



2019-2021

# STRATEGIC PLAN SUMMARY



Field to Market®

# FIELD TO MARKET

is a nonprofit, multi-stakeholder alliance committed to creating opportunities for continuous improvement in farmer productivity, environmental quality and human well-being. We seek to harness the power and collective action of the agricultural value chain to support resilient ecosystems and enhance farmer livelihoods.

The food and agriculture industry in the United States continues to undergo rapid, profound change. Moreover, the challenges facing the industry as it seeks to produce food, feed, fiber and fuel for a growing, more affluent global population, while conserving our natural resource base are increasingly complex. With this strategy, Field to Market boldly commits our diverse membership to a set of priorities that seek to tackle these challenges at the pace and scale required.

For Field to Market to achieve its mission, our strategy focuses on a science- and outcomes-based foundation of robust sustainability metrics. Our programs include processes and protocols designed to drive continuous improvement in environmental outcomes from commodity crop production; however, the success of this approach relies on member engagement, uptake, and implementation.

To make this vision a reality, our strategic plan will mobilize the collective influence of our diverse membership to drive continuous improvement in environmental outcomes, while ensuring value is created for each link of the chain.

As a champion for sustainable agriculture, Field to Market will emerge not only as a strategic, high-impact alliance of committed stakeholders, but also a visible and powerful catalyst in contributing solutions to pressing environmental challenges. We will deepen our partnerships and collaborations, mobilize stakeholders and resources and develop our ability to track, measure and demonstrate impact.

## Guiding Principles

Field to Market is committed to uniting the supply chain to deliver sustainable outcomes for agriculture. The following principles are foundational to our programs:

- Grounded in science
- Outcomes-based
- Technology neutral
- Committed to continuous improvement
- Inclusive of the farmers' voice and committed to grower data privacy
- Collaboration and transparency as keys to driving improvement

2019-2021

## **STRATEGIC PRIORITIES**

Our priorities reflect the Alliance's commitment to delivering sustainable outcomes at scale. And because trust in food and agriculture is more important than ever, we prioritize transparency in our approach.

### **1. Convene Diverse Stakeholders**

Convene diverse stakeholders to facilitate multi-sector collaboration, advance shared learning and drive collective action.

### **2. Provide Science-Based Leadership**

Develop and strengthen Field to Market's science- and outcomes-based resources for measuring sustainability performance and assessing opportunities for improvement.

### **3. Scale Impact Through Partnerships**

Establish a flexible program framework, facilitate partnerships and leverage capacity to support farmers in delivering improved environmental outcomes at the field and landscape levels.

### **4. Enable Credible Communications**

Enable credible stakeholder communications that facilitate and improve supply chain and industry reporting, showcase leaders in sustainability and strengthen public confidence in the food and agriculture system.

A photograph of two men standing in a field, viewed from behind. The man on the left is wearing a light-colored, long-sleeved button-down shirt and dark trousers. The man on the right is wearing a cowboy hat, a plaid shirt, and jeans. The background is a vast, flat landscape under a clear sky. The entire image is overlaid with a semi-transparent orange filter. Centered over the image is the text "STRATEGIC PRIORITY #1 CONVENE DIVERSE STAKEHOLDERS" in white, bold, sans-serif font.

**STRATEGIC PRIORITY #1**  
CONVENE DIVERSE  
STAKEHOLDERS

*Convene diverse stakeholders to facilitate multi-sector collaboration, advance shared learning and drive collective action.*

## **KEY STRATEGIES**

- Convene cross-sector dialogues focused on co-creating strategies to address key opportunities and barriers in scaling sustainable agriculture
- Host annual events, including the Sustainable Ag Summit, Field to Market Plenary and General Assembly meetings and annual Senior Executive Forum, to provide opportunities for shared learning
- Provide transparent multi-stakeholder governance processes to ensure credible programs and initiatives

## **MEMBER ROLES**

- Actively participate in Field to Market's meetings, programs, and cross-sector dialogues
- Adhere to Field to Market's member roles, responsibilities, and code of conduct

## **MEASUREMENT**

Annual membership increases to 154 members by 2021 with expanded participation from underrepresented sectors. Increased member engagement opportunities result in 90 percent of the Alliance actively engaging in standing committees, task forces, member-driven projects and/or cross-sector dialogues.

A person wearing jeans and a dark shirt is standing in a field of young plants. They are holding a long-handled tool, possibly a shovel or a probe, vertically in front of them. The entire image is overlaid with a semi-transparent orange filter. The text is centered over the person's legs and the tool.

**STRATEGIC PRIORITY #2**  
PROVIDE SCIENCE-BASED  
LEADERSHIP

*Develop and strengthen Field to Market's science- and outcomes-based resources for measuring sustainability performance and assessing opportunities for improvement.*

## **KEY STRATEGIES**

- Strengthen and maintain a common, science-based measurement framework to assess environmental impacts from commodity crop production
- Strengthen and maintain a robust data platform, including an application programming interface (API) to standardize and streamline data collection, analysis and reporting
- Identify key research needs to improve measurement and/or benchmarking and communicate these gaps to the scientific community

## **MEMBER ROLES**

- Engage in metrics development through the committee approval process and other public comment periods
- Companies with digital properties should seek to integrate Field to Market's metrics into their software tools
- Utilize Field to Market's platform, including Qualified Data Management Partner tools, for sustainability measurement and reporting

## **MEASUREMENT**

By 2021, all eight of Field to Market's sustainability metrics have undergone a triennial review to ensure best available science is incorporated, and the process is transparent to external stakeholders with research needs clearly communicated to the scientific community. Field to Market expands its reach to 65 million acres by giving farmers a greater choice in accessing our sustainability metrics through integration with more software partners.

A person wearing a plaid shirt is holding a tablet computer. The image is overlaid with a semi-transparent orange filter. The text is centered on the image.

**STRATEGIC PRIORITY #3**  
SCALE IMPACT THROUGH  
PARTNERSHIPS



*Establish a flexible program framework, facilitate partnerships and leverage capacity to support farmers in delivering improved environmental outcomes at the field and landscape levels.*

## **KEY STRATEGIES**

- Develop a process-based standard that provides a flexible program framework for how member-driven projects support farmers' continuous improvement journeys
- Facilitate collaboration and accelerate continuous improvement by developing a partnership portal to match member-driven projects with local implementation partners and other sponsors
- Elevate the role of farmers' trusted advisers in advancing sustainable agriculture by partnering to build capacity through educational resources and training opportunities

## **MEMBER ROLES**

- Establish member-driven projects that are designed to support growers' continuous improvement journey and improve environmental outcomes
- Members with relevant expertise should partner with the supply chain to scale data collection and offer decision support for growers
- Adhere to Field to Market requirements for transparent project registration and reporting

## **MEASUREMENT**

By 2021, the number of member-driven projects quadruples to 204, representing 7.65 million acres engaged in Field to Market's continuous improvement program. One-third of Field to Market members actively participate in an online partnership portal by submitting needs and interests or capacity and expertise available.



**STRATEGIC PRIORITY #4**  
ENABLE CREDIBLE  
COMMUNICATIONS

*Enable credible stakeholder communications that facilitate and improve supply chain and industry reporting, showcase leaders in sustainability and strengthen public confidence in the food and agriculture system.*

## **KEY STRATEGIES**

- Extend claims and verification opportunities to enable member-driven projects to make sustainability claims based on credible project attributes for projects that are not yet eligible for impact claims
- Align with strategic sustainability programs to provide a pathway for additional recognition for participating farmers and supply chain entities
- Feature and recognize exemplary growers and projects via Sustainability Leadership Awards
- Highlight projects' progress and impact in catalyzing continuous improvement through storytelling in annual report and explore how an analysis of aggregate program data could be used as a supplement in the National Indicators Report

## **MEMBER ROLES**

- Utilize Field to Market's program to make credible public claims and gain recognition from aligned standards
- Nominate deserving award recipients to encourage and promote farmer and supply chain leadership in sustainable agriculture
- Use annual report to inform continuous improvement strategies and drive collective action where most needed

## **MEASUREMENT**

By 2021, reach formal alignment with three other sustainability programs and achieve 75 percent increase in media impressions referencing Field to Market's programs, tools and services.



**Field to Market<sup>®</sup>**

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for Sustainable Agriculture**  
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