



Smarter Sustainable Impact

Strategy 2025-2028



BORD BIA
IRISH FOOD BOARD

A woman with reddish-brown hair, wearing a brown waxed jacket, stands in a lush green field. In the background, several black cows are grazing. The landscape is hilly and covered in green vegetation under a cloudy sky. A teal-colored geometric shape is overlaid on the left side of the image, containing white text.

Bord Bia is the Irish state agency funded by the Department of Agriculture, Food and the Marine and is dedicated to promoting Ireland's food, drink, and horticulture sectors at home and abroad. We champion responsible food production and premium quality to position Ireland as a leader in global markets.

Through Origin Green, we help Irish producers set, measure, and improve their sustainability standards.

This programme, from farm to fork, supports the agri-food industry. It helps them to reduce emissions, address environmental challenges, and benefit local communities.

It also powers a verifiable promise of traceability and food safety. These sustainability assurances are key to the trust buyers have in Irish food and drink.

Our mission, put simply, is to boost the success of Irish food, drink, and horticulture producers. We achieve this by aligning our support with the efforts of the industry. We help them anticipate and respond to changing market needs and to generate demand for their produce. This strategy is also aligned to the objectives of the Department of Agriculture, Food and the Marine.



Our 2025-2028 strategy builds on our work over the past thirty years. It commits to increasing the economic and societal value of the sector with a focus on innovation and sustainability. It is a plan to keep Ireland's food industry competitive in a fast changing world.

This strategy is a bridge to our ten-year strategy, "Nurturing a Thriving Future". It is also aligned with and reflects relevant actions for Bord Bia in the stakeholder led strategy for the agri-food sector, Food Vision 2030. This aims for Ireland to be a world leader in sustainable food systems, and implementation is overseen by the Department of Agriculture, Food and the Marine.

At the heart of our strategy is our goal to deliver a **smarter, sustainable impact** - for producers, buyers, and consumers.

Food, drink and horticulture from Ireland will be more valuable for our producers. It will be appreciated more by buyers. It will provide better choices to consumers.

Our focus is to endeavour to help promote the sector's higher value food, drink, and horticulture to help bring added value for the benefit of food businesses. This will not only deliver a better return - it also does so at a lower cost to the environment.

We believe sustainability and success are not only compatible; they should be inseparable. Our new strategy will help Irish producers thrive in a world that demands better for all.

For the next four years, we will use new technology, new ways to find insights, and a market-led approach to develop and promote this promise.



Smarter Sustainable Impact

Our 2025-28 strategy has one holistic focus: to deliver a **smarter, sustainable impact** for Ireland's food, drink, and horticulture sectors. This central ambition shapes, and is shaped by, three strategic imperatives:

- **Elevate Ireland's Sustainable Food Brand**
- **Work Smarter and Harness our Insights**
- **Drive Focused, Impactful Supports**

Working together, our focus on these three imperatives will help the agri-food industry respond to a rapidly changing global market.

They will direct our support of Irish food producers to meet new challenges and opportunities with equal success.

Finally, these three imperatives are not isolated practices or standalone. They are ways of working that overlap and interact with each other. They will influence everything we do and how we do it.

Here is a summary of how achieving these imperatives will deliver a smarter, sustainable impact over the next four years.

Focus Area 1 **Provide Strategic Vision** **and Leadership**

Bord Bia's commitment is to lead the Irish food, drink, and horticulture sectors towards a future when their produce is worth more. This is based on a clear principle: Irish producers can deliver sustainable food, drink and horticulture while pursuing higher margins.

By placing this promise at our core, we will provide a clear direction for the Irish food sector. This will ensure that every action focuses on economic, social, and environmental success over the long term.

Our leadership will guide the industry to achieve real change. This will benefit the bottom line, the community, and the natural world. We will help to lead and develop, with the sector, the people agenda within the industry, setting the tone for attracting and developing talent whilst driving enhanced capability.

Focus Area 2 **Develop Industry-** **Wide, Sustainable** **Commercial Value**

Our strategy aims to help all the sectors we support to add lasting commercial value in a more sustainable way. To achieve this, we will work with producers to move products up the value chain and so grow profitability.

We will support the competitiveness of Irish food and drink in a global market that demands higher standards. We will seek to position Ireland as a leader in food innovation, and leverage this for greater commercial benefit for the industry. Aligning our work to measurable benefits will improve the three pillars of sustainability: environmental, social, and economic.

Focus Area 3 **Leverage Greater** **Sustainability as a** **Competitive Advantage**

Our new strategy aims to enhance and expand Ireland's reputation as a source of sustainable food and drink.

We will continue to set trusted, verifiable standards to make further improvements. This will help the Irish food, drink, and horticulture sectors to compete in the global market. We will make a strong, clear, and compelling offer to buyers who value a more sustainable approach.

We will show how it benefits those who enjoy our food and drink, those who produce it, and the natural environment where it comes from. We will develop our industry's understanding and navigation of sustainable nutrition to maximise the differentiation of Irish food and drink to drive a competitive advantage.

We will also leverage the trust earned in Irish food and drink by encouraging innovation and new product development.





Focus Area 4 **Build a Strong, More Sustainable Food Brand for Ireland**

The strength of the sectors we support is due to an engaging brand that offers improved sustainability and higher quality. The promise that food from Ireland makes is not only one of tradition: it is also about upholding a reputation for producing food with integrity.

Requiring suppliers to prove improved sustainability standards is now demanded by buyers. Sustainability will become a driving force behind the market appeal of Irish food. By embedding this promise into our brand story, we can help the food sector reach the growing audience who values this offer.

Focus Area 5 **Engage Stakeholders for Impactful Support**

To ensure these efforts succeed, we will engage stakeholders for impactful support. This means we will work closely with producers, suppliers, and industry partners to understand their needs.

Then, we will tailor our response to provide the best results, in line with our strategy. Our intention is to align the entire sector's business goals and their sustainability improvements.

We will deliver targeted support services that benefit specific sectors. We will also ensure that all parts of the industry gain from our initiatives. The result will be commercially impactful outcomes that drive the industry forward.

Focus Area 6 **Exploit Data for Insights and Direction**

The power of data will be a critical factor in the way we achieve lasting value for the food, drink, and horticulture sectors. We will gather and curate large amounts of relevant data for these sectors. We will use new digital tools to help find insights tailored to the sectors' needs.

These insights will help the sectors respond to global trends and adapt to new market conditions.



Our goal is to help producers find and focus on the sustainable future of the sector and to help them prioritise in a way that delivers better economic and environmental outcomes.

Focus Area 7 **Pursue a Market-Led Approach and Navigate Complexity**

Our goal of enduring success will see us use a market-led approach to help shape our work. This will allow us to respond to and anticipate global trends, and to create or grow demand.

Our supports will align with the agri-food sector's core strengths, to ensure they are ready and able to meet market demands.

As the global market becomes more complex, we will also help Irish producers respond to new regulations and consumer demands.

Our strategy prioritises building resilience across the supply chain. This will benefit producers, growers, fishers, farmers and processors. It will help keep the Irish food and drink sectors competitive, even in a time of global challenges.

It also ensures Irish food will continue to meet the highest standards while staying competitive and responsive to change

Focus Area 8 **Align Strategic Goals for Collective Impact**

This strategy's success comes from all our three strategic imperatives: stronger branding, effective support, and working smarter with insights.

They will make “Smarter Sustainable Impact” a reality, not just an abstract goal. They will secure Ireland's place as a recognised and reliable source for more sustainable food.

By focusing on these linked goals, we will build a thriving industry in a changing world. Ultimately, this strategy will benefit producers, consumers, and the environment.



Elevate Ireland's Sustainable Food Brand

As consumers value sustainability and quality more, we must show how Irish produce meets this need. Over the next four years, we will make the brand promise of food and drink from Ireland more compelling, more resilient, and more flexible.

Our brand story for Irish food and drink will be inspirational, empowering, and exciting. It will have a promise of higher sustainability standards at its core. We will do this by using Origin Green and the independent verification, audits, and measures that validate its promise.

With this goal, our intent is to build a competitive advantage with this economic, social, and environmental commitment.

We will also find new ways to engage with stakeholders to align with these values, and to expand the global reach of our messaging.

This will ensure that Ireland's food is valued for its integrity, quality, and environmental leadership. Here is how we will achieve this.

Priority 1 Enhance Origin Green

What can a Focus on Sustainability Achieve?

Sustainability is meeting the needs of the present without compromising the ability of future generations to meet their own needs. This encompasses environmental stewardship, social responsibility, and economic viability.

Stronger sustainability standards may help secure the long-term profitability of the food, drink and horticulture sector. They can also protect natural resources and benefit local communities. This commitment to sustainability is about more than complying with regulations. It's a foundation for securing trust with buyers and consumers, backed by independently verified standards.

Thanks to our natural environment, Irish producers have a unique opportunity to use sustainability to differentiate their produce, and so make it more valuable. Sustainability is also the key to secure the loyalty of those they sell to, and to earn their trust for the future.

Enhance Origin Green

Sustainability is not just a part of our story; it is our foundation. Origin Green, Bord Bia's national sustainability programme, powers Ireland's food and drink brand. It drives continuous improvement and embeds measurable sustainability proof points across the supply chain.

Through Origin Green, we work with farmers, manufacturers, retailers, and foodservice operators. Working together, we set and achieve goals to raise sustainability standards, as we have been doing for over 12 years.

From 2025-28, Bord Bia in partnership with producers and food businesses will prove to consumers and buyers that Ireland leads in responsibly produced food, drink and horticulture.

To do this, we will raise our ambition for Origin Green, and further expand the proof points and metrics that we assess as part of this programme.





These will include enhancements in biodiversity, greenhouse gas emissions, animal welfare, and regenerative practices. These improvements will allow us to verify the social and environmental outcomes of Irish food and drink production.

We will also help Irish producers adapt to new sustainability regulations and market requirements. To enable this, we will provide tailored sustainability support. This will allow them to develop and improve their own capabilities.

We will also set up collaborative initiatives to capture potential benefits. This will help buyers understand how Irish food and drink can help meet their sustainability goals while driving commercial success.

Finally, we will leverage the trust consumers have for Irish food and drink to help the sector develop innovative new offerings.

Priority 2 **Strengthen global brand recognition by expanding marketing reach with a unified message of improved sustainability**

Reinforce the Central Role of Brand

The brand promise we make for Ireland to reinforce the central role of the Irish food brand in the market place will aim to support the commercial ambitions of our food, drink, and horticulture industries. It is the lens that focuses all our work, and the compass that aligns our direction. It symbolises the qualities that Irish produce is recognised for: natural, more sustainable, and ethically produced.

As consumers demand high quality, environmentally sustainable products, Ireland's brand must respond. Over the coming years, we will place a renewed focus on revitalising this brand promise.

This means Ireland must adapt its messaging to ensure effective communication on the sustainable characteristics of Irish produce. To do so, we must ensure that our producers can prove their sustainability credentials with support from Bord Bia through Origin Green.

Consumers increasingly want products that are more sustainably made and are of the highest quality. Our marketing seeks to raise the profile of Irish food and drink, with an enhanced economic, social and environmental promise at its core.

Expand Market Reach with a Unified Brand and a Message of Improved Sustainability

To succeed in the global market, we must align our branding and sustainability improvement efforts with a unified message. By doing this, we will enhance the promise of Irish food and drink from Ireland, and further build the trust in Origin Green as proof of our commitment.

We will also optimise our media choices to extend the reach and appeal of our stories. We will experiment with how we roll out these messages across different channels, making sure they are tailored to the needs of each market.

This approach will allow us to raise perceptions of Ireland's food as high-quality. It will also be key to how we reinforce our commitment to the environment. Irish food and drink stand for integrity, quality, and sustainability.

With our new approach to messaging, consumers and buyers alike will understand, believe, and trust this promise.

Integrate Origin Green into our Brand Story

The aim for this continuous improvement is to keep Origin Green relevant in global markets. These new measures will ensure Ireland's food sector is at the cutting edge of sustainability.

By enhancing Origin Green in this way, we can secure its position as a world-leading sustainability programme from farm to fork.

For Ireland, sustainability will not just be one factor in a purchase decision. It will be a clear advantage that we promote to set us apart from the competition.

Strengthen Global Brand Recognition

The global market is more competitive than ever and building a strong brand presence internationally is key to our success. We will raise brand recognition in key markets to make Ireland perceived as the best choice for high-value, high-quality food.

We want Irish food and drink to be valued as better, and for Origin Green to be trusted as proof of our progress on sustainability. Our goal is for Irish food to be synonymous with excellence. It will be known for quality and sustainability, and for a commitment to improve both.

Priority 3 Engage Stakeholders for Brand Growth

A strong brand is nothing without the support of those who stand behind it. Over the next four years, we will work with producers, suppliers, and customers to make them part of our communication network.

We want buyers to appreciate how the values of food and drink from Ireland align with their own sustainability commitments. Buyers will understand how Irish food and drink not only meets consumer demand, but also adds to their own reputation.

This strategy will create an engaging link between the quality of Irish food and its promise of greater sustainability. But this message will not only come from Bord Bia. We will create compelling stories of Irish food and drink to engage our audience, then empower and inspire others to tell these stories.

This work will build trust and loyalty and will raise the brand equity of those who engage with us.

Our brand stories will help Ireland's food products be valued for quality and for even higher standards of sustainability.





Work Smarter and Harness our Insights

In an increasingly complex global market, Bord Bia will enhance its operations to become more sophisticated in the way we work.

We have always been a source of insights and expertise for the Irish food, drink and horticulture sector. Our market intelligence provides compelling discoveries that we harness to help the industry to prosper.

This strategy commits to further enhance and expand this knowledge, and how we interrogate our data is one way to mine these insights.

We will find smarter ways to segment and prioritise the producers, products, and markets we support. We will also become a more flexible organisation, able to re-allocate resources and develop our people as these needs change.

We will use effective governance to drive efficiencies in our workflow, making more time for strategic tasks. Using the power of data and new digital technologies will be key to achieving this.

We want our people to focus on work that makes a difference - to achieve this, we will use sophisticated software tools to increase efficiency. Finally, we will harness and direct our organisation's culture to deliver our strategy.



Priority 1 **Develop our Work** **to Create Value**

Bord Bia plays a key role in supporting Ireland's food, drink, and horticulture sectors - when we are effective, we enable their success.

To meet the ambitions of this strategy we will improve how we work. This means that we become more agile and responsive.

To achieve this, Bord Bia will adopt new approaches to streamline processes and grow productivity.

We will use the potential of powerful new data-analysis tools to focus on activities that deliver the most value to the industry.

We will also help our people find more effective and efficient ways to complete operational and administrative tasks.

This will help Bord Bia focus on what matters most for the sector - helping them respond to challenges and opportunities alike.

Priority 2 **Transform our Data** **Capabilities for Strategic** **Decision-Making**

Bord Bia will become a trusted hub for data and insights, equipping the industry with the knowledge it needs to thrive.

We will offer greater expertise with data and use new tools to identify growth opportunities.

Better data analysis will also help us identify new consumer trends, forecast market changes and meet new sustainability standards.

By using our data as a competitive asset, our clients and partners will have the insights they need to stay ahead of the curve.

To achieve this vision, we aim to become a data-driven organisation. Bord Bia will use insights from our analysis of this data, using commercially available tools, to guide how we allocate resources.

Crucially, there will always be human oversight to brief, check and assess the outcomes of the tasks that depend on new tools.

This will help us deliver knowledge that helps us and those we support to make informed decisions more quickly.

Our goal is to be a trusted source of intelligence - to provide accurate, actionable information that drives growth and sustainability.

Priority 3 **Encourage Smarter Industry Practices Using Technology**

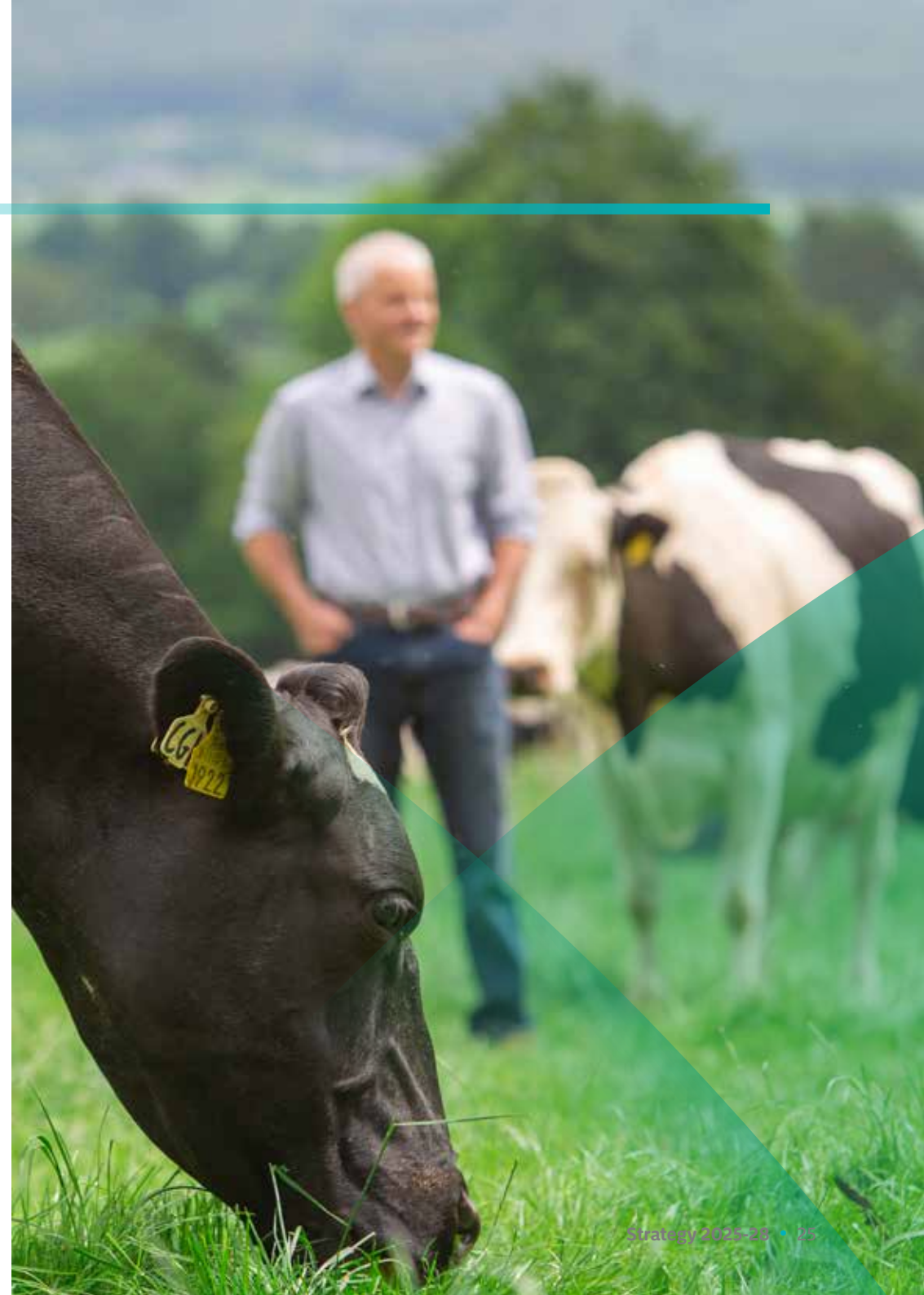
To remain competitive in a fast-moving global market, there is an opportunity for Irish producers to embrace greater use of data.

Over the next four years, Bord Bia will be an example to the sector on the potential and benefits of using automation and new forms of machine learning.

We will show producers how this can help them become more agile, efficient, and better at meeting market demands.

Applied use of data will also play a critical role in strengthening supply chains. It can help to provide insights and increase resilience in this vital area.

This will help producers better withstand shocks, like regulatory changes or economic challenges. It will also allow producers to adapt more quickly to new opportunities.





Drive Focused, Impactful Supports

Over the next four years, Bord Bia will ensure that Irish food, drink, and horticulture sectors have the support they need to thrive.

To achieve this, our efforts must connect with and be understood by those we support, and they must deliver measurable gains. That is why our work will be targeted and tailored, designed to meet the specific needs of each sector.

We will use data, stories, and a new approach to media to support our stakeholders in a changing marketplace.

Our focus will be on delivering results that matter, ensuring that our industry partners can grow, adapt, and compete on a global scale.

We will achieve these outcomes through direct support and with cross-industry partnerships.



Priority 1
Maximise Commercial Impact across sectors by transforming our supports to align with market and customer opportunities

Maximise Commercial Impact Across Sectors

To drive real commercial value, our work must be focused and strategic. Over the next four years, Bord Bia will deliver support that is tailored to the needs of specific sectors and sub-sectors.

We will work closely with stakeholders to align our resources on areas with greater potential for commercial returns. We will analyse the challenges and opportunities faced by stakeholder groups. We can then offer tailored help that has a greater value.

We will prioritise our time on help that has the greatest potential to deliver meaningful commercial results. Our aim is to equip Irish producers with the help they need to excel in markets that are becoming ever more competitive.

This will include supporting the development of strong brands with long-term potential. We will also help food producers innovate to reach new consumers and new markets.

Our intention is not only to support the creation of more commercial value. We will also cultivate food, drink and horticulture sectors so they are stronger and more resilient.

Transform How we Deliver Support for Greater Impact

Over the next four years, Bord Bia will continue to adapt and improve how we deliver support - to stay ahead of industry challenges. We will make our support more data-driven and sophisticated. It must use real-time insights and be tailored to our stakeholders' needs.

Our goal is to enhance the activation of Irish food and drink using both traditional and digital channels. We will invest in an enhanced presence at trade shows, while also leading the sector in digital routes to market.

By aligning our engagement strategies with how we deliver our support, we will add value to sectors and sub-sectors. This will help Irish producers adapt to a changing market and keep them competitive.

Align Supports with Market Opportunities

Data will be key to how we align our support services with the greatest market opportunities. Bord Bia will use insights from data and market analysis to find the sectors with the most growth potential.

We will direct our resources to these areas, ensuring that we are delivering support where it can have the most significant outcomes.

Adaptability will be essential in this process. The global market is constantly changing, and in response, we must remain flexible in our approach. This means being ready to adjust our support strategies as new opportunities emerge or market conditions change.

By staying responsive to these shifts, we will ensure that our support services remain relevant, timely, and impactful.

Priority 2

Connect with stakeholders through cohesive, impactful, narrative-driven communication and engagement and leverage new media for broader reach

Connect with Stakeholders using Narrative-Driven Engagement

A key part of our strategy will be to adopt a narrative-driven approach to engagement. This means more personalised communication to meet the individual needs of stakeholder groups.

Bord Bia will create and share strong stories to resonate with all stakeholders - from producers to buyers. We will also define and formulate our messaging so others can tell and retell these stories on behalf of Irish food and drink. This will become increasingly powerful as we build new strategic media and social media partnerships.

We will build stronger relationships with stakeholders by telling compelling stories. They will connect sustainability, quality, and Ireland's food heritage.

This approach will allow us to focus our resources on high-impact engagements that drive meaningful results. It will help stakeholders see the value of Irish food and drink and position our products as leaders in a competitive global market.

Ensure Cohesive, Impactful Communication

Consistent and cohesive communication will be essential to our success. In the next four years, we will transform our messaging to deliver narrative-driven communication. The stories we tell will align with our values of sustainability, quality, and innovation.

This approach will depend on conveying a unified message. We must be consistent across all channels, from digital platforms to trade shows and face-to-face meetings.

We will also ensure that our messaging is tailored to the specific needs of different stakeholder groups. This will create a more relevant and impactful story for each audience. It will help build trust, loyalty, and long-term relationships.





This strategy will ensure stakeholders understand Bord Bia's mission. It also means they will see the value of Irish food, drink, and horticulture in the global market.

Leverage New Media for Broader Reach

To enhance our reach and engagement, Bord Bia will embrace new and emerging media channels.

We will adopt a digital-first approach, using online platforms to target stakeholders where they are most active. This will help us engage stakeholders in new, effective ways, and will ensure our messaging is consistent and persuasive.

New media tools can help us connect with stakeholders on a deeper level, and in a lasting way. This can create more engaging and impactful interactions. We aim to boost visibility and reach with smarter use of social media, digital ads, and online platforms.

Priority 3 Develop Industry Talent and Capability

Help Producers to Develop their People

Bord Bia already has successful programmes to develop the capabilities of key personnel in our client companies. Our new strategy will see a renewed focus to identify the roles, activities and personnel whose work will benefit most from our support.

As with all our supports, our focus will be to deliver help that has the greatest potential to deliver lasting commercial return. To achieve this, we will deliver programmes to improve the skills and abilities of people at every level - from graduates to executives.

BORD BIA

IRISH FOOD BOARD

Strategy 2025-28

Our primary goal is to deliver a smarter, sustainable impact for Ireland's food, drink, and horticulture sectors.

To achieve this we will provide powerful support, engage effectively with stakeholders, excel in our work, leverage the power of our insights, and lead in sustainability to boost Ireland's food reputation.

Working together, these actions will keep our industry competitive and deliver lasting progress in a changing global market.



Work
Smarter and
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Elevate
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Sustainable
Food Brand

**Smarter
Sustainable
Impact**

Drive
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Smarter Sustainable Impact

This strategy is a bold step forward for Ireland's food, drink, and horticulture sectors. Over the next four years, Bord Bia will foster lasting change. Within our own organisation we will work smarter, and more effectively.

We will deliver, targeted, meaningful supports to the industry. Our supports will deliver a smarter, sustainable impact to benefit the economy, the environment and local communities.

We will lead the way in shaping a future where Irish food is renowned not only for quality, but also for a proven commitment to sustainability.

Our ambition is clear. By 2028, we see a thriving industry, staying ahead of market changes and adapting to new challenges. We will deliver a better future for consumers, partners - and crucially, for the planet and its people.

We will, with our stakeholders, strengthen Ireland's global reputation for food. This will build a foundation for long-term resilience and success throughout the sector.

Now is the time to act. By working together and focusing on our shared goals, we can ensure that Ireland leads in more sustainable food production.

This strategy is our roadmap. It aims for a future where innovation and environmental stewardship go hand in hand.

We can create economic growth for the Irish food, drink, and horticulture, and for the communities that host these sectors. And we can do this while protecting the environment that gives this sector a unique competitive advantage.



