

# STRATEGIC PLAN



GROW THE INDUSTRY



LEAD THE COLD CHAIN



## VISION

Forge a universally strong cold chain where every product retains quality and safety through each link.

## MISSION

Grow the industry and lead the cold chain.

DRIVE SUPPLY CHAIN PROFITABILITY



DEVELOP TALENT

## PARTNERS

Supporting this critical mission, are three Core Partner trade associations, which provide relationships, resources, and recognition to its members. The Global Cold Chain Alliance and its Core Partners are supported by the World Food Logistics Organization, a nonprofit foundation.



IARW is the 3PL, temperature-controlled warehousing industry's association.



IRTA is the temperature-controlled transportation and logistics industry's association.



IACSC is the association for experts in the design and construction of temperature-controlled facilities.



WFLO develops education and research for the industry and provides cold chain advisory services that empower economic development and strengthen the global cold chain.



# IARW & WFLO IMPLEMENTATION PLAN

## STRATEGIES & PERFORMANCE INDICATORS



GOALS	STRATEGIES	PERFORMANCE INDICATORS
GROW THE INDUSTRY	1. Gain and maintain customers by demonstrating the comparative advantage of using third party logistics providers (3PLs)	<ul style="list-style-type: none"> <li>• Increase customer's satisfaction score of refrigerated 3PLs</li> <li>• Keep private cold storage facility development to less than 4.5% annual growth rate in the United States</li> <li>• Increase average revenue per cubic meter by 20%.</li> </ul>
	2. Grow business by serving as a complete global cold chain solution	<ul style="list-style-type: none"> <li>• Grow percentage of value added services (non-traditional storage &amp; handling income) of total industry revenue.</li> <li>• Increase percentages of customers' total logistics spend.</li> </ul>
	3. Diversify customer base to non-traditional sectors	<ul style="list-style-type: none"> <li>• Diversify product mix in the United States outside frozen processing by increasing fresh products and other customers to 30% of total product handled.</li> <li>• Expand customer base by growing fresh produce, foodservice, e-commerce, quick service, processing, and supermarket distribution customers.</li> </ul>
	4. Develop cold chain infrastructure in emerging and developing markets	<ul style="list-style-type: none"> <li>• Increase cold storage capacity in emerging and developing markets</li> </ul>
LEAD THE COLD CHAIN	5. Drive the development of cold chain standards	<ul style="list-style-type: none"> <li>• More than 50% of members believe certifications required of cold chain companies are fair, affordable, and appropriate to the cold chain industry.</li> <li>• Own an accreditation program that companies in developing and emerging markets can use to differentiate their value</li> <li>• The industry authors or has a strong voice in any standard that affects the business</li> </ul>
	6. Convene stakeholders to lead the dialogue on issues impacting the cold chain	<ul style="list-style-type: none"> <li>• Increase engagement of customers of cold chain companies through membership, events, or volunteer work with GCCA by 10%</li> </ul>
	7. Achieve recognition as an expert and innovator in the cold chain	<ul style="list-style-type: none"> <li>• 40% of customers turn to GCCA and its members as their primary source of cold chain information</li> <li>• Have an annual presence at the top five food industry events that hold strategic value to the industry and association.</li> <li>• 70% of all media coverage of the (food) cold chain industry references the association and/or members companies.</li> </ul>
	8. Differentiate our value	<ul style="list-style-type: none"> <li>• Increase customer's satisfaction score of refrigerated 3PLs</li> <li>• Keep private cold storage facility development to less than 4.5% annual growth rate in the United States</li> <li>• Increase average revenue per cubic meter by 20%.</li> <li>• Member companies are able to achieve annual rate increases for a majority of their customers.</li> </ul>
	9. Articulate the critical role the cold chain plays in delivering safe, high-quality food and other products to consumers around the world	<ul style="list-style-type: none"> <li>• 90% of customers believe the cold chain plays a very integral role in food safety</li> </ul>



# IARW & WFLO IMPLEMENTATION PLAN

## STRATEGIES & PERFORMANCE INDICATORS



GOALS	STRATEGIES	PERFORMANCE INDICATORS
DEVELOP TALENT	10. Create and promote industry brand that attracts technical, operational, and managerial talent	<ul style="list-style-type: none"> <li>• Graduates from at least five top supply chain management or equivalent programs apply for industry positions.</li> <li>• The cold chain industry has an improved image to potential employees with 55% of audience having favorable impressions of the cold chain industry.</li> </ul>
	11. Effectively recruit and retain high-quality, skilled talent	<ul style="list-style-type: none"> <li>• Reduce average industry turnover by 15%</li> <li>• Increase average tenure to 7.5 years</li> <li>• Decrease refrigeration engineer vacancies by 8%</li> <li>• Develop a net promoter score for industry and achieve a +20 rating.</li> <li>• Reduce skilled labor shortage by 10%</li> </ul>
	12. Enhance performance through industry-specific education and training	<ul style="list-style-type: none"> <li>• Increase percentage of formal training by 10%</li> </ul>
	13. Develop leaders to ensure business continuity	<ul style="list-style-type: none"> <li>• Over 50% of members of have succession plans for executives and mid-management</li> <li>• 30% of companies have a high potential development program</li> </ul>
DRIVE SUPPLY CHAIN PROFITABILITY	14. Achieve operational excellence through cost-efficient best practices	<ul style="list-style-type: none"> <li>• Maintain costs to increase no more than PPI annually</li> <li>• Reduce demand/usage by 10% through energy-efficient technology, energy management and sustainability practices.</li> <li>• Information is available that helps identify and evaluate industry innovations to increase value</li> </ul>
	15. Utilize industry data and metrics to improve productivity and guide decision making	<ul style="list-style-type: none"> <li>• The top 10 industry KPI's are updated and easily accessible</li> <li>• Key Performance Indicators and metrics maintain level or improve (never regressing by greater than 5% change)</li> </ul>
	16. Mitigate the cost of regulatory compliance	<ul style="list-style-type: none"> <li>• Maintain annual percentage increase of compliance costs at no more than 5%</li> <li>• Decrease actual OSHA fines and decrease the number of violations per inspection in the U.S.</li> </ul>
	17. Lead the industry in sustainability	<ul style="list-style-type: none"> <li>• Create an energy excellence program that will measure and demonstrate the industry's stewardship of energy and sustainability.</li> </ul>



# IARW & WFLO IMPLEMENTATION PLAN INITIATIVES



INITIATIVES (IN ORDER OF PRIORITY)	STRATEGIES ADDRESSED				
a. Design and implement a strategy to help the 3PL industry recruit, retain, and foster high-quality talent, focusing on warehouse associates and engineers	10	11	13		
b. Develop and implement an integrated cold chain marketing and communications strategy and industry promotional campaign that differentiates the value of third-party logistics providers	1	2	3	7	8
c. Develop a market intelligence research program to provide information that will help promote and grow the industry	1	4	7	14	15
d. Create an event experience that brings together all sectors of the cold chain industry for education, networking, and business development	1	2	3	6	8
e. Expand Productivity & Benchmarking Report to include other major global markets	7	14	15		
f. Develop the ultimate commodity storage mobile app, combining content from the manual, cost to freeze calculators, and inquiry service	7	14			
g. Explore the feasibility of a warehouse operator certification program that would elevate the profession and the industry	7	8	11	12	13
h. Develop best practices and other resources to proactively influence rules and regulations	5	14	16		
i. Develop a program and resources that promote energy excellence in the industry	17				
j. Host policy roundtables for development partners, government representatives, and members throughout the year	5	16			
k. Explore the feasibility of an accreditation program for companies in developing and emerging markets to promote a universally strong cold chain	4	5	7	14	
l. Develop and implement customized learning solutions for members' companies and the industry	12	14			