

# Our Plan

In December 2025, the USHBC Council approved a new three-year strategic plan to guide the organization into the future.

The 2026-2028 USHBC Strategic Plan was created with the assistance of The Directions Group and is based on 50 board and member interviews, and 193 stakeholder surveys, along with input from nine USHBC staff members and four partner agencies. Following this input gathering and during an eight-month process, the new plan was developed and reviewed.

The plan established USHBC's organizational purpose, mission and vision statements, along with three Lines of Effort.

## Purpose

We exist to strengthen the blueberry industry's profitable position in the marketplace.

## Mission

USHBC invests industry funds to build demand.

## Vision

Blueberries are the world's favorite fruit.

## Lines of Effort

**1. Marketing and Promotion** – We actively increase the perceived value proposition of blueberries with consumers in order to stimulate increased demand.

- Execute U.S. and global marketing campaigns that increase awareness, preference and consumer willingness to pay for blueberries.
- Execute insight-driven promotional campaigns for volume lifts in retail and foodservice environments.
- Drive B2B/trade channel demand across global foodservice, manufacturing and noncommercial opportunistic spaces.

**2. Insights and Research** – We invest in research and insights that drive industry growth.

- Direct demand-side market research and insights to inform marketing strategy, innovation and segmentation.
- Direct research and insights on the benefits of blueberries.
- Direct supply-side research and insights initiatives to improve grower productivity and business outcomes.

**3. Industry Services** – We engage stakeholders with the data, insights and leadership opportunities that cultivate a unified, future-ready blueberry industry.

- Provide high-quality data and collaborate with stakeholders to evolve with their information requirements.
- Amplify impact and foster stakeholder collaboration, engagement and connection to the organization and the industry.



The plan and its tenets are a road map for USHBC's organizational priorities through 2028.