

## **NARA Strategic Plan**

**Desired state** – Our global community recognizes and trusts the unique social, environmental, and economic value that NARA and our members deliver.

**Vision** – To deliver sustainable solutions to food, feed, fuel, oleochemical, and other customers.

**Mission** – NARA advocates for a sustainable food chain, public health and the environment through the production and marketing of our members' products and services. To accomplish this, NARA...

- Promotes effective public policy, regulation and technology
- Encourages responsible business practices
- Supports free movement of our members' products in domestic and international markets
- Improves stakeholder awareness and understanding of the value of these products and services

**Strategic intentions –** NARA will allocate resources towards the following:

- > Image and value Enhance the image and value our members deliver through innovative, safe, and sustainable products and services that create the highest value from raw materials.
  - *Product Safety* Provide programs and support to assist compliance with customer expectations and government regulations.
  - Sustainability Promote our members' sustainability to stakeholders and the public. Communicate how our members help others improve their sustainability.
  - Best Use Advocate how our members' products and services are the best use for animal by-products and used cooking oil to feed and fuel the world and supply valuable ingredients for personal care and industrial products.
  - Innovation and Technology Create an environment to attract innovative technology solutions to our members, including proactive research synergy with the Fats and Proteins Research Foundation.
- **People and community –** Create recognition and awareness of the value our members deliver to their communities.
  - Local Community Promote understanding of the critical role our members play.
  - Business Community Enhance our ongoing value proposition to current and prospective members, and stakeholders.
  - Global Community Develop greater understanding of our members' role in creating sustainable solutions to worldwide issues and challenges.
  - Future Leaders Assist our members to attract and develop new talent and future leaders to the industry and association.
- ➤ **Domestic and international markets** Maintain and expand market access for our members' products and services.
  - Funding Secure adequate resources to retain and expand market access.
  - Monitoring Monitor the complex and volatile global market for critical issues.
  - Crisis Management Ensure strong capabilities so our members and the association are prepared for high impact domestic and international events.