



2026 Strategic Focus for ROC™ Cotton

Executive Summary

Greetings to Our ROC™ Fiber & Materials Community and Welcome to 2026!

Over the past year, the ROA Team along with the initial ROC™ Licensed Brands and Manufacturers undertook a comprehensive review of ROA and ROC™ System, including infrastructure, fees, and processes to ensure the system is fit for purpose for the growth and scaling of the ROA Fiber & Materials sector, while aligning with generally accepted practices in the Textile Industry. .

Key Program Updates

- **ROA Membership & Registration**

To strengthen and scale the program, membership or registration will now be required to participate in ROA and ROC™ programs.

- **License Fee Updates**

For **Existing ROC™ Brands**, the license fee will remain FOB-based, with a significant reduction from **1.5% to 0.1%**, aligning more closely with industry norms, or transfer to the new consumption fee model.

New ROC™ Brands will enter the program under a **consumption-based model**.

- **Development of Proactive Marketing and Outreach Tools** including dedicated web page; ROC™ Cotton Sourcing Directory; Outreach Materials for ROC™ Food Companies to utilize ROC™ Cotton Promotional Products. Membership or registration will be required to be listed and included.

- **Traceability Platform Implementation**

A major advancement for the program is the rollout of a traceability platform to strengthen system integrity and provide clear visibility into supply networks, Chain of Custody standards,

and volume reconciliation. This update also informs a new structure for ROC™ supply-chain actors and manufacturers.

- **Updates for Manufacturers / Supply Chain Actors**

Manufacturers will no longer be required to license or pay a percentage of revenue on ROC™ fiber. Feedback made clear this fee was duplicative.

Instead, with the implementation of the traceability platform, supply-chain actors will be required to **register with ROA** and submit current Chain of Custody certificates.

- **Growing Brand Demand**

We currently have **over 60 brands** expressing interest in ROC™ fibers. A targeted campaign is underway to support enrollment, sourcing strategy development, and regional supply alignment.

It is critical that our current manufacturers, farms, and farm groups are included in the ROC™ Cotton Sourcing Directory to meet this growing demand.

- **Ongoing System Improvements**

This work also includes streamlining processes and introducing more user-friendly tools. These improvements are ongoing and will continue to roll out across ROA systems.

Thank you for your continued partnership and leadership. We are excited to move into this next phase together—stronger, clearer, and ready to scale with integrity.

Note: The language in this document is initially focused on ROC™ Cotton, however, the new, fit for purpose systems will be applicable as we bring on additional fibers (Wool, Cashmere, Mohair, Alpaca, Hemp, Linen, for example).

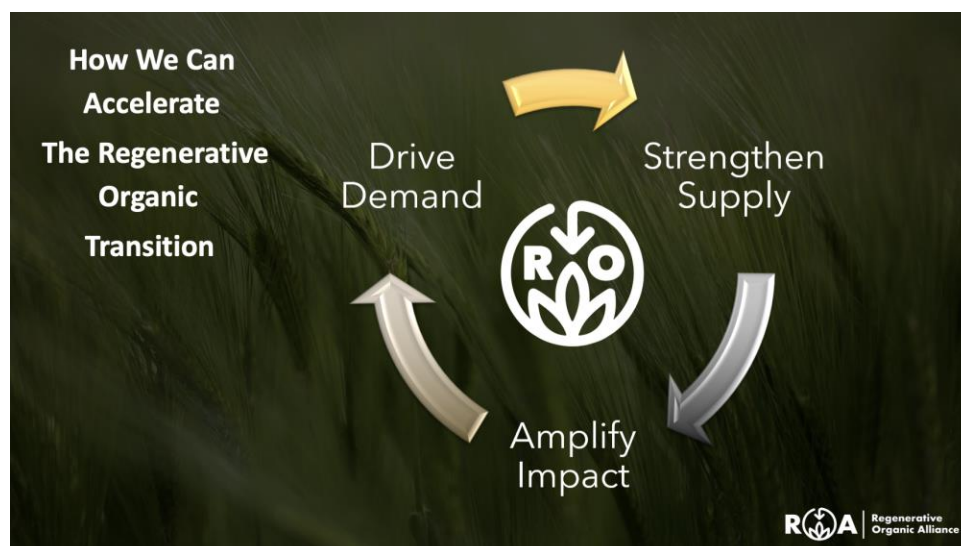


Table of Contents

2026 Strategic Focus for ROC™ Cotton	1
Executive Summary	1
Introduction - A Movement Ready to Scale	4
1. The Why: A Clearer Path into the ROC™ Ecosystem	5
Table 1: Fiber & Materials Supply Chain Network Overview	5
2. A New Way for Brand Engagement: Membership as the Front Door	7
2.1 What Membership Enables	7
Table 2: Engagement Map - Brands	8
3. A More Equitable & Scalable License Fee Structure	9
3.1 How the Consumption Model Works	9
Table 3: Brand License Fee Structure	10
3.2 Parent-Brand Structures	11
3.3 Private Label Programs	11
3.4 New Labeling Guidelines	12
4. Engaging the Supply Chain Network: Traceability & Registration	13
4.1 Supply Chain Registration Requirements	14
Table 4: Engagement Map - Supply Chain	15
5. Often-Invisible Partners	16
5.1 Farm Program Membership	16
5.2 Other Industry Supply Chain Actors	16
6. Digital Backbone: System Integration	17
6.1 Why Integration Matters	17
6.2 What Integration Will Deliver	18
7. The Traceability Revolution: A 2026 Milestone	18
8. Communication, Visibility & Community Building	19
9. The Human Element: Support & Stewardship	20
10. Conclusion – A System Ready for the Next Chapter	21

INTRODUCTION

A MOVEMENT READY TO SCALE

The Regenerative Organic Alliance’s Fiber & Materials (F&M) initiative is stepping into a new phase—one defined by clarity, coherence, and a deeply intentional structure that matches the maturity and momentum of the ROC™ movement while creating a “fit for purpose” structure and system that meets the needs Fiber & Material Industry. This is a well-established industry with over 25+ years of engagement with the Textile Exchange with over 200+ dedicated organic fiber brands that have embedded systems (traceability), structure and generally accepted practices.

After years of field-building, pioneering partnerships, farmer engagement, and market education, the landscape is changing. Brands, farmers, and supply-chain actors are asking not only *how* to participate, but *how to belong*—and how to build upon their strong organic programs to include pillars that ROC™ offers; holistic approaches that address soil health proactively, animal welfare and social fairness.

The 2026 ROA Fiber & Materials Strategy presents an integrated framework that is weaving together essential pieces for scaling with integrity for a proven certification program that delivers transformative change and impacts that strengthen and build a resilient future:

1. **Membership, Licensing & Registration** – our new gateway for engagement, alignment, and community-building that will employ strategic planning and sourcing that will lead to expanded engagement and adoption of ROC™ Fibers and Materials.
2. **System Integration with ROA Traceability Platform** – the digital and operational backbone needed to deliver consistency, traceability, visibility, and integrity at scale.

Together, these form the architecture of a **connected F&M ROC™ ecosystem**—a space where farmers, brands, and supply-chain partners move through clearly defined pathways, supported by systems that talk to one another and a team aligned around shared goals.

This is not just a program upgrade. This is ROA preparing to scale—with fit for purpose program, with clarity, and the heart of the movement intact.

1. THE WHY: A CLEARER PATH INTO THE ROC™ ECOSYSTEM

The need for an integrated framework: For years, interest in ROC™ fibers outpaced our capacity to respond quickly, consistently, or with the materials needed to guide new partners. Brands require nuanced support and access to sources for ROC™ Fiber and more effective tools and ways to convey the value of ROC™ to their customers. Supply chains needed clearer expectations. Farm Programs also need a front door that acknowledges their role as essential connectors to farmers, and Farmers need streamlined opportunities that support their adoption of best practices that acknowledges their contributions and key role as the foundation for ROC™ with stable access to Markets that value their investments.

The new integrated framework solves these gaps through:

- A unified membership model
- A clear, fair registration system for supply chains that addresses chain of custody, transparency and strengthens integrity for Regenerative Organic Certified® fibers.
- A digital ecosystem that connects intake → data → certification → engagement and impact!
- A strategic rhythm of communication and alignment that keeps the entire movement in sync

In other words:

A simpler, smarter, human-centered system to support a rapidly growing community.

Table 1: The Fiber & Materials Supply Chain Network Overview

Note: **Supply Chain Network** includes anyone purchasing or selling ROC™ Fiber that may or may not be making a claim. This includes operations that provide a service, like Farm Programs, Cotton Gin, Brokers or Merchants that may not take physical ownership or mills and manufacturers that purchase fiber for processing into yarn, fabric, etc. **Farm Programs** include organizations that are interfacing with farmers, forming farmer groups, providing technical assistance, data collections, additional standards and / or providing market partner linkages. Examples include OCA, CottonConnect, Aid by Trade, Reset, BioRe and TOCMC.

Overview:

Farmers & Ranchers	Farm Programs	Supply Chain Network	Brands - Individual, and Group	Retailers and Private Label Programs
<p>Producers ROC and Producers with Licensee requirements application and process remain the same</p> <p>New:</p> <p>ROC™ Cotton Sourcing Directory Listing</p>	<p>New:</p> <p>Registration as a part of the Supply Network and;</p> <p>New:</p> <p>ROC™ Cotton Sourcing Directory.</p>	<p>New:</p> <p>Registration as a part of the Supply Network and;</p> <p>ROC™ Cotton Sourcing Directory.</p>	<p>New:</p> <p>Membership Application;</p> <p>Strategic Planning Calls to prepare for licensing</p> <p>Licensing</p> <p>Revised Documents with updated fee schedules.</p>	<p>New:</p> <p>No Cost Registration to Retailers</p> <p>Clarification on two types of Private Labeling noted in Section 3.3</p>

2. A NEW WAY for BRAND ENGAGEMENT: MEMBERSHIP AS THE FRONT DOOR

Unique to ROC™ Fiber & Materials; ROA Membership is the foundation of how ROA supports, educates, prepares, aligns and engages new partners.

The purpose is simple:

Give every interested brand or retailer a structured, equitable, and grounded way to join the ROC™ movement to support and facilitate the preparation and progression to become licensed and an Ally of ROA.

2.1 What Membership Enables

Membership replaces the unpredictable pattern of ad-hoc support with a defined experience:

- Onboarding conversations that illuminate a brand's fiber strategy
- Early fiber guidance and sourcing alignment
- Introductions that help brands connect to producers, programs, and supply-chain partners
- Access to the F&M Working Group
- A shared language and strategy to map and prepare products for licensing
- A relationship anchored in solid information, strategy with clarity that will build strong and stable markets for ROC™ products

Membership also gives ROA the ability to track interest, evaluate fit, and ensure that licensing begins only once the brand is strategically prepared—with product plans, sourcing regions, and supply-chain partnerships fully defined. We want each program to be successful with clear strategies for long-term commitments and impacts.

Table 2: Engagement Map: Brands

Steps for Brand and Retailer Engagement				
<p>On-Ramping Basic Membership Form</p>	<p>Once they are members:</p> <p>Calls to understand, map out their strategy, support with ROC™ Fiber sourcing suggestions.</p> <p>To proceed to licensing, they need to know their products, sourcing regions, and be able to designate supply chain partners.</p> <p>New:</p> <p>Toolkit in Development</p>	<p>Begin Licensing Process and form submission via Website links/ existing certification channels.</p> <p>License Agreement (revised) (Consumption Model for new brands)</p> <p>New: ROA Brand License Agreement 12.21.2025.docx</p> <p>Engagement team to update Hubspot and have regular updates to the Cert Team.</p> <p>Supply Chain Designation & Letters to ROC™ Suppliers from ROA / Brand to Register Supply Chain partners (Annual Review or when they add new products)</p> <p>New Labeling Guidelines:</p> <p>Submit Labeling, marketing, claims for products or reports, etc.</p>	<p>Brand Spotlight for featuring on webpage and rotational newsletter, ask about social media plans, etc.</p> <p>Strategy and Program Expansion - bi-annual touch base / planning calls.</p> <p>Inclusion to quarterly ROA F&M calls.</p>	<p>Ongoing monitoring, leadership development, mentoring of other brands we're onboarding.</p>

3. A MORE EQUITABLE & SCALABLE LICENSE FEE STRUCTURE: BRANDS and BRAND GROUPS & THE CONSUMPTION MODEL

Beginning Jan 2026: Existing ROC Licensed Brands will be given a choice to continue with the FOB percentage of FOB at 0.1% (new percentage) OR go to the consumption model as noted for new brands. The goal will be for all brands to migrate to the new system once reporting programs are in place with the traceability system (late 2026/2027). Note, fees will be assessed on the anniversary date of enrollment in the ROA System.

For new F&M Brands, ROA is shifting to a consumption-based licensing model that represents a major step forward in accessibility and fairness. Traditional FOB or sales percentages that are generally accepted in food categories have created confusion and misalignment with F&M Industry norms. After stakeholder consultation, the new model reflects a system fit for purpose that falls within generally accepted practices within the fiber and materials industry.

3.1 How the Consumption Model Works

License fees are anchored in annual consumption (tonnage of ROC™ fiber used).

This brings:

- Predictability
- Alignment across fibers
- Acknowledgement of blending of fibers that is broadly utilized in fiber & material programs, and charging fees only on the ROC™ fibers
- Easier forecasting for both ROA and brands
- A more equitable structure for large and small licensees

Table 3: New brands will be evaluated and charged based on fiber utilization (see chart below).

ROC™ Fiber & Materials	
Annual Consumption	
Brand License Fee Structure	
	USD\$
< 1,000T	\$ 1,500
1,000 - 3,000T	\$ 2,500
3,000 - 5,000T	\$ 7,500
5,000 - 10,000T	\$ 12,500
10,000 - 20,000T	\$ 20,000
20,000 - 30,000T	\$ 40,000
30,000 - 40,000T	\$ 55,000
40,000 - 50,000T	\$ 70,000
50,000 - 60,000T	\$ 85,000
60,000T <	\$100,000
This would apply across multiple fibers	

ROC™ Fiber Usage Form:

- ROC™ Fiber Use Form Textile Brand: [ROA Fiber Use Report.docx](#)
- ROC™ Fiber Use Form for Private Label Promotional Merchandise Programs: [ROC Fiber Use Report - Private Label - Non-Textile Brands.docx](#)

3.2 Parent-Brand Structures

Note: This group structure is new to ROA and we will be co-developing the needed supporting documents and forms over the course of 2026.

We are also incorporating “Brand Group” memberships that support the reality of the legal structures in many F&M Brands. Several brands are owned by one “parent” company. The reality of modern retail is that sustainability decisions are made at the group level, not brand-by-brand.

ROA is onboarding two new brands that have these types of structures. The parent company in most instances will direct choices for materials, policies, reporting structures, and certification pathways across families of brands.

Under the new integrated for Group Brands framework:

- Membership + licensing happens at the parent level.
- Each sub-brand will need an ID for their own identification with ROA systems for labeling and supply-chain files (Note: These are new forms that will be co-developed with two brand groups in 2026 in order to reduce redundant paperwork, utilize reporting structure that are currently in place, etc.).
- Annual consumption rolls up to the parent for a unified invoice.
- ROA aligns externally with a single point of accountability at the “parent” level.

This simplifies administration while improving traceability and consistency across the group(s).

3.3 Private Label Programs

Note: There are two distinct types of private label programs within the Fiber & Materials Industry.

1. Textile Retail Brands that work with various supply chain partners to create products that are branded by the retailer. Examples include REI, Amazon, Patagonia, Timberland, etc. If the Brand / Retailer is primarily engaged in selling textile products to consumers, then those brands would need to complete the licensing agreement.
2. Non-Textile Brands that sell promotional merchandise, primarily T-shirts, Sweatshirts, Polo-Shirts, aprons, and totes. These are brands that may be a Grocery Store, Musician, or an event or activity that wants to have their own ‘brand’ on the product. The recent example is Billie Eilish that commissioned organic T-shirts for her last concert tour. In this instance, the final product manufacturer would become a ROC Private Label License and pay the license fee for the products.

Note: The Private Label - non-textile brand program is new to ROA and we will be co-developing the needed supporting documents and forms over the course of 2026 with ROC™ suppliers which fall into this new category.

3.4 New Labeling Guidelines - Product Claims & Ingredient Claims

Background: The USDA NOP explicitly covers both food production and food processing. The NOP Standard certifies that the land and the crops grown follow the standards requirements. This also covers the production of other land-based crops; like cotton, hemp, etc. What it doesn't cover is the processing of non-food crops. Voluntary standards with Chain of Custody and Volume Reconciliation have been developed and recognized by USDA - notably GOTS (Global Organic Textile Standard), OCS (Organic Content Standard) and Oeko-Tex. FairTrade International is also launching a chain of custody standard for fibers and materials. GOTS also includes processing requirements with a list of prohibited substances for dyes and processing aids as well as a social component. Oeko-Tex focuses on chemical usages as well while FairTrade International has a focus on social components in the supply chain along with a chain of custody.

In addition to the existing Product Labeling guidelines, the new ROA Fiber & Materials will include an Ingredient Claim model that will follow generally accepted practices within the industry.

Please see GOTS Labeling Guidelines as an example: [https://global-standard.org/images/resource-library/documents/licensing-and-labelling/Conditions for the use of GOTS Signs v 3.1 EN.pdf](https://global-standard.org/images/resource-library/documents/licensing-and-labelling/Conditions%20for%20the%20use%20of%20GOTS%20Signs%20v%203.1%20EN.pdf)

ROC™ Guidelines and examples are in development and will be included in the updated documents.

A Task Force will be convened March 2026 to review and develop the guidelines and use examples. If you are interested in participating, please contact: Suhanna@RegenOrganic.org



4. ENGAGING THE SUPPLY CHAIN NETWORK: A NEW ERA OF TRACEABILITY, TRANSPARENCY with REGISTRATION

One of the most meaningful shifts in the integrated model is the formalization of the **Supply-Chain Registration**. Yes, we are launching a new process to formally register all supply chain participants. This represents a meaningful shift for ROA and our brands, yet it aligns with Generally Accepted Practices (GAP) across the Fiber & Materials industry.

Note, the Supply Chain Actors will no longer be “licensed” or charged license fees. The registration system will also include guidance on how they may label and communicate ROC™ Ingredients and require registration of those products moving into the supply chain as ROC™.

Current Status Jan. 2026: Discovery of systems needed internally for ROA was initiated in Q3-2025 with pilot trials with 3 platforms currently in use with ROC™ Brands: Retraced, Textile Genesis and TTPro. ROA is raising funds to build the necessary infrastructure and systems to provide interoperability to engage with multiple traceability platforms. Phase One of launch of the ROA Traceability Platform will be the ability to issue ROC™ Cotton Scope and Transaction certificates with the 2nd phase bringing the ability to share impact data along the dedicated supply chain.

Note: Brands will be charged a 1x fee to enroll into the ROA Traceability Platform, and a portion of the Supply Chain Registration Fees will support their initial listing as well as ongoing cost of the system.

This is not a gatekeeping mechanism. This is a traceability & transparency mechanism that will strengthen the integrity of ROC™ providing proof of chain of custody and volume reconciliation while improving accountability, transparency & integrity for ROC™ products.

To maintain ROC™ integrity in a growing global landscape, ROA must know:

- Who is handling ROC™ fiber
- Whether there is processing or manufacturing (spinning, dyeing, etc.)
- Whether they hold valid Chain of Custody certifications
- Where material is traveling
- Volume Reconciliation along the supply network
- How it connects back to producers

4.1 Supply Chain Registration Requirements

Brands will continue to be required to submit a Supply Chain Designation Form to disclose supply chain partners to be updated on an annual basis, or as new products are launched.

Supply Chain Designation Form. [ROC F&M Supply Chain Disclosure 12.29.2025.docx](#)

Supply-chain partners will now register as well as provide annual updates:

- Initial Registration form which will include basic registration of the types of products that they will be supplying as well as current Chain of Custody Certificates. The registration fee along with the Chain of Custody Certificates will be an annual requirement. ROA will also ask for annual consumption for a check and balance for the system until the ROA Traceability Platform is fully operational. Supply Chain Actors will NOT be charged a consumption or license fee as previously required in order to eliminate duplicative license fees..

Registration Fees:

- Supply chain partners are required to pay a \$500 annual registration fee (a portion of which industry traceability system) and provide proof of Chain of Custody standard(s).
- Alternatively, partners may choose the \$1,000 ROA Membership, which includes an enhanced listing in the ROC™ Cotton Sourcing Directory—basically the VIP lounge of regenerative cotton visibility. (Enhanced listing is still in development.)

Registration ensures the supply chain is:

- Traceable
- Documented
- Validated - both scope and transactions for volume reconciliation
- Connected into the community

This change brings ROA in line with generally accepted practices across fiber and material certification systems.

In addition, we will also be able to map supply chains by brand and overlay that data across our portfolio to identify convergence with ROC™ farm programs.

New - Supply Chain Registration

Table 4: Engagement Map: Supply Chain

Steps for Supply Chain				
<p>On-Ramping</p> <p>Joint Letter from Brand and ROA as a designee for their ROC supply chain.</p> <p>Orientation Call if needed.</p> <p>New:</p> <p>Basic Registration Form Submitted with proof of Chain of Custody Certification and listing of the types of ROC™ products. (yarn, knits, etc)</p>	<p>Once registration is completed, send survey for additional information that will enable a listing in the ROC™ Cotton Sourcing Directory</p>		<p>As a Registered ROA Supply Chain Actor</p> <p>Spotlight for featuring on webpage and rotational newsletter, ask about social media plans, etc.</p> <p>Strategy and Program Expansion - bi-annual touch base / planning calls.</p> <p>Inclusion to quarterly ROA F&M calls.</p>	<p>Ongoing monitoring, leadership development, mentoring of other brands we're onboarding.</p>

5. OFTEN-INVISIBLE PARTNERS:

5.1 FARM PROGRAM MEMBERSHIP

Farm programs—OCA, RESET, Cotton Connect, bioRe, Aid by Trade (to name a few) play a critical role in accelerating adoption, increasing farmer readiness, and supporting data collection.

Yet historically, they have not been listed or included in the ROA network / community.

The new category in the Membership model for **Farm Programs** recognizes their unique value and gives them a legitimate seat at the table.

This new category:

- Establishes them as key partners and key promoters of ROC™.
- Helps integrate farm-level data into the supply-chain story
- Supports alignment across certification, sourcing, and impact measurement
- Creates visibility within the ROC™ Cotton Sourcing Directory

This is a forward-looking step—because the future of ROC™ scaling depends on collaboration with organizations deeply embedded at the farm level.

5.2 OTHER INDUSTRY SUPPLY CHAIN ACTORS* - MEMBERSHIP

This is also a new category within the ROA Membership model for **Associate Members*** which would encompass other Supply Chain Actors & Industry Professionals. This category recognizes their unique value and provides a mechanism for us to be able to leverage industry knowledge and experience. This would include Fiber Brokers, Merchants, Certification Standard holders, providers of technical assistance, sourcing agents, and other professionals providing services within this sector. This new category:

- Establishes this influential and knowledgeable group as key stakeholders
- Supports alignment across certification, sourcing, and impact measurement
- Creates visibility, where appropriate, within the ROC™ Cotton Sourcing Directory

This is a forward-looking step—because the future of ROC™ scaling depends on collaboration with organizations deeply embedded at the farm level and along the supply chain.

6. THE DIGITAL BACKBONE: SYSTEM INTEGRATION AS A STRATEGIC LEAP

Membership and registration are at the front door. System integration is the architecture behind it.

ROA is now building a **connected digital ecosystem** that links:

- **Intact** (certification and license data)
- **HubSpot** (CRM + engagement tracking, including ROA F&M, membership and supply chain registration.)
- **SharePoint** (document library + internal source of truth)
- **ROA Website** (external access point)
- **Traceability pilots** (Textile Genesis, Retraced, TPro, D-Trackit and Oeko-Tex)

6.1 Why Integration Matters

A growing global movement cannot rely on manual spreadsheets and email-driven processes. It needs:

- Automation
- Clean data
- Clear handoffs
- Consistent intake
- Real-time visibility
- Fewer bottlenecks

6.2 What Integration Will Deliver

When complete, the system will support:

- Automatic intake → HubSpot tagging
- Unified files for each brand, supplier, or farm program
- A single library of current, approved forms
- Consistent onboarding experiences
- A central directory that updates as certifications reconfirm
- Impact data bridging from Intact to traceability systems
- Dashboards for leadership and reporting
- A “no one falls through the cracks” workflow

The result:

A Single Source of Truth! A professionalized, scalable, efficient F&M system aligned with ROA’s long-term global goals.

7. THE TRACEABILITY REVOLUTION: A 2026 MILESTONE

Traceability—true, digital, farm-to-product traceability—is no longer optional. It is the backbone of ROCTM integrity, and the new system reflects this truth.

ROA is implementing a multi-part approach:

- Chain of Custody validation via supply-chain registration

- Digital Chain of Custody with traceability and volume reconciliation through Textile Genesis, Retraced, TTPro, and/or D-Trackit and Oeko-Tex
- Impact data weaving into certification records that can be passed along in the system to brands and ultimately to consumers
- A bridged database between Intact and traceability tools
- Funding partnerships to support the system build

This is the infrastructure that allows:

- Retailers to make credible claims
- Farmers to demonstrate impact
- Brands to verify stories
- ROA to ensure the ROC™ seal means something!

Traceability is where transparency meets trust. And trust is what scales a movement.

8. COMMUNICATION, VISIBILITY & COMMUNITY-BUILDING

The integrated framework also enhances how ROA communicates—with brands, suppliers, farm programs, and the broader community.

The system includes:

- A central F&M Contact Point: fiberandmaterials@regenorganic.org
- A unified F&M webpage with current, information & forms
- Quarterly Working Group calls
- Dedicated planning touchpoints with members
- Newsletter features and directory listings
- Brand and supplier spotlights to build shared visibility
- Presence at key fiber & textile events - 2026
 - ExpoWest, March 2-6. Outreach to ROC™ Food Brands to promote use of ROC™ Cotton
 - Textile Exchange Organic Cotton Round Table June 2nd Turkey
 - Textile Exchange Conference, Oct 11th 2026 Vancouver

The Result: Communication becomes consistent. Predictable. Inspiring. And above all—strategically aligned.

9. THE HUMAN ELEMENT: SUPPORT, STEWARDSHIP & RELATIONSHIP

Behind every form, fee, and data field is a person:
a farmer navigating climate shocks,
a brand champion fighting for budget,
a spinner trying to understand new requirements,
a program leader trying to grow adoption,
a certifier holding the line of integrity.

The integrated system is designed not only to be functional, but **human centered**.

It acknowledges:

- The time and cost burdens on small farms
- The complexity of global supply chains
- The need for early clarity before a brand can commit
- The bandwidth reality inside ROA
- The importance of celebrating partners, not just regulating them

The Result:

This framework is not meant to make anyone work harder. It is designed to make the journey clearer, fairer, and more supportive for everyone involved.

10. CONCLUSION – A SYSTEM READY FOR THE NEXT CHAPTER

The ROA Fiber & Materials integrated framework is a proven system that builds and strengthens industry, empowering transformation! It is the strategic blueprint for how ROA grows—intentionally, collaboratively with the same integrity that defines ROC™ at the farm level.

Through unified membership pathways, supply-chain registration, digital integration, and traceability infrastructure, ROA is building an ecosystem where every participant can thrive.

The Results:

This is the next evolution of ROC™ fibers: A system where clarity replaces confusion; Where community replaces fragmentation; Where transparency supports trust, And where strategy meets heart–beautifully.