



Entry/ Exit Criteria

It is important for the USPB to enter markets that hold excellent potential for increased sales of US potatoes. Conversely, due to limited resources the USPB must leave or greatly reduce its efforts in markets with less potential for increased sales or where USPB programs cannot have a significant impact. It is through market research and sound judgment that the Board will determine where the best opportunities to invest grower dollars reside; current or new markets. The following criteria help to guide the analysis of that research. The key is to determine where along the ROI continuum USPB programs reside.

Entry Strategy Criteria

Entering new markets keeps a program moving forward. In order to determine what markets should be entered a set of entry strategy criteria has been defined. Either full or partial market access must be obtained before a program is established; if market access still needs to be improved the market must be an industry priority; buyers in the market should be identified and interested in purchasing US potato products; market potential must be large enough to provide a higher return on investment; the ability to find quality representation in the market is critical. It is also vital that US product can be competitive in the market based on market access conditions, shipping, exchange rates or local production. Finally, the US industry must be interested in supporting USPB efforts.

- Partial or full market access to US potato products has been achieved
- Demand in the market for the product has been identified
- Ability to work within the market has been identified
- Upside potential is significant and US product can be competitive
- Processor/grower interest in the market

Exit Strategy Criteria

Having a successful program means at some point the USPB will be able to pull out of a market without causing exports to decline. In order to determine when to exit a market a set of exit criteria has been defined. Beyond sales taking place an extensive base of knowledge must be established with foreign buyers about US potato products. The trade and/or customers need to know how to use them and they no longer require technical assistance. The US industry has been armed with knowledge of the market, created relationships with buyers and is ready to move forward on its own. A US supplier base has been established for foreign buyers in the market. There are no untapped channels in the market that hold significant upside potential for US exports. Additionally, all market access issues need to have been resolved.

- Foreign market buyers have established knowledge of the US product and its uses
- Domestic industry has knowledge of the foreign market and how to take advantage of market opportunities
- Buyers have an established supplier base

- No additional channels with upside potential remain untapped
- All market access issues have been resolved

Maintenance Program Criteria

In some cases the potential for increased sales from further USPB promotional programs is minimal, however, market access or other issues remain which require attention. In these cases full departure by the USPB would result in the loss of US exports. Thus, a maintenance program is required. These programs would mean that USPB representation in the market would be maintained and resources would be available to address a crisis, but limited or no promotional activities would be carried out.

- Market access issues remain
- Food safety or other constraints to increased sales remain
- Competitors are well positioned to take US market share due to factors beyond price and proximity

Framework for Partnering with State Organizations

The international market place offers huge opportunities for US potato growers to increase demand for their products. These markets and the nature of much of the exported product results in purchasing decisions based on a variety of factors including country of origin but seldom the US state of production. However, the state potato grower organizations can play a key role in helping to grow US exports, international sales and their growers' market share. Putting the growers or small processing companies in a position to take advantage of foreign opportunities is a key, but difficult, component of this. The following framework describes the preferred ways for these state organizations to work with the USPB to grow international sales. The key component is assistance to the actual growers, shippers and processors with product to sell as the best method of advancing a state's position in the international market place.

Facilitate increased participation by growers, shippers and processors in the international marketing efforts

- Assist (financially or otherwise) growers, shippers or companies with products to sell to participate in USPB organized trade missions and foreign trade shows
- Work with state departments of agriculture to utilize resources available through State Regional Trade Groups (SRTGs) for export readiness training for shippers
- Assist eligible growers and companies to access Market Access Program (MAP), Branded funds through the SRTGs



Grow demand for US potato products and position producers to take advantage of it

- Host export workshops for growers or shippers utilizing USPB and other outside expertise
- Act as a conduit for USPB generated information on foreign markets and international programs, particularly trade leads
- Help host USPB organized reverse trade missions
- Provide foreign visitors that come to the state with USPB international marketing materials

Assist in Market Access Work and Issues Management

- Join and participate in the American Potato Trade Alliance (APTA)
- Help with the phytosanitary access work through funding of the NPC SPS contract and acting as a resource to the contractor
- Help fund the International Food Aid Initiative (IFAI) and work on related issues
- Participate in the Seed Task Force and Chip Committee
- Meet with members of Congress and the Administration to help push the NPC agenda on trade and other programs that effect exports
- Help explain trade and other regulatory issues to local growers and press

Assure that Governor trade missions carry the right message and do not muddy commercial waters