2020–2022 STRATEGIC PLAN

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.

WORKFORCE INNOVATION

INDUSTRY PROMOTION

GLOBAL ADVOCACY

MARKET INTELLIGENCE

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
International Association of Refrigerated Warehouses

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

IRTA
INTERNATIONAL REFRIGERATED TRANSPORTATION ASSOCIATION, INC.

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

CEBA
Controlled Environment Building Association

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

World Food Logistics Organization
WFLO
The Refrigeration Research & Education Foundation ®

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

IMPLEMENTATION PLAN

GOALS	STRATEGIES
WORKFORCE INNOVATION	1. Recruit and retain skilled warehouse associates and technicians.
	2. Train and educate employees in technical, operational, and managerial roles.
	3. Utilize automation and technology to augment workforce needs.
	4. Showcase career development pathways for warehouse associates and managers.
MARKET INTELLIGENCE	5. Improve operational productivity through utilization of data.
	6. Understand key industry trends and market factors including technology, food safety, and capacity to guide business decisions.
	7. Serve customers by understanding and responding to their business needs.
INDUSTRY PROMOTION	8. Enhance customer perception of the cold chain's critical role in delivering safe, quality food to consumers.
	9. Increase our value through expanded service offerings and achieve financial outcomes consistent with demand for those services.
	10. Demonstrate the expertise and economic advantage gained by using third party logistics providers (3PLs).
	11. Lead the industry in sustainability and promote the impact to customers.
GLOBAL ADVOCACY	12. Mitigate the impact of regulations on industry while achieving public policy objectives.
	13. Proactively influence rules and regulations.
	14. Develop and adopt industry best practices and standards.
	15. Lead the dialogue on issues impacting the cold chain.

IMPLEMENTATION PLAN

INITIATIVES (In order or priority)	STRATEGIES ADDRESSED			
A. Feature Automation and technology topics at GCCA events and in publications.	2	3	6	
B. Develop a market intelligence and research program to provide information that will help members make better business decisions and positions GCCA as the authority for all industry related data.	6	7	14	15
C. Develop and implement a governance plan to enhance the utilization of the Government Affairs committee, including the development of an annual advocacy agenda.	12	13	15	
D. Pilot and operationalize programs to support the 3PL industry's efforts to recruit, onboarding and retain warehouse associates and technicians.	1	2	4	
E. Maximize the full potential of GCCA.org to offer a robust, user-friendly resource hub for all cold chain industry stakeholders.	2	8	10	14
F. Increase the engagement in and use of data-driven resources by members and customers.	5	6	11	
G. Strengthen the communications of government affairs activities to increase engagement of members in influence and improve members' ability to comply with key regulations impacting the cold chain.	12	13	15	
H. Design and launch a standards-based warehouse facility accreditation program.	8	10	14	

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