



U.S. Highbush Blueberry Council **Strategic Plan 2021–2025**

Purpose

WE BELIEVE ...

The blueberry industry working together will make blueberries the **world's favorite everyday berry** and **number one berry in sales volume** and **premium value**.

WE EXIST TO ...

Lead demand-driving programs based on shared resources, research and insights that **inspire possibilities** and **sustain the profitable growth** of the blueberry industry.



Mission

To grow consumer demand for blueberries by **uniting industry stakeholders** through research, promotions and resources that **strengthen their ability to compete** in the global marketplace.



Vision

USHBC empowers
the industry to make
**blueberries the
world's favorite fruit.**



Strategic Pillars

Integrated Marketing Communications



Consumer
Retail
Food Service
Food Manufacturing
Health Care
Professionals

Health and Nutrition



Gut Health
Healthy Living
Brain Health
Cardiovascular Health
Diabetes
Nutrition Affairs

Industry Services



Database and
Insight Services
Communications
Leadership
Development
Crisis/Issues
Management

Global Business Development



North Asia
Southeast Asia
South America
Middle East
Africa

Innovation and Technology



Food Safety
Sustainability
Packaging
Growing and
Harvesting
Product Quality



INCREASE U.S. MARKET GROWTH BY 2025

FOOD SERVICE:

from 24% to 35% channel penetration

RETAIL:

from 49% to 59% household penetration

MANUFACTURING:

from 85 million pounds in 2019
to 150 million pounds



Collect and share channel and audience
specific data and insights



Promote all forms



Create and share health and wellness, healthy
lifestyle content



Drive demand and catalyze innovation and
recommendations among key audiences: consumers,
retail, health professionals, foodservice, manufacturers



Commercialize health research pipeline



Drive value chain stakeholder collaboration and activation



Health and Nutrition

CONTINUALLY:

Validate the important role of blueberries in a healthy diet

Create health benefit-based marketing opportunities

Drive significant increases in blueberry consumption



Manage health and nutrition science plan with investment driven by market opportunity and scientific advancement



Convene Scientific Advisory Board



Scientists publish in peer-reviewed journals



Translate science for consumer audiences and commercialization



Manage health and nutrition research website



Conduct nutrition affairs to ensure blueberry science is shared with nutrition and health authorities (i.e., Dietary Guidelines, USDA databases)



Understand and pursue emerging opportunities (i.e., anthocyanins, bioactive compounds)



Industry Services

GROW:

Understanding of major USHBC programs to 75% of stakeholders

Number of votes (80%) and average % of volume (86%) in support of USHBC



Data and Insights Center



Behind The Blue



Build and manage world-class data and insights center



Build and manage voluntary production and price database to provide more accurate production, inventory, shipments and pricing measures across blueberry varieties and segments



Conduct annual blueberry industry survey



Lead communications program that drives industry stakeholder engagement with USHBC



Build Issues and crisis communications plans and conduct training



Build food safety strategy



Launch leadership development program



Build sustainability strategy



DOUBLE EXPORTS AS A PERCENT OF PRODUCTION FROM 5% TO 10% BY 2025

**Reduce
Technical
Barriers
to Trade**



**Implement
Market
Development
Programs**



Work with state organizations to determine the greatest barriers to increasing export volume and develop strategies to remove the relevant obstacles



Maintain database of export opportunities and information



Identify best market opportunities and strategies for USA Blueberries in foreign markets, accounting for product type, season, consumer segment, and health and nutrition benefits



Conduct local promotional programs in foreign markets for USA Blueberries



Develop USA Blueberries Origin Certification Program for U.S. grown fresh, frozen and further processed blueberries



Engage state and federal government agencies, and state and regional industry partners, to pursue additional financial resources to grow global blueberry demand



SUPPORT:

Development of innovations
and technologies that drive the
industry's growth, profitability
and sustainability

innovate



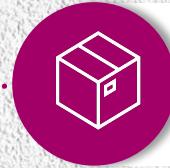
Lead technology and innovation educational program and platform that advances growing, harvesting, packaging, processing and shipping practices



Develop a crop estimation tool



Host biannual technology and innovation symposium



Facilitate adoption of sustainable packaging options that optimize volume and profits



Determine strategy for USHBC to assist the industry — with consumer research and insights — in developing new varieties with enhanced benefits in taste, size, eye and mouth appeal, productivity and ease of harvest

Values

| | |
|-----------------------------------|---------------------------------------------------------|
| R _{ESPECT} | for agronomic and cultural diversity |
| E _{MPATHY} | for all stakeholders |
| S _{USTAINABILITY} | that respects needs of future generations |
| P _{ERFORMANCE} | based management |
| E _{XCITEMENT} | for continuous learning that fuels knowledge leadership |
| C _{ONSCIENTIOUS} | servant leaders |
| T _{RANSPARENCY} | and accountability |

Principles

| | |
|--------------------------------|---------------------------------------------|
| E _{NGAGED} | listening that supports innovation |
| N _{OT} | accepting of status quo |
| E _{DUCTION} | and learning that is shared |
| R _{ESPONSIBLE} | investment of collective industry resources |
| G _{ROWTH} | through science-based sustainable solutions |
| Y _{ES} | "we can and will" is the operating mantra |



Operational Excellence and Efficiency

USHBC works closely with marketers, retailers across channels to activate our programs that drive sales and health benefits of blueberries



Primary strategy and intelligence led by USHBC staff and volunteer board leadership

Vendor partners provide support in key areas of program development and activation

About USHBC Strategic Planning

To develop the 2021-2025 Strategic Plan, USHBC worked with Rockland Dutton Research & Consulting to undertake the most comprehensive planning process in its history:



~50

interviews of Board
members and
industry leaders



193

industry
stakeholders
surveyed



Strategic input

from 9 USHBC team
members and 4
partner agencies



8 months

of strategic plan
development and
4 rounds of review

To consumers around the world, blueberries are an **essential, delicious** and **incredibly versatile** part of a daily healthy lifestyle and diet and the important moments in our lives and always ...



Thank you.

Contact

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