

# Strategic Plan

2021-2025



**blueberries**  
U.S. Highbush Blueberry Council

## 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

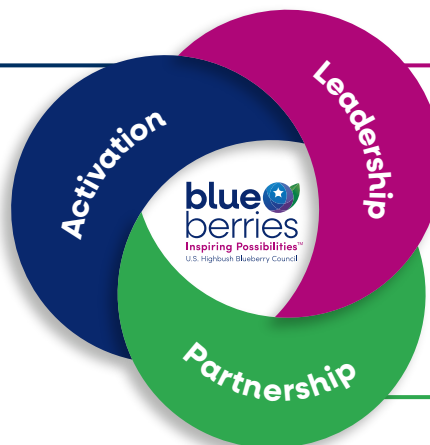
To grow consumer demand for blueberries by uniting **industry stakeholders** through research, promotions and resources that **strengthen their ability to compete** in the global marketplace.

## Vision

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

## 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**

## 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



## Strategic Pillars

### Integrated Marketing Communication



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



## Strategic Pillars



### Integrated Marketing Communications

**INCREASE U.S. MARKET GROWTH BY 2025**

**FOOD SERVICE:** to 35% channel penetration

**RETAIL:** to 59% household penetration

**MANUFACTURING:**  
to 150 million pounds



### 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



### 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



### Global Business Development

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



### Innovation and Technology

**SUPPORT:**

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

To learn more about the 2021-2025 Strategic Plan, visit [USHBC.org/StrategicPlan](https://USHBC.org/StrategicPlan)

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 ...



**blueberries**  
Inspiring Possibilities™