaviors to our words, and building trust in all our actions

Respect: Open communication, diverse idea sharing, and respectful engagement throughout the industry

Collaboration: Working together with state, regional, and national organizations, as well as other industry or commodity groups when appropriate, for the greater good of the industry

Accountability: Assessing our performance and proactively pursuing a results-driven culture

GOALS

Establish new markets for potatoes.

Increase new channels and usage of potatoes.

Improve perception of the nutritional and health benefits of potatoes.

Optimize coordination of national and regional research efforts.

Expand awareness, understanding, engagement, and involvement of Potatoes USA members and industry.

STRATEGIC INITIATIVE

FILTERS

The potato industry faces multiple challenges as well as multiple opportunities each year. However, resources are limited, and decisions must be made on allocating our resources. Filters are used to

create a transparent and unbiased decision-making process that staff, members of Potatoes USA, and other industry members can clearly understand. Hard filters are yes/no questions. If the answer to a hard filter is no, it is immediately dropped for an initiative under consideration. If the answer is yes, the initiative moves forward to the soft filter questions. Soft filters are a rating system with overall scores calculated based on all questions. The initiatives that rate the highest will likely be the first funded. This will help us allocate our limited resources in a manner that is clear and easy to understand.

HARD FILTERS

- Can it be done under the legislation governing the National Potato Promotion Board?
- Is the risk level acceptable?

SOFT FILTERS

- Does it create long-term demand for potatoes?
- What is the cost vs. benefit (cost per unit of demand strengthening)?
- Does it create net new demand?
- Does it deliver a measurable impact?
- Is it innovative?
- Does it enhance our competitive position?
- What is the breadth of impact across the industry?
- Does it deliver a positive nutritional message?
- Does it improve grower and industry engagement or involvement?
- Is it scalable and actionable for the industry?
- Does it inspire changes in behavior?
- Does it create program or funding leverage internally or externally?

POTATOES USA PROGRAMS

Potatoes USA implements multi-faceted programs to strengthen the demand for potatoes. Since the potato industry faces multiple challenges and opportunities yearly, the Potatoes USA Board and staff establish program objectives, strategies, and performance measures annually. A thorough analysis of the latest market research, global market conditions, short and long-term sales trends, historic program performance, consumer sentiment, potato industry feedback, and priorities are evaluated to direct Potatoes USA programs, allocate resources, and optimize market opportunities. The focus of each program follows:

Market Development

Objectives:

- More people, eating more potatoes in more ways.
- Maintain strong demand for potato sales.
- Advance the positive perception and reputation of potatoes.
- Expand access for U.S. potatoes across the globe.
- Create diversified selling opportunities for all U.S. potato product types abroad.

Strategies:

- Conduct market research to motivate potato sales.
- Promote potatoes fuel performance.
- Position potatoes as a nutrient-dense vegetable.
- Educate target audiences about the benefits of potatoes.
- Cultivate strategic partnerships to improve the positive perception of potatoes.
- Collaborate with the industry on sales opportunities.
- Inspire potato usage.
- Work with the U.S. government, the U.S. potato industry, and foreign countries to enhance market access.
- Individualize marketing programs in high-opportunity export markets.
- Implement targeted marketing programs for volume-driving retailers and foodservice operators.
- Enhance consumer favorability toward U.S. potatoes.
- Effectively position U.S. potatoes for their high quality, product consistency, and value.
- Collaborate with U.S. industry on export market opportunities.

Performance Measures:

- Maintain the position as America's Favorite vegetable.
- Improve consumer perceptions that:
 - o Potatoes are healthy.
 - o A nutrient-dense vegetable.
 - o Provide the energy needed to perform at one's best.
 - o Knowledge of the nutrients in potatoes.
- Monitor domestic potato sales.
- Preserve potatoes' place as a vegetable in American nutrition guidance programs.

- U.S. potato exports.
- Track global potato demand.
- The number of trade leads distributed to the U.S. potato industry.
- The number of market access issues resolved.

Programs:

- Consumer
- Retailer
- Foodservice

Nutrition & Health

Objectives:

- Protect and enhance the potatoes' reputation as a nutrient-dense vegetable.
- Engage in conversations about carbohydrate quality and the nutrient contribution to various food patterns.
- Educate nutrition leaders about potatoes' positive impact on the diet.
- Champion new nutrition research that enhances the understanding of the potatoes' role in human health and dietary patterns.

Strategies:

- Monitor and respond to inaccurate potato nutrition information.
- Cultivate relationships with nutrition leaders in academia, healthcare, and science communications.
- Confidently discuss potatoes' evidence-based nutrition benefits in various settings and situations.
- Create and enhance USDA MyPlate resources for healthcare professionals that showcase potatoes' positive impact on diet quality.
- Establish Potatoes USA as a culinary medicine training leader.

Performance Measures:

- The change in positive media coverage and number of media corrections.
- Preserve potatoes' place as a vegetable in American nutrition guidance programs.
- Presentations at events that feature the positive nutrition benefits of potatoes.
- Potatoes are included in Food as Medicine programs like produce prescription programs, medically tailored meals, and medically tailored grocery lists.
- Newly published nutrition research.
- Nutrition leaders have an increased knowledge of the nutrients in potatoes and an improved willingness to recommend and advocate for potatoes.

Culinary

Objectives:

- More people eating more potatoes in more ways.
- Maintain strong demand for potato sales.
- Advance the positive perception of potatoes.
- Educate nutrition leaders about potatoes' positive impact on the diet.

Strategies:

- Inspire potato usage.
- Position potatoes as a nutrient-dense vegetable.
- Establish Potatoes USA as a culinary medicine training leader.
- Educate high-volume operators about the value potatoes offer to their operations
- Showcase potato dishes that feature healthy, easy-to-make, and tasty preparations for Generation Z.
- Cultivate strategic partnerships to improve the positive perception of potatoes and drive the usage on menus.
- Collaborate with the potato industry.

Performance Measurement:

- Maintain the position as America's favorite vegetable, takeout, and side dish.
- Improve consumer perceptions that:
 - o Potatoes are healthy.
 - o A nutrient-dense vegetable.
 - o Provide the energy needed to perform at one's best.
 - o Knowledge of the nutrients in potatoes.
- Maintain:
 - o Menu penetration and incidence rates.
 - o The number of innovation sessions or meeting opportunities with high-volume operators.
 - o The number of new menu items launched because of engagement with Potatoes USA.
- Potatoes are included in Food as Medicine programs.

Production Research

Objectives:

- Provide leadership to the U.S. potato industry's research efforts.
- Institutionalize variety development programs in the chip and fry sectors while increasing transparency.
- Enhance the availability of research data to U.S. potato growers.
- Where possible, obtain outside resources to increase the overall research budget.
- Support international seed sales.

Strategies:

- Identify attainable research opportunities with broad appeal within the industry through regular communication and coordination with industry leaders.
- Seek ongoing opportunities to communicate production research results to applicable stakeholders.
- Leverage Potatoes USA funding with additional state, federal, and private funding to increase the impact of research.
- Seek ongoing enhancements to chip and varietal development programs to enhance the breadth of testing conducted.
- Register varieties in Central America and Cuba that have a viable amount of seed acreage in the U.S.

Performance Measures:

- Research Communications: Attend 15+ SCRI team meetings as an outreach proponent.
- Production Research Advisory Committee: Participate in at least two SCRI project funding "wins" every two years.
- National Chip Program: Track seed acres dedicated to program graduates, with evidence of continuous growth.
- National Fry Processors Trials. Maintain the robustness of the trials pipeline, with at least 60 of the 70 pipeline slots filled each year.
- Additional Funding: Track contribution funding obtained through research department efforts, with evidence of continuous growth.

Programs:

- The Potato Research Advisory Committee
- National Chip Program
- National Fry Processors Trial
- Seed Task Force

Communications

Objectives:

- Protect and enhance the good reputation of U.S. potatoes and the U.S. potato industry.
- Distribute timely and relevant market insights that impact the potato industry.
- Communicate how Potatoes USA is strengthening demand for potatoes.
- Nurture industry engagement and Board member participation.

Strategies:

- Monitor issues, develop messaging, and respond when appropriate.
- Cultivate strategic partnerships and culinary engagement with the potato industry.
- Meet with industry members to build relationships, understand issues, and disseminate market and program insights.

Performance Measures:

- Increase positive media coverage about potatoes.
- Successful responses to issues and misinformation.
- Improve the sentiment of critical issues facing the potato industry.
- Industry engagement with Potatoes USA outreach.
- Industry satisfaction with Potatoes USA communications, resources, and effectiveness at strengthening demand.