



Proposed 5-Year Strategic Plan (2021-25) and 2021 Annual Plan

Wendy Smith
AgGateway President & CEO

Today we will review

- New Mission and Vision Statements
- Organizational Values
- Proposed 5-Year Strategic Plan (2021-25)
 - *Goals*
 - *Critical Success Factors*
 - *High-Level Road Map*
- Proposed 2021 Annual Plan
 - *Objectives*
 - *Tactics*
 - *Budget*
- Next Steps (Final board review mid-October)





For your reference

- Posting this presentation and space for comments on the AgGateway wiki:

<https://aggateway.atlassian.net/wiki/x/doDWYw>

- Under “Other Resources” on the wiki Home page.

2020 AgGateway Organizational Improvements

- Restructuring: better positioned for the future
- Strategic changes to staff positions/addition of staff
- New Portfolio Management Center, Digital Resource Center
- Global: North America, Europe and Latin America
- New processes and systems
- Next: New Association Management System, a few more staffing additions



AgGateway more agile, cross-sector, creating global solutions.



Proposed 5-Year Strategic Plan (2021-25)

Foundation for our planning

Vision
Mission

Organizational Values





Vision

(Rallying cry, aspirational future state)



Universal connectivity to transform data into value.



Mission

(How to pursue the vision in near term)

To develop the resources and relationships that drive digital connectivity in global agriculture and related industries.



AgGateway Values

Integrity
Collaboration
Innovation
Leadership and Expertise
Service
Commitment





AgGateway Value Statements

Integrity: We provide a transparent, impartial, inclusive and safe (anti-trust compliant) environment in which our members can collaborate.

Collaboration: We foster a productive, collaborative environment where all members have an equal place at the table.

Innovation: We pursue creative, workable and globally consistent solutions to our members' digital challenges, providing value to our members' businesses and the industry as a whole.





AgGateway Value Statements, continued



Leadership and Expertise: We seek to provide the highest level of expertise, thought leadership and insight on the latest standards and solutions, and relevant connections and collaborations with other organizations to lead the way in digital agriculture.

Service: We strive to provide the highest level of service to each of our members by anticipating industry needs, strategically prioritizing activities, and rapidly responding to member input.

Commitment: We are deeply committed to driving digital solutions as rapidly and efficiently as possible for the benefit of the industry. We foster that same spirit of commitment within our membership.



Foundation for our planning

Vision
Mission
Organizational Values

www.AgGateway.org - *About Us/Mission*



5-Year Proposed Strategic Plan: Goals

- Create
- Engage
- Grow





5-Year Strategic Plan: Goals

Create

We will engage members through identifying, prioritizing and developing resources to address the interoperability challenges faced by businesses in food, fiber, fuel and adjacent industries.

Engage

We will increase participation in AgGateway activities through strategic communications, programs and engagement designed to ensure executives and key decision-makers understand the benefits of engagement with AgGateway and the value of implementation to improve operational efficiency and long-term sustainability.

Grow

We will double membership and increase revenue by 50% by 2025 in order to expand the value of our members' investment in AgGateway

AgGateway Critical Success Factors

- Highly engaged and active board members
- Highly aware and engaged member companies
- Highly motivated and contributing volunteers
- Highly skilled and knowledgeable staff
- Flexible and responsive administrative support tools
- Valued and active mutual relationships with allied providers and associations
- An agile and adaptable roadmap



2021 -2025 Strategic Plan Critical Success Factors

- Create
 - Rapid interoperability resource delivery
 - Broad resource visibility
- Engage
 - High degree of working group participation
 - High degree of resource implementation
- Grow
 - Members driving membership
 - Net positive membership increase



2021-2025 Timeline and Key Milestones

Benchmarking

- New working groups are spinning up
- Volunteer & engagement metrics are developed
- Key companies are identified, and tailored value propositions are developed
- Initial language localization priorities are identified and implemented

2021

2021 Working Groups
5-year Communication plan
Value Propositions by Stakeholder
AGIIS Roadmap

Creating

- Increased multi-regional working group activity
- New Member recruitment program implemented
- AGIIS use outside North America begins
- Speaker plan is implemented

2022

2022 Working Groups
Prospective Member Outreach plan
Speaking Engagement plan
Resource Alignment plan

Expanding

- Resource applicability to new industries or industry sectors is evaluated
- Communication engagement with associations and publications is formalized
- Initial release of semantic resources for agriculture
- Thought leadership library released

2023

2023 Working Groups
Standards and Resources Map
Semantic Infrastructure roadmap
Thought Leadership Library

Evolving

- AGIIS, other resources are reviewed and enhanced to leverage new technologies
- Targeted stakeholder communication tools and resources are deployed
- Emerging technology forum is developed
- Member volunteer professional development resources are deployed

2024

2024 Working Groups
Member volunteer professional development tools
Localized language versions of resources

Sustaining

- University engagement plan is implemented
- Global conference plan expanded
- Standards interoperability with other targeted standards is complete
- 5-year membership and revenue goals achieved

2025

2025 Working Groups
Higher education engagement plan
Global conference plan implemented

Anticipated Annual Deliverables



2021

PROPOSED 2021 ANNUAL PLAN

Proposed 2021 Objectives

Create

We will identify, prioritize, develop, and publish 5 new resources addressing interoperability challenges. We will develop a methodology to increase rate of resource implementation by members.

Staff Members Responsible: Chief Technology Officer and EVP/Chief Operations Officer

Staff Members Responsible at Regional Level: All regional directors (Europe, Latin America, North America)



Proposed 2021 Objectives

Engage

In 2021, we will create and execute the first year of a comprehensive, multi-year global plan focused on communicating to key stakeholders AgGateway activities, resources, success stories and the value of membership, engagement and implementation

Staff Members Responsible: President/CEO and Director of Communications & Marketing

Staff Members Responsible at Regional Level:
All regional directors (Europe, Latin America, North America)



Proposed 2021 Objectives

Grow

We will increase membership 15% by the end of 2021 through the addition of new voting members and improved retention of existing members.

Staff Members Responsible: President/CEO and Director of Member Relations

Staff Members Responsible at Regional Level:
All regional directors (Europe, Latin America, North America)



Summary: 2021 Objectives

Create

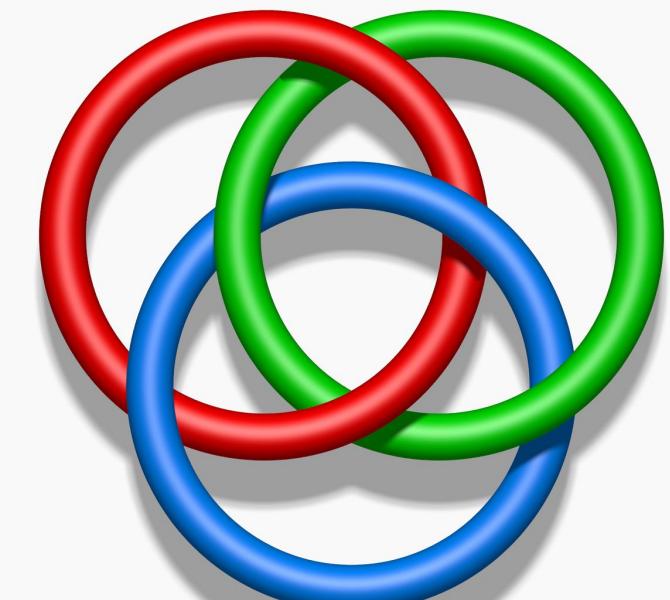
Develop 5 new resources addressing interoperability challenges and methodology for implementation by members.

Engage

Execute year 1 of a communication plan to key stakeholders about AgGateway activities and resources, and the value of membership, engagement and implementation.

Grow

Increase membership 15% by the end of 2021 through the addition of new voting members and improved retention of existing members.



Proposed 2021 Tactics Summary

CREATE	ENGAGE	GROW
<ul style="list-style-type: none">• Establish at least 6 Working Groups• Publish and/or implement at least 4 resource enhancements• Publish at least 5 new resources• Implement Working Group process improvements• Create new marketing materials	<ul style="list-style-type: none">• Publish and/or implement at least 4 resource enhancements• Publish at least 5 new resources• Implement Working Group process improvements• Assess current communications vehicles and their use• Promote organizational improvements and efforts• Create new marketing materials• Communicate with C-Suite and Decision Makers• Focus on engaging new members	<ul style="list-style-type: none">• Assess current communications vehicles and their use• Promote continued AgGateway organizational improvements and efforts• Create new marketing materials• Communicate with C-Suite and Decision Makers• Implement potential new member acquisition plan• Develop plan to increase member retention• Improve Organizational Member Management Processes

12 Proposed Tactics for 2021

1. Establish at least 6 Working Groups

- Water Management, PAIL next steps
- Semantic Infrastructure
 - Opportunities for IoT resources
 - Standardizing access to instance data, agronomic data
- Alignment of AgXML Weights and Measures to crop protection requirements
- Alignment of soil testing standards between North America and Latin America
- Distributor to Retail connectivity expansion
- Retail to Farm Management Information System (FMIS) connectivity implementation
- Pork production interoperability





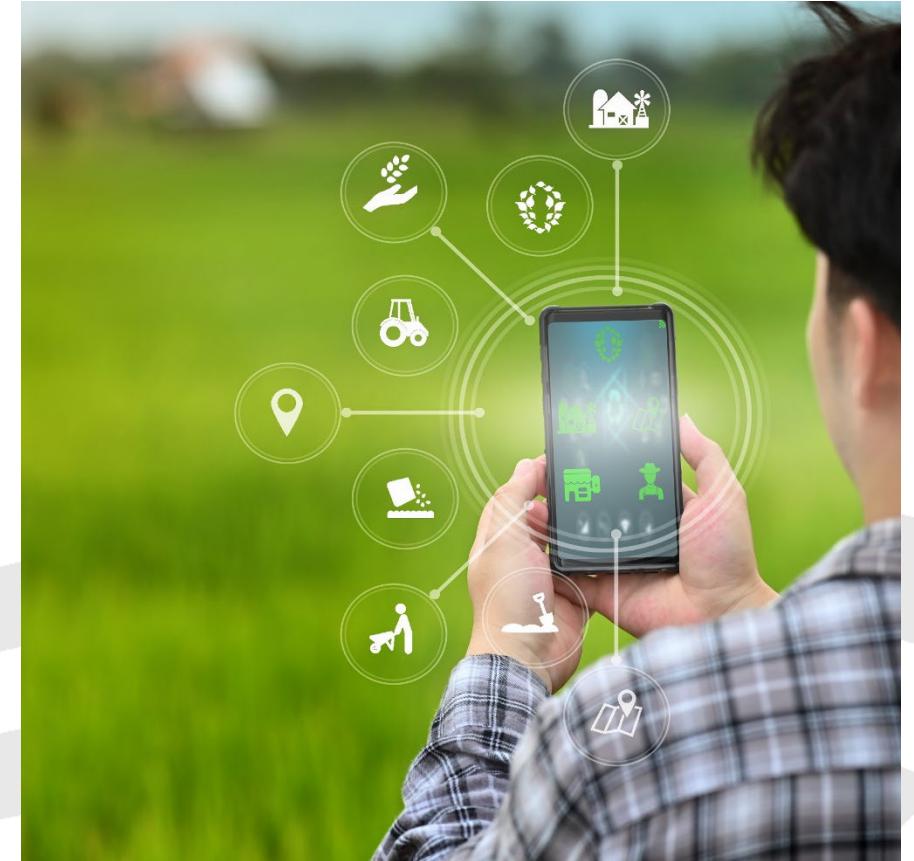
12 Proposed Tactics for 2021

2. Publish and/or implement at least 4 resource enhancements for 2021

- AGIIS and ADAPT-focused

3. Publish at least five new resources for 2021

- Reports/White papers
- Digital resources developed by working groups





12 Proposed Tactics for 2021

4. Implement Working Group process improvements

- Incorporation of value propositions and plans for case study development
- Communication to expand working group participation across members/regions
- Facilitate member implementation of new resources

5. Assess current communications vehicles, their use

- Focus on conference/trade show strategy
- Partner with other organizations

6. Promote continued organizational improvements

- Expand use of and evolve dashboards
- Create and promote new testimonials and case studies
- Create on-line resource library



12 Proposed Tactics for 2021

7. Create new marketing materials

- Create member profile-aligned value proposition documents
- Implement benefit-driven content – videos, infographics, etc.
- Provide multi-lingual support for key content

8. Communicate with C-Suite and Decision Makers

- Develop and implement visit strategy
- Promote a consistent understanding of AgGateway value

9. Implement potential new member development plan

- Develop segmented strategy and identify high-priority prospects
- Align prospect approach across regions.



12 Proposed Tactics for 2021

10. Focus on engaging new members

- Develop and implement first year engagement plan
- Revise and implement member mentor process for all new members

11. Develop plan to increase member retention

- Develop and implement current member touchpoint program
- Develop and implement an at-risk retention program for members
- Align with C-suite communication and engagement tasks

12. Improve Organizational Member Management Processes

- Implement new association management system
- As much as possible, integrate current member touchpoints into single system



Proposed 2021 Tactics Summary

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Wendy Smith

PROPOSED 2021 BUDGET

Proposed 2021 Budget: Assumptions

- Support for
 - 2021 Plan Objectives
 - 5-Year Plan Strategic Goals
- Members committed and engaged in activities as necessary to achieve objectives



Proposed 2021 Expense Budget Assumptions

- Expenses

- 2% COL for staff but no bonus opportunities for 2021
- Estimated 5.2 % Increase in DXC contract (AGIIS management)
- Add one new staff contractor, a Member Implementation Manager
- Annual Association Management System licensing for new system
- Added \$55K USD for translation services
- Adding Cyber and Professional Liability insurance
- Other services may have moderate increases for 2021

Proposed 2021 Expense Budget (USD)

	2021 DRAFT Budget	2020 Budget	Change
EXPENSE			
Global	\$ 282,416	\$ 201,863	\$ 80,553
North America	\$ 2,423,883	\$ 2,553,945	\$ (130,062)
Latin America	\$ 112,893	\$ 118,318	\$ (5,425)
Europe	\$ 183,300	\$ 155,352	\$ 27,948
TOTAL EXPENSE	\$ 3,002,492	\$ 3,029,479	\$ (26,987)



Proposed 2021 Expense Budget (USD)

Classes	Global	NA	LATAM	EU	TOTAL		2020 Budget	Change
EXPENSE								
5000 Advertising & Promotion								
5005 Website Support	\$ 6,200	\$ -	\$ 4,000	\$ -	\$ 10,200	\$ 11,200	\$ (1,000)	
5007 Trade Show	\$ 5,000	\$ 10,000	\$ 2,000	\$ -	\$ 17,000	\$ 15,000	\$ 2,000	
5009 Promotional Materials	\$ -	\$ 17,000	\$ 1,000	\$ 5,950	\$ 23,950	\$ 30,202	\$ (6,252)	
5000 Advertising & Promotion - Total	\$ 11,200	\$ 27,000	\$ 7,000	\$ 5,950	\$ 51,150	\$ 56,402	\$ (5,252)	
5050 Bank Charges								
5051 Bank Account Charges	\$ 1,200	\$ -	\$ 1,000	\$ 595	\$ 2,795	\$ 2,472	\$ 323	
5055 Credit Card Charges	\$ 18,000	\$ -	\$ 60	\$ -	\$ 18,060	\$ 16,000	\$ 2,060	
5050 Bank Charges - Total	\$ 19,200	\$ -	\$ 1,060	\$ 595	\$ 20,855	\$ 18,472	\$ 2,383	
5100 Dues & Subscriptions	\$ 11,000	\$ -	\$ -	\$ -	\$ 11,000	\$ 11,000	\$ -	
5150 Insurance	\$ 8,500	\$ -	\$ -	\$ -	\$ 8,500	\$ 6,000	\$ 2,500	
5155 Software & Licenses*	\$ 78,750	\$ 11,000	\$ -	\$ -	\$ 89,750	\$ 114,850	\$ (25,100)	
5160 AGIIS Operating Expense								
5161 AGIIS Renewals	\$ -	\$ 825,900	\$ -	\$ -	\$ 825,900	\$ 782,990	\$ 42,910	
5162 AGIIS Development	\$ -	\$ 96,250	\$ -	\$ -	\$ 96,250	\$ 93,750	\$ 2,500	
5163 AGIIS New Subscribers	\$ -	\$ 12,000	\$ -	\$ -	\$ 12,000	\$ 12,000	\$ -	
5164 AGIIS Other Maintenance	\$ -	\$ 34,100	\$ -	\$ -	\$ 34,100	\$ 34,100	\$ -	
5160 AGIIS Operating Expense - Total	\$ -	\$ 968,250	\$ -	\$ -	\$ 968,250	\$ 922,840	\$ 45,410	
5200 Legal & Professional Fees								
5201 Consulting Expense -Staff	\$ 990,729	\$ 199,706	\$ 35,040	\$ 56,806	\$ 1,282,281	\$ 1,196,312	\$ 85,969	
5205 Accounting Services	\$ 70,331	\$ -	\$ 1,200	\$ -	\$ 71,531	\$ 70,509	\$ 1,022	
5207 Audit & Legal Expenses	\$ 27,500	\$ -	\$ -	\$ -	\$ 27,500	\$ 39,000	\$ (11,500)	
5209 Short-Term & Other Consulting Services*	\$ 51,000	\$ 4,000	\$ -	\$ -	\$ 55,000	\$ 160,300	\$ (105,300)	
5200 Legal & Professional Fees - Total	\$ 1,139,560	\$ 203,706	\$ 36,240	\$ 56,806	\$ 1,436,312	\$ 1,466,121	\$ (29,809)	
5245 Meeting Expense - Total	\$ 10,000	\$ 4,000	\$ 2,400	\$ 7,410	\$ 23,810	\$ 21,323	\$ 2,487	
5300 Office Expense - Total	\$ 15,000	\$ 7,000	\$ -	\$ 595	\$ 22,595	\$ 21,316	\$ 1,279	
5400 Annual Meeting Expense								
5401 Annual Meeting & Conference	\$ -	\$ 172,600	\$ -	\$ -	\$ 172,600	\$ 187,450	\$ (14,850)	
5402 Mid-Year Meeting	\$ -	\$ 63,500	\$ -	\$ -	\$ 63,500	\$ 63,150	\$ 350	
5400 Annual Meeting Expense - Total	\$ -	\$ 236,100	\$ -	\$ -	\$ 236,100	\$ 250,600	\$ (14,500)	
5800 Taxes and Licenses								
5850 Travel	\$ 5,000	\$ 120,000	\$ 5,600	\$ 3,570	\$ 134,170	\$ 140,555	\$ (6,385)	
SUBTOTAL EXPENSES	\$ 1,298,210	\$ 1,577,056	\$ 52,300	\$ 74,926	\$ 3,002,492	\$ 3,029,479	\$ (26,987)	
Shared Services								
5998 Shared Services Fee	\$ (1,015,794)	\$ 846,827	\$ 60,593	\$ 108,374	\$ -	\$ -	\$ -	
TOTAL EXPENSES	\$ 282,416	\$ 2,423,883	\$ 112,893	\$ 183,300	\$ 3,002,492	\$ 3,029,479	\$ (26,987)	

Proposed 2021 Revenue Budget Assumptions

- Current Members and AGIIS Subscribers retained
- Does not include anticipated new member revenue
- Compliance with AgGateway membership dues policies
- Member revenue updates applied based on revenue survey responses and on-line research
- Membership Dues restructured to create single global dues structure
- AGIIS Subscription fees structure remains as is



Proposed 2021 Revenue Budget Assumptions

A single global dues structure:

- Simple structure without multiple components
- Global sales revenue based
- Removed Small Agricultural Company (SAC) tier
- Added three lower revenue tiers (USD): <\$500K, \$500K - \$1M, \$1M-\$5M, and \$5- \$25M replace previous <\$25M tier
- Add new top tier: >\$12B (USD)
- USD based membership with local currency tables
- Current members “grandfathered”
(increases/decreases stepped up over three years)
- New members join at published rates



Proposed 2021 Revenue Budget Assumptions

- AGIIS Subscription fees structure remains as is
 - AGIIS revenue tiers remain the same
 - AGIIS fees remain flat
 - AGIIS SuperSupporters are converted to regular AGIIS subscribers
 - Will revisit AGIIS fees structure/rates in 2021 for 2022





2020 Membership Dues

Revenue Tier USD (M)	2020 NA Dues Component	+	Revenue Tier Euros (M)	2020 European Dues Component	+	Revenue Tier R\$ (M)	2020 Latin American Dues Component	+	2020 NA Grain Dues Component	=	2020 Membership Dues
<\$ 0.5	\$1,770		<0.4	€ 3,000		<2.5	R\$ 4600				
0.5-1	\$1,770		0.4-0.9	€ 3,000		2.5-5.0	R\$ 4,600				
1-5	\$1,770		0.9-4.5	€ 3,000		\$43,976.00	6,900/11,500				
5-25	\$1,770		4.5-22.3	3,000/6,000		25-126	R\$ 11,500				
25-125	\$2,945		22.3-112	6,000/10,000		126-630	11,500/16,100/20,700				
125-250	\$7,300		112-223	€ 10,000		630-1260	R\$ 20,700				
250-500	\$9,540		223-446	€ 10,000		1260-2520	R\$ 20,700				
500-750	\$11,775		446-670	€ 10,000		2520-3780	R\$ 20,700				
750-1000	\$20,250		670-893	€ 10,000		3780-5041	R\$ 20,700				
1000-2000	\$24,460		893-1785	€ 10,000		5041-10,081	R\$ 20,700				
2000-4000	\$35,200		1785-3571	€ 10,000		10,081-20,162	R\$ 20,700				
4000-8000	\$56,680		3571-7142	€ 10,000		20,162-40,324	R\$ 20,700				
8000-1200	\$65,400		7142-10,712	€ 10,000		40,324-60,486	R\$ 20,700				
>12,000	\$65,400		>10,712	€ 10,000		<60,486	R\$ 20,700				

Proposed 2021 Membership Dues in USD, €, and R\$

Revenue Tier USD (M)	Proposed 2021 Dues (USD)	Revenue Tier Euros (M)	Proposed 2021 Dues (Euros)	Revenue Tier R\$ (M)	Proposed 2021 Dues (Brazilian Reals)
<\$ 0.5	\$500	<0.4	€ 446	<2.5	R\$ 2,520
0.5-1	\$1,000	0.4-0.9	€ 893	2.5-5.0	R\$ 5,040
1-5	\$1,750	0.9-4.5	€ 1,562	\$43,976.00	R\$ 8,821
5-25	\$2,500	4.5-22.3	€ 2,232	25-126	R\$ 12,601
25-125	\$3,375	22.3-112	€ 3,013	126-630	R\$ 17,012
125-250	\$6,250	112-223	€ 5,579	630-1260	R\$ 31,503
250-500	\$10,500	223-446	€ 9,373	1260-2520	R\$ 52,925
500-750	\$15,500	446-670	€ 13,837	2520-3780	R\$ 78,127
750-1000	\$20,500	670-893	€ 18,300	3780-5041	R\$ 103,330
1000-2000	\$24,500	893-1785	€ 21,871	5041-10,081	R\$ 123,492
2000-4000	\$36,500	1785-3571	€ 32,583	10,081-20,162	R\$ 183,977
4000-8000	\$56,500	3571-7142	€ 50,437	20,162-40,324	R\$ 284,787
8000-1200	\$66,500	7142-10,712	€ 59,363	40,324-60,486	R\$ 335,191
>12,000	\$78,500	>10,712	€ 70,076	<60,486	R\$ 395,677

2021 Proposed AGIIS Subscription Fees (USD)- Members

Membership Tier	Corporate Revenue	View Only Subscription	Full Subscription with					
			Small Subset (less than 1000 entities)		Medium Subset (1000 to less 100,000 Entities)		Large Subset (100,000 or more Entities)	
			2021 Pub	2020 Pub	2021 Pub	2020 Pub	2021 Pub	2020 Pub
1	Over \$8B	NC	NA	NA	\$ 40,000	\$ 43,600	\$ 70,000	\$ 76,300
2	\$4B - \$8B	NC	NA	NA	\$ 30,000	\$ 32,700	\$ 50,000	\$ 54,500
3	\$2B - \$4B	NC	NA	NA	\$ 19,500	\$ 21,255	\$ 37,350	\$ 40,715
4	\$1B to \$2B	NC	NA	NA	\$ 14,050	\$ 15,315	\$ 32,000	\$ 34,880
5	\$750M to \$1B	NC	NA	NA	\$ 10,000	\$ 10,900	\$ 21,350	\$ 23,275
6	\$500 to 750M	NC	\$ 6,700	\$ 7,305	\$ 8,000	\$ 8,720	\$ 18,700	\$ 20,385
7	\$250 to \$500	NC	\$ 5,100	\$ 5,560	\$ 6,400	\$ 6,980	\$ 16,000	\$ 17,440
8	\$125M to \$250M	NC	\$ 2,700	\$ 2,945	\$ 4,750	\$ 5,180	\$ 13,350	\$ 14,555
9	\$25M to \$125M	NC	\$ 1,400	\$ 1,530	\$ 3,350	\$ 3,655	\$ 10,700	\$ 11,665
10	Up to \$25M	NC	\$ 700	\$ 765	\$ 2,200	\$ 2,400	\$ 8,000	\$ 8,720

Proposed 2021 Revenue Budget

	2020 Budget	2021 Budget	Change
INCOME			
Membership Dues	\$ 1,520,618	\$ 1,643,630	\$ 123,011
Database Fees	\$ 1,040,102	\$ 1,088,524	\$ 48,422
Enabling Services	\$ 2,400	\$ -	\$ (2,400)
Conference	\$ 264,495	\$ 254,865	\$ (9,630)
General Contributions			\$ -
TOTAL INCOME	\$ 2,827,615	\$ 2,987,019	\$ 159,403

Proposed 2021 Budget Overall

	2020 Budget	2021 Budget	Change
INCOME			
Membership Dues	\$ 1,520,618	\$ 1,643,630	\$ 123,011
Database Fees	\$ 1,040,102	\$ 1,088,524	\$ 48,422
Enabling Services	\$ 2,400	\$ -	\$ (2,400)
Conference	\$ 264,495	\$ 254,865	\$ (9,630)
General Contributions			\$ -
TOTAL INCOME	\$ 2,827,615	\$ 2,987,019	\$ 159,403
EXPENSE			
Global	\$ 201,863	\$ 282,416	\$ 80,553
North America	\$ 2,553,945	\$ 2,423,883	\$ (130,062)
Latin America	\$ 118,318	\$ 112,893	\$ (5,425)
Europe	\$ 155,352	\$ 183,300	\$ 27,948
TOTAL EXPENSE	\$ 3,029,479	\$ 3,002,492	\$ (26,987)
NET OPERATING INCOME	\$ (201,863)	\$ (15,474)	\$ 186,390
Total Other Income	\$ 250	\$ 250	\$ -
Net Other Income	\$ 250	\$ 250	\$ -
NET INCOME	\$ (201,613)	\$ (15,224)	\$ 186,390

Next Steps

- Gather member feedback
- Adjust plans as appropriate
- Board approval of the 2021-2025 Strategic Plan and 2021 Annual Plan and Budget on October 13
- Communicate membership dues changes and estimated 2021 invoice amounts to members
- Share approved plans and budget at Annual Conference in November





Thank you! Questions/feedback?

- Posting this presentation and space for comments on the AgGateway wiki:

<https://aggateway.atlassian.net/wiki/x/doDWYw>

- Under “Other Resources” on the wiki Home page.
- Please ask questions/provide feedback no later than October 6