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

INCREASE U.S. MARKET GROWTH

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
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)
GROW:
Understanding of major USHBC programs to 75% of stakeholders
Number of votes (80%) and average % of volume (86%) in support of USHBC

Industry Services

Data and Insights Center

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

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

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

U.S. Highbush Blueberry Council
<table>
<thead>
<tr>
<th>Values</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Respect</td>
<td>for agronomic and cultural diversity</td>
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<tr>
<td>Empathy</td>
<td>for all stakeholders</td>
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<tr>
<td>Sustainability</td>
<td>that respects needs of future generations</td>
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<td>Performance</td>
<td>based management</td>
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<tr>
<td>Excitement</td>
<td>for continuous learning that fuels knowledge leadership</td>
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<tr>
<td>Conscientious</td>
<td>servant leaders</td>
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<tr>
<td>Transparency</td>
<td>and accountability</td>
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<tr>
<td><strong>Principles</strong></td>
<td><strong>ENGAGED</strong></td>
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<td>---------------</td>
<td>-------------</td>
</tr>
<tr>
<td><strong>NOT</strong></td>
<td>accepting of status quo</td>
</tr>
<tr>
<td><strong>EDUCATION</strong></td>
<td>and learning that is shared</td>
</tr>
<tr>
<td><strong>RESPONSIBLE</strong></td>
<td>investment of collective industry resources</td>
</tr>
<tr>
<td><strong>GROWTH</strong></td>
<td>through science-based sustainable solutions</td>
</tr>
<tr>
<td><strong>YES</strong></td>
<td>“we can and will” is the operating mantra</td>
</tr>
</tbody>
</table>
USHBC works closely with marketers, retailers across channels to activate our programs that drive sales and health benefits of blueberries.
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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