



# AGENDA

## California Avocado Commission Marketing Committee Meeting

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### Meeting Information

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**Date: December 15, 2022**

**Time: 10:00 a.m.**

**Location: Web/Teleconference**

**Web/Teleconference URL:**

<https://californiaavocado.zoom.us/j/81491740447?pwd=b3UrQklQanUwNHlhbmRLNU42UHhmdz09>

**Conference Call Number: (669) 900-6833**

**Meeting ID: 814 9174 0447**

**Passcode: 096840**

**Meeting materials will be posted online at least 24 hours prior to the meeting at:**

<https://www.californiaavocadogrowers.com/commission/meeting-agendas-minutes>

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### Committee Member Attendance

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**As of Tuesday, December 13, 2022, the following individuals have advised the Commission they will participate in this meeting via web/teleconference:**

**Gary Caloroso**

**Peter Shore**

**Dave Fausset**

**Patrick Lucy**

**Andy Lyall**

**Carson McDaniel**

**Hayden McIntyre**

**Steve Taft**

**Chris Varvel**

**Debbie Willmann**

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Time	Item
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<b>10:00 a.m.</b>	<b>1. Call to Order</b> a. Roll Call/Quorum
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Time	Item
10:05 a.m.	<p><b>2. Opportunity for Public Comment</b> Any person may address the Committee at this time on any subject within the jurisdiction of the California Avocado Commission.</p>
10:10 a.m.	<p><b>3. Consent Calendar</b> Consent Calendar items are expected to be routine and non-controversial, to be acted upon by the Marketing Committee at one time without discussion. If any Committee member, staff member, or interested person requests that an item be removed from the Consent Calendar, it shall be removed so that it may be acted upon separately.</p> <p>a. Consider Approval of Marketing Committee’s Web/Teleconference Meeting Minutes of July 19, 2022</p>
10:15 a.m.	<p><b>4. Discussion Items</b></p> <p>a. Chairman Caloroso’s Welcome and Introductions b. 2022 California Crop Performance Recap c. 2023 California Crop Forecast d. 2022 Import Crop Performance e. 2023 Import Crop Projections f. 2022 California Avocado Tracking Study g. 2022-23 California Avocado Commission Business Plan h. Retail Promotion Examples Presented by CAC RMDs i. CAC Media Results and Preliminary Plans for 2023 j. 2021-22 Year-End Dashboard k. Handler/Marketing Team Meeting Plans l. Industry Updates</p>
12:00 p.m.	<b>5. Adjourn Meeting</b>

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Disclosures

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The times listed for each agenda item are estimated and subject to change. It is possible that some of the agenda items may not be able to be discussed prior to adjournment. Consequently, those items will be rescheduled to appear on a subsequent agenda. All meetings of the California Avocado Commission are open to the public and subject to the Bagley-Keene Open Meeting Act.

All agenda items are subject to discussion and possible action. For more information, or to make a request regarding a disability-related modification or accommodation for the meeting, please contact April Aymami at 949-341-1955, California Avocado Commission, 12 Mauchly, Suite L, Irvine, CA 92618, or via email at [aaymami@avocado.org](mailto:aaymami@avocado.org). Requests for disability-related modification or accommodation for the meeting should be made at least 48 hours prior to the meeting time. For individuals with sensory disabilities, this document is available in Braille, large print, audiocassette

or computer disk. This meeting schedule notice and agenda is available on the internet at <https://www.californiaavocadogrowers.com/commission/meeting-agendas-minutes> and <http://it.cdfa.ca.gov/igov/postings/detail.aspx?type=Notices>.

If you have questions on the above agenda, please contact David Cruz at [dcruz@avocado.org](mailto:dcruz@avocado.org) or 949-341-1955.

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#### Summary Definition of Conflict of Interest

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It is each member's and alternate's responsibility to determine whether they have a conflict of interest and whether they should excuse themselves from a particular discussion or vote during a meeting. To assist you in this evaluation, the following *Summary Definition of Conflict of Interest* may be helpful.

A Commission *member or employee* has a conflict of interest in a decision of the Commission if it is reasonably foreseeable that the decision will have a material effect, financial or otherwise, on the member or employee or a member of his or her immediate family that is distinguishable from its effect on all persons subject to the Commission's jurisdiction.

No Commission member or employee shall make, or participate in making, any decision in which he or she knows or should know he or she has a conflict of interest.

No Commission member or employee shall, in any way, use his or her position to influence any decision in which he or she knows or should know he or she has a conflict of interest.

**CALIFORNIA AVOCADO COMMISSION**  
**MARKETING COMMITTEE WEB/TELECONFERENCE MEETING MINUTES**  
**July 19, 2022**

A web conference meeting of the Marketing Committee was held on Wednesday, July 19, 2022, with the following people participating: *(Dave will update attendance)*

**MEMBERS PARTICIPATING**

Jennifer Anazawa  
Gary Caloroso  
Dave Fausset  
Rachael Laenen  
Patrick Lucy  
Andy Lyall  
Carson McDaniel  
Doug Meyer  
Peter Shore  
Steve Taft  
Chris Varvel  
Debbie Willmann  
Rob Grether (Ex  
    Officio Member)

**MEMBERS NOT PARTICIPATING**

Ed McFadden  
Hayden McIntyre

**CAC STAFF PARTICIPATING**

Monica Arnett  
April Aymami  
Zac Benedict  
David Cruz  
Jan DeLyser  
Angela Fraser  
Ken Melban

**OFFICIALLY PRESENT**

David Anderson (Anderson Food  
    Sales and Marketing)  
Carolyn Becker (CL Marketing)  
Kathleen Johnson (PJ/PR)  
Kim Kurata (Kurata Communications)  
Marji Morrow (Rockwell Morrow)  
Laura Paden (PJ/PR)  
Matt Schraut (Fusion)

**GUESTS PRESENT**

Jennifer Ayvazian (Fusion)  
John Dmytriw  
    (Index Fresh)  
Brittany Ferrant  
    (Mediahub)  
Robbie Granatelli  
    (MullenLowe)  
Candace Hollar  
    (Mediahub)  
Lauren Jacobson (Golin)  
Lauren Kelley  
    (MullenLowe)  
Jillian McMenamin (Golin)  
Steven Muro (Fusion)  
Jill Netzel (Fusion)  
Doug O'Hara  
Martin Pagh Ludvigsen  
    (MullenLowe)  
Bryan Reugebrink  
    (MullenLowe)

**ITEM #1 ROLL CALL/QUORUM**

The Marketing Committee hybrid meeting was called to order at 10:01 a.m. by Chairman Gary Caloroso. A quorum was established.

**ITEM #2 OPPORTUNITY FOR PUBLIC COMMENT**

None.

**ITEM #3 CONSENT CALENDAR**

Mr. McDaniel moved to approve the Consent Calendar, including minutes from the June 1, 2022 meeting. Mr. Shore seconded the motion and it was unanimously approved.

***(McDaniel/Shore) MSC Unaminous***

**MOTION 22-07-19-1.**

**ITEM #4 DISCUSSION ITEMS**

Chairman Caloroso's 2022 Marketing Committee Updates – Item 4.A.

Mr. Caloroso asked Ms. DeLyser to proceed with the agenda items.

2022 California Crop Forecast – Item 4.B.

Ms. Aymami shared the end of June/early July handler California avocado crop forecast for FY 2022. The latest estimate is 270 million pounds, a reduction from the May forecast of 286 million pounds. Projections for Hass avocados ranged from a low of 250 million pounds to a high of 273 million pounds with an average of 260 million pounds. The new estimate for Lamb Hass is 9 million pounds, GEM at 4 million pounds and all others about 1 million pounds. The bulk of the remaining volume should occur in July, with reduced availability in August and September this year.

The second part of the handler survey asked for a (very early) projection for next year. Handler estimates ranged from 243 to 294 million pounds, with an average of 256 million pounds. Handlers have concerns with the prolonged drought. Ms. Aymami noted that historically it was easier to project growing regions, but now yield varies more grove to grove. Mr. Lyall agreed, noting that he and his neighbor have opposite conditions and there can even be differences block by block.

Mr. Caloroso noted the far north was much lighter this year and Ms. Aymami confirmed the region's harvest also was earlier. The next survey will be in September.

2022 Import Crop Projections – Item 4.C.

Mexico:

Jalisco – Committee members have heard different start dates ranging from having already started to starting August 4. An estimated 150 to 175 million pounds of avocados from Jalisco are expected to be shipped to the U.S. this year.

Mr. Meyer noted that Mexico's Flora Loca crop "came roaring in" and is larger, perhaps 750 million pounds. Initially that crop had some issues with low dry-matter, but that issue and ripening are improving. Sizing, which initially was mostly 60s and smaller, is improving and there are fewer #2s available.

Peru: Mr. Lucy advised that Peru is having its most successful U.S. import crop to date, with the majority of this year's volume shipping to the East Coast. Part of the success has been keeping fruit off of the spot market and an orderly supply flow.

Colombia: The season is wrapping up. Fruit from Colombia is expected to start again in October or November.

Inflation Report and FOB Updates – Item 4.D.

Mr. Schraut shared updates to the Inflation Report that was presented at the previous Committee meeting and provided insights into the FOB premiums commanded by California avocados. He noted that food inflation grew to 10%, while avocados saw a price increases

vs. last year of more than 30% from March through June. Fruit and vegetable prices increased 8% for the 52 weeks ending 6/12/22, compared to avocados with 21% price growth. The California avocado season-to-date FOB price premium in California was 6% over imports, and that premium widened significantly in May-June. There is less of a premium in markets outside of California, but the trend is similar. Ms. DeLyser thanked Ms. Aymami for providing the FOB numbers used in the report.

2022 Retail and Foodservice Tiered Account Updates – Item 4.E.

Mr. Anderson reported on corporate accounts including Kroger and the newly launched California bags. In addition to Kroger divisions Ralphs, Fred Meyer, QFC and Smith's, King Soopers was added this year. More than 45,000 bags were sold. While Kroger was very pleased with the program, they declined to extend through the end of July due to the price premium being too high vs. the Mexican Flora Loca crop.

Costco promoted in mid-June in the Aurora, Colorado depot (CO and NM stores) because the depot's needs can be handled completely by California avocados. The promotion yielded a unit lift of 32% and dollar sales lift of 37%, meaning consumers were willing to purchase even at a higher average selling price.

A Sam's Club promotion concluded after Cinco de Mayo; CAC does not have results/analytics on the program yet. A Walmart program will conclude at the end of July, delivering 1 million impressions (with a negotiated make good for some initial issues). The program used CAC creative with a "shop now" conversion. Mr. Anderson provided details on a successful, 160-store The Fresh Market program that had every-other-week promotions. A "late season" Lamb Hass program with H.E.B. continues to be in discussion.

Ms. Becker shared updates about California and Western region promotions since the last meeting, noting double-digit increases in multiple accounts. Albertsons/Vons/Pavilions conducted a sales contest with a just for U coupon overlay and CAC display bins. Gelson's is running a local grown campaign with multiple produce items and large California avocado displays. She noted Mollie Stone's Cinco de Mayo sales contest and showed images of their Fourth of July California Avocado displays/bins. Nugget Markets produced a GEM field guide feature with online marketing. Raley's had online specials and ad promotions, and California avocados were double labelled to show the California origin. In April and June, Save Mart conducted a CA GROWN program with an avocado grower feature and a local grown promotion. Safeway had local grown signs in stores and a bag program, and the Southwest division (Arizona) ran a sales contest with a just for U coupon. Sprouts created custom display boxes in California and Arizona that prominently call out the California origin. Supermarket Mi Tierra, which targets Hispanic shoppers, is conducting ad promotions and a display contest with Tajin® seasoning.

Ms. Johnson and Ms. Paden covered retail communications including Albertsons-Vons-Pavilions four-week social media series featuring images from CAC's recent grove open house. They noted a complimentary ad by Nugget Markets in the Daily Dish, Gelson's social content with a contest, a short video featuring grower Mike Sanders at Mollie Stone's, a social sweepstakes with Raley's as well as a Stater Bros. TikTok video.

Ms. Kurata outlined the progress against target foodservice accounts, noting that while 100% of Tier 1 targets wanted to have promotions this year, only 62% actually did due to pricing or timing. June promotions included Norms, Nordstrom and Robeks. With 60 units in California, Arizona, Colorado and Ohio, Robeks is a new partner who featured Avocado Toast and the California Avocados brand logo on their website.

The foodservice team conducted menu ideation with Norms in mid-June for menu items next spring. The team also developed non-traditional marketing using FSR magazine's database to reach operators in the West. Flavor & the Menu magazine deployed two targeted newsletters. The April version delivered well above the magazine's standards.

*In-season Marketing and Out-of-season Marketing Discussion – Item 4.F*

Ms. DeLyser advised that the trade agencies and the media team were able to move support from August into July to support the crop timing change. She noted that the Marketing Department has identified approximately \$400,000 to return to the CAC reserves this year. She will send out a link to a consumer marketing presentation in a future Dashboard. Mr. Grether asked the Committee and Marketing team to think about how to approach Marketing in the future with more flexibility to be able to respond to shifting crop volume and pace.

*Shop.CaliforniaAvocado.com Updates – Item 4.G.*

Ms. DeLyser shared a report on the California Avocado merch shop to date, including initial objectives and strategies, progress to date and financials. Ms. Laenen asked about the probability of growing sales to the point of hitting breakeven, and Ms. Morrow advised that based on current status, covering variable expenses might be possible but covering all expenses including Marketing is not likely. She noted that the cost of the shop represents about 1-1.5% of the marketing budget, and Ms. DeLyser recommended continuing the shop for at least one more year as a low-cost marketing tactic. Ms. Morrow then reviewed the June 2022 and year-to-date California avocado merch shop results and highlighted the latest support activities.

*2022-23 Marketing Planning and Budget Discussion – Item 4.H.*

For context for next year's planning, Ms. Arnett noted that CAC will not be drawing down the reserves as much as planned, because higher prices have more than offset the lower-than-projected volume. With Marketing's return of additional funds the reserves will be at approximately the same level as last year.

Ms. DeLyser advised she instructed agencies to use this year's budget as a starting point for Marketing plans for 2022-23 and asked for Committee input on that. She shared the planning cycle for 2022-23 and noted that if needed Marketing can do a base budget early and then a flex budget for trade and consumer marketing that can go up or down as needed for the crop.

Mr. Grether asked the Committee which programs are working from their perception. Mr. Meyer asked for continued trade promotion customization. He said that Tier 1 customers are competing and they want their own programs. California avocados have to defend against

Cinco competition and push to stay in stores through the season.

When asked “how much do you hear from retailers about consumer marketing,” Ms. DeLyser replied that part of the marketing consumer program is tied directly to retailers, which they appreciate. Ms. Becker noted high level appreciation of Commission consumer marketing programs and that customers are eager to participate in the parts they can. It is a negotiation – they also want participation in their own programs like e-commerce – and one of the RMDs negotiating points is how long a customer plans to stay in the California deal. Mr. Anderson noted that in the past CAC’s programs with general market radio and outdoor advertising were very overt, and digital advertising is a little more mysterious to retailers. He said that generally retailers don’t want to use a vendor’s imagery, but they are excited about the CAC creative. This shows they are aware and see value in the consumer program. However, at the customer level procurement and marketing departments can have different understandings. Mr. Caloroso noted relations and responsibilities vary by chain. Retailer Marketing teams need advance notice. He said we know the peak of the season – we can always do a better job providing advance notice of that.

Mr. Grether asked for the Marketing Committee to serve as a sounding board for Marketing planning especially for setting a budget knowing there is uncertainty of crop estimating and timing. Mr. Caloroso supported the idea of a Marketing Committee Meeting in August to assist in planning.

Industry Updates – Item 4.1.


Mr. Melban announced there will be a field day at Pine Tree Ranch on July 26. It will feature a GEM trial, the high-density trial and information about the fungicide Orondis, which is used for phytophthora management. He reminded the Committee that CAC helped facilitate the packers’ pursuit of a GEM-specific PLU code a few years back. Last year, he said, there was a consensus among packers to pursue two additional PLU codes to mirror the Hass PLU codes. Mr. Melban said he recently learned the packer that was going to submit the application has decided to hold off for now, so he will be putting out a memo communicating the current status with handlers.

He also advised that CAC’s Executive Committee directed CAC staff not to participate in local avocado festivals this year. Sponsorships were previously cut from the budget and staffing these festival events has not provided a positive return on investment in the last few years.

**ADJOURN**

Mr. Caloroso and Mr. Grether thanked the team and invited more feedback after the meeting. Mr. Caloroso adjourned the web/teleconference meeting at 11:44 a.m.

Submitted by:



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Jan DeLyser, CAC Staff





**CALIFORNIA AVOCADO COMMISSION**

**AB 2720 Roll Call Vote Tally Summary**

To be attached to the Meeting Minutes

<b>Meeting Name:</b> <i>Marketing Committee Meeting</i>	<b>Meeting Location:</b> <i>Hybrid</i>	<b>Meeting Date:</b> <i>July 19, 2022</i>
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<b>Attendees Who Voted</b>	<b><u>MOTION</u> <u>22-07-19-1</u></b>
Gary Caloroso	Yea
Peter Shore	Yea
Jennifer Anazawa	Yea
Dave Fausset	Not Present
Rachael Laenen	Yea
Patrick Lucy	Yea
Andy Lyall	Yea
Carson McDaniel	Yea
Doug Meyer	Yea
Steve Taft	Not Present
Chris Varvel	Yea
Debbie Willmann	Yea
<b><i>Outcome</i></b>	<b>Unanimous</b>



## 2023 CA PRE-SEASON CROP SURVEY RESULTS

Below is a summary of the AMRIC Handler Pre-Season Crop Survey responses for the 2023 Total Crop Volume:

- **Hass**
  - Low: 220 million pounds
  - High: 260 million pounds
    - *Average: 243 million pounds*
- **Lamb-Hass**
  - Low: 6 million pounds
  - High: 10 million pounds
    - *Average: 7 million pounds*
- **GEM**
  - Low: 3 million pounds
  - High: 10 million pounds
    - *Average: 6 million pounds*

These responses have been reviewed in conjunction with the individual handler crop volume responses, resulting in a pre-season crop estimate update of 257 million pounds with the following varietal breakdown:

- Hass – 243 million pounds
- Lamb-Hass – 7 million pounds
- GEM – 6 million pounds
- Other – 1 million pounds

Below are draft monthly harvest projections based on responses from handlers for Hass monthly harvest estimates, and 4-year industry average for Lamb, GEM and Other. Monthly and weekly projections will be finalized following the December 15, 2022, Marketing Committee Meeting.

2023 Preliminary California Crop Harvest Projection						Dec 2022 Handler Survey Hass Distribution
Month	Hass	Lamb	GEM	Other	Total	
Jan	2,988,400	-	-	166,600	3,155,000	1.2%
Feb	12,775,500	-	-	129,100	12,904,600	5.3%
Mar	23,873,400	-	73,500	41,000	23,987,900	9.8%
Apr	41,571,900	-	2,192,100	62,700	43,826,700	17.1%
May	48,527,000	12,400	2,468,800	30,800	51,039,000	20.0%
Jun	46,763,400	180,600	1,063,700	188,200	48,195,900	19.2%
Jul	37,280,200	4,193,000	164,600	186,700	41,824,500	15.3%
Aug	21,277,600	1,769,700	26,800	100,200	23,174,300	8.8%
Sep	6,720,400	735,000	10,500	52,900	7,518,800	2.8%
Oct	1,222,200	109,300	-	7,200	1,338,700	0.5%
Nov	-	-	-	7,000	7,000	0.0%
Dec	-	-	-	27,600	27,600	0.0%
<b>Total</b>	<b>243,000,000</b>	<b>7,000,000</b>	<b>6,000,000</b>	<b>1,000,000</b>	<b>257,000,000</b>	<b>100%</b>



# CAC TRACKING RESEARCH

..... 2022 MARKETING COMMITTEE .....  
PRESENTATION

TEMRA W A L D  
CONSULTING

DECEMBER 15, 2022



## METHODOLOGY

15 Minute Online Survey



## DATA COLLECTION

July 7<sup>th</sup> – Aug. 7<sup>th</sup>, 2022

## MAIN SAMPLE QUALIFICATIONS

Age 18+

60% females / 40% males

Primary / shared grocery shopper

Purchased avocados past 12 months

### STAT TESTING LEGEND

A - Capital letters indicate statistically significant difference at 95% level of confidence or higher

a - Lower case letters indicate statistically significant difference at 90% level of confidence

▲▼ California statistically significant (higher / lower) vs. Mexico 2022

**Green** percentages indicate significantly higher than 2021 (Bold at 95%, not bold at 90%)

**Red** percentages indicate significantly lower than 2021 (Bold at 95%, not bold at 90%)

## SAMPLE SIZE

### WESTERN MARKETS

n=1009

#### California = 502

- Northern California (n=249)
- Southern California (n=253)

\* Northern California weighted to 30% Southern California 70%

#### Other western = 507

- Arizona (n=103)
- Colorado (n=102)
- Oregon (n=101)
- Utah (n=102)
- Washington (n=99)

### NON-WESTERN MARKETS\*

n=389

- Northeast (n=117)
- Central (n=94)
- South (n=178)

\*Western Markets are weighted to their representative portion (22%) to create Total U.S. n=500



## **AWARENESS** continues to be strong

- Total region and ad awareness continue to be strong and **on par with Mexico**.
- However, Mexico continues to make inroads and is more **top-of mind** (*reflective of spend*).
- Benefits of being grown in California continue to be recognized by the majority of Californians.



## **CA avocados** continue to be seen as:

- Most premium
- Highest quality
- Best tasting
- Freshest
- Safest
- Worth paying more for
- Preferred region



# PURCHASE DYNAMICS AND SUSTAINABILITY





Being grown in safe conditions continues to be of key importance when choosing avocados, on par with taste.



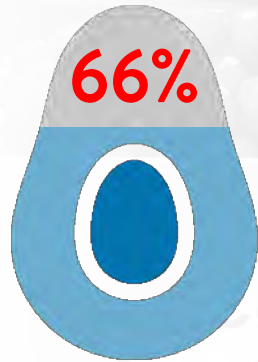
Base: Total California 2022 (n=502)

QC1. Price and ripeness are sometimes important factors in purchasing avocados. How important are each of the following when purchasing avocados?



# Purchase Frequency And Reasons

Self-reported avocado purchases remain frequent but returned to 2020 levels, after a temporary increase last year, consistent with lower volume in the market this year.



Buy avocados on at least half of their shopping trips

(-7 vs. 2021, on par with 2020 69%)



## PURCHASE FREQUENCY

Every shopping trip	13%	
About 3 out of 4 trips	25%	
On about half the trips	<b>28%</b>	(-7 vs. 2021, on par with 2020)
About 1 out of 4 trips	25%	
Rarely/for a special occasion	<b>9%</b>	(+4 vs. 2021, on par with 2020)

Base: Total California 2022 (n=502), Premium Californians in CA 2022 (n=500)

PB1. Thinking about your grocery purchases over the past 6 months, whether you shopped online or in person, consider each one a shopping trip or occasion.

What proportion of those shopping trips would you say you bought fresh avocados?

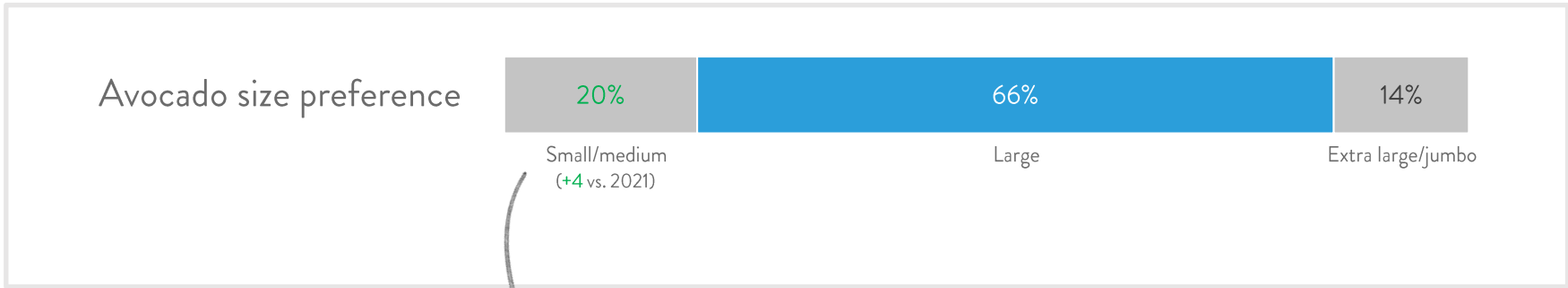
Green / Red percentages indicate significantly higher / lower than 2021





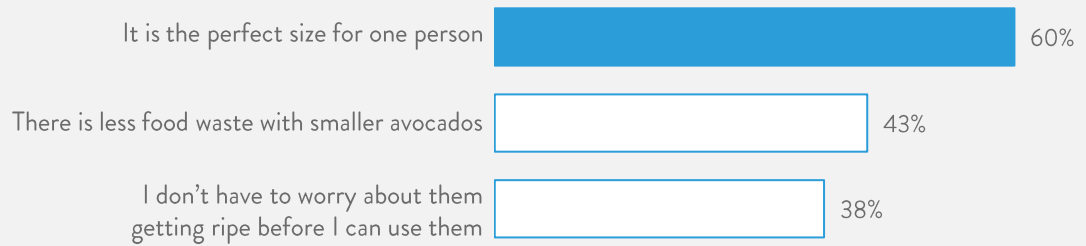
Avocado buyers continue to prefer to buy large avocados.

However, there was a directional increase in preference for small this year. Small avocados are considered the perfect size for one person.



**BENEFITS OF SMALL AVOCADOS**

(Describes Completely/Very Well)



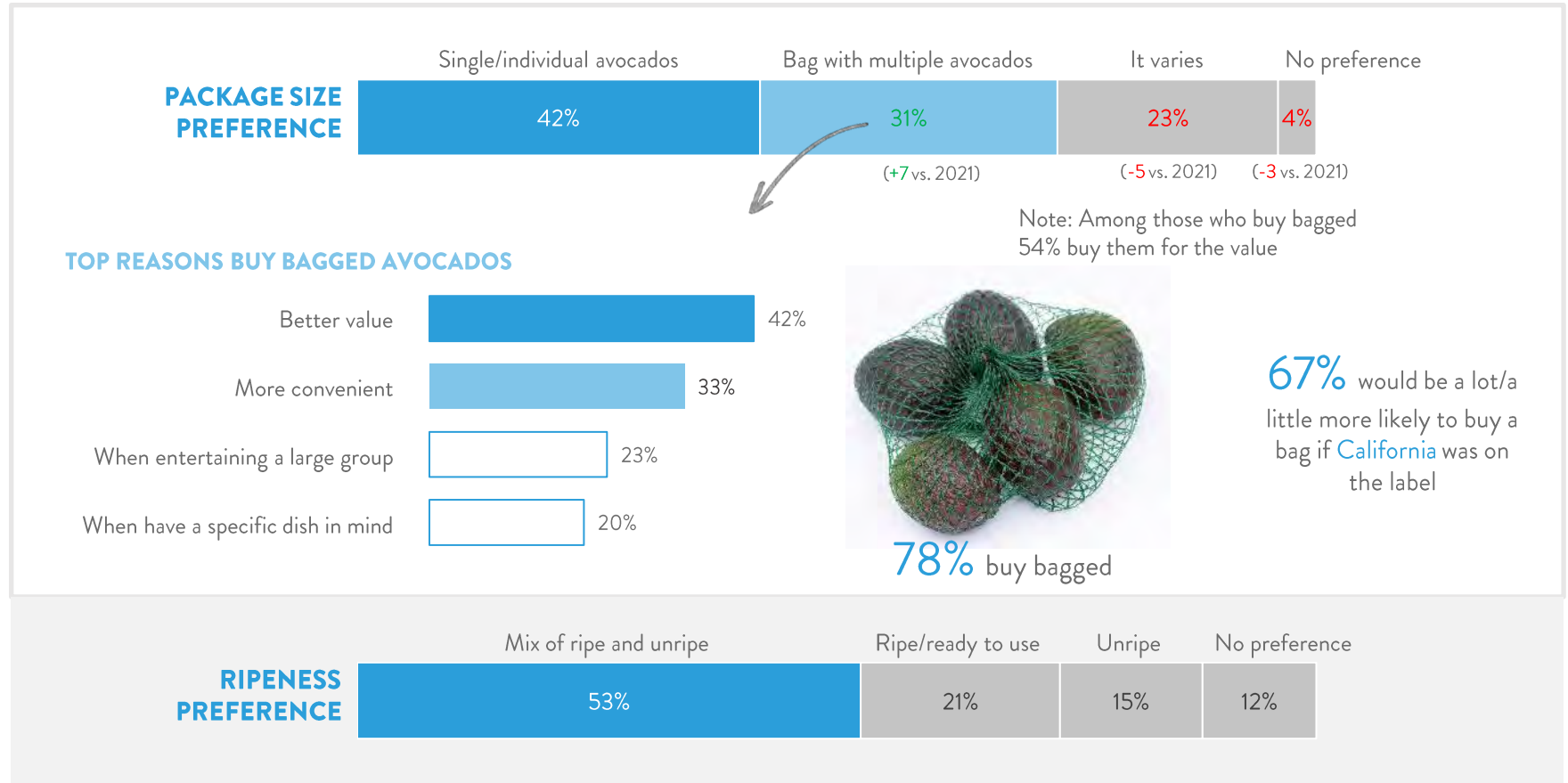
Base: Total California 2022 (n=502), Premium Californians in CA 2022 (n=500)  
 PB4. Which of the following sizes of avocados do you most prefer to buy assuming all sizes are available?  
 NEW PB4A. How well does each of the following statements describe small avocados?

Green / Red percentages indicate significantly higher / lower than 2021



# Package Size & Ripeness Preferences

While avocado buyers continue to prefer to buy single avocados, when they buy bagged, they would like to have a mix of ripe and unripe.  
 Having California on the label could increase the likelihood to buy bags.



Base: Total California 2022 (n=502)

PB5. If both single/individual avocados and bagged avocados (typically 4-5 depending on size) are available which would you prefer to buy?

NEW PB6. Why do you buy bagged avocados?

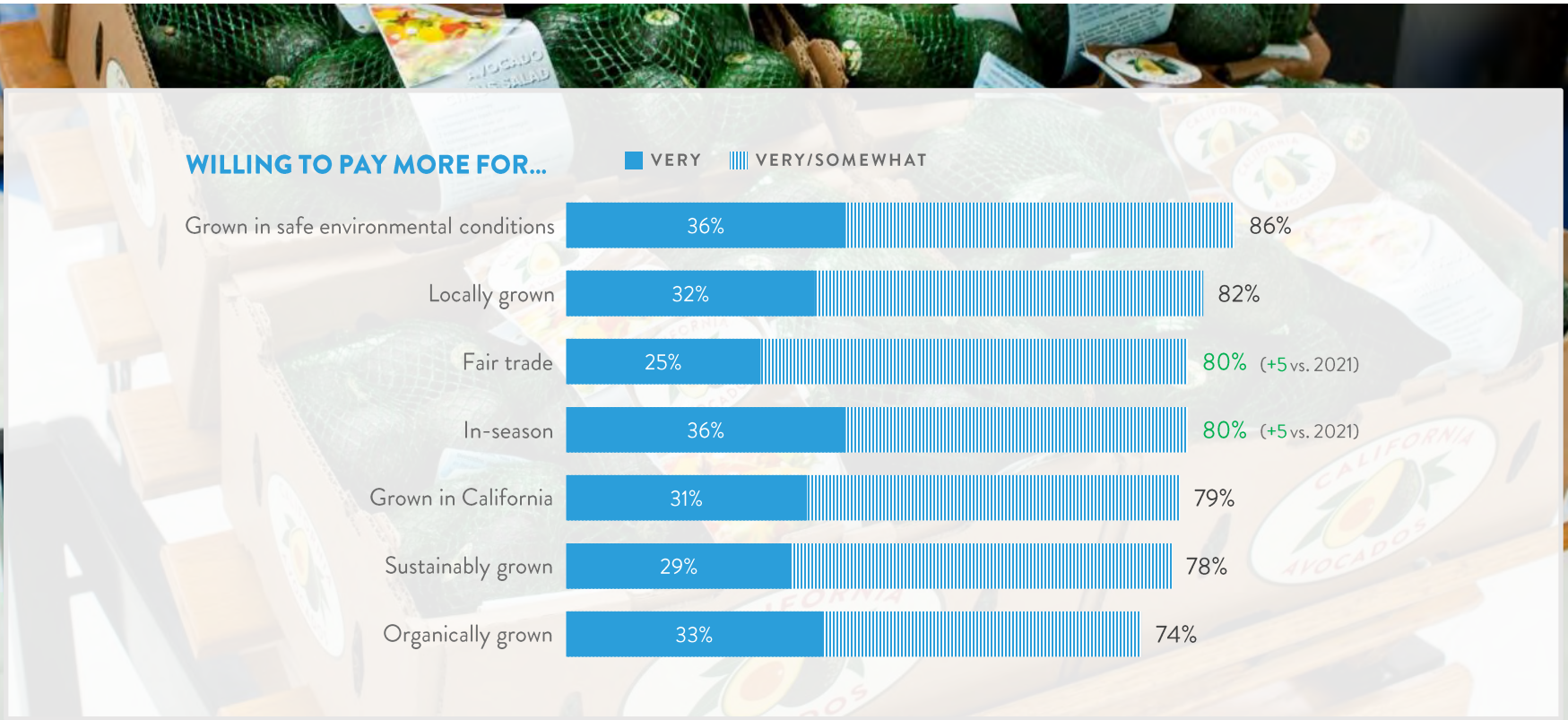
NEW PB7. When you buy avocados in bags do you prefer that they are ripe, unripe, mix?

NEW PB8. If you saw California on the label of a bag of avocados (e.g., California Grown, Grown In California, etc.), what impact would it have on your likelihood to buy it?



# Willingness to Pay More

The majority of avocado buyers in California claim to be willing to pay more for avocados that are grown locally or in safer/better conditions.



Green percentages indicate significantly higher than 2021

Base: Total California 2022 (n=502)

QS3. There are a lot of different factors that determine the price of an avocado. How willing would you be to pay a slightly higher price for each of the following:

Item 4.f-9



Using water safely and responsibly and treating workers well remain the most important aspects of sustainability.

### Most important Sustainability Attributes (% EXTREMELY / VERY IMPORTANT)



Remaining statements range from 59%-73%

### STRONGEST SUSTAINABILITY ASSOCIATIONS WITH CALIFORNIA AVOCADOS

Growers are an important part of the economy (77%)

Their avocado trees help air quality (70%)

Growers respect and care for the land (64%)

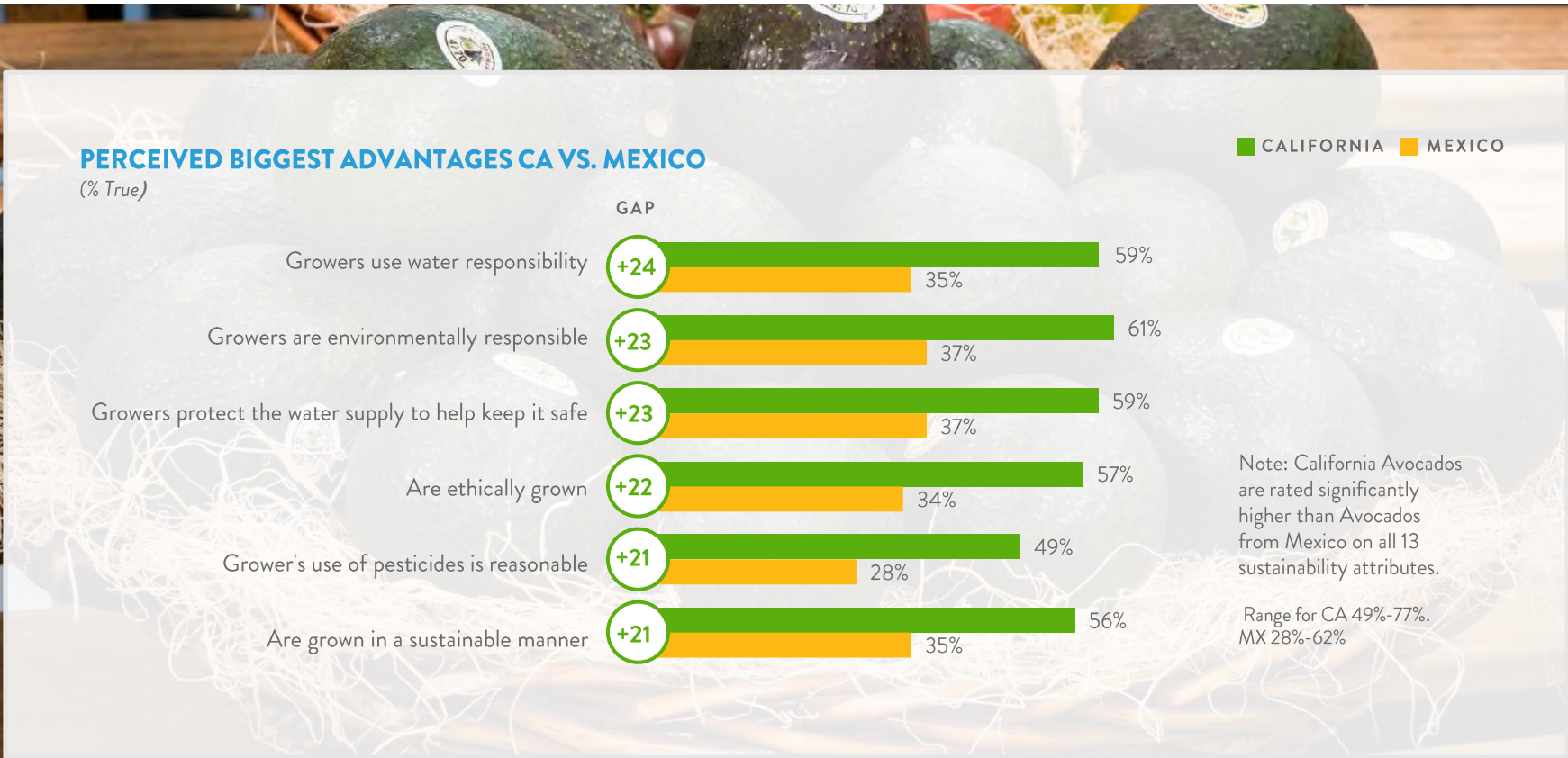
Growers are environmentally responsible (61%)

Observation: Opportunity to improve perceptions of CA Growers protecting the water supply /using it responsibly (59% believe each statement is true for California Avocados; Only 37% believe it's true for Mexico)

Base: Total California 2022 (n=502)  
QS6CAL. Thinking specifically about sustainability as it pertains to CALIFORNIA AVOCADOS, Please tell us if each statement is true or false.  
QS4. Regardless of origin, how important are these sustainability factors to you when considering whether to purchase avocados?



## California Avocados maintain their strong advantage vs. Avocados from Mexico on all aspects of being sustainably grown.



Base: Total California 2022 (n=502)

QS6CAL. Thinking specifically about sustainability as it pertains to CALIFORNIA AVOCADOS, Please tell us if each statement is true or false.

QS6MEX. Thinking specifically about sustainability as it pertains to AVOCADOS FROM MEXICO, Please tell us if each statement is true or false.

Green percentages indicate significantly higher than 2021



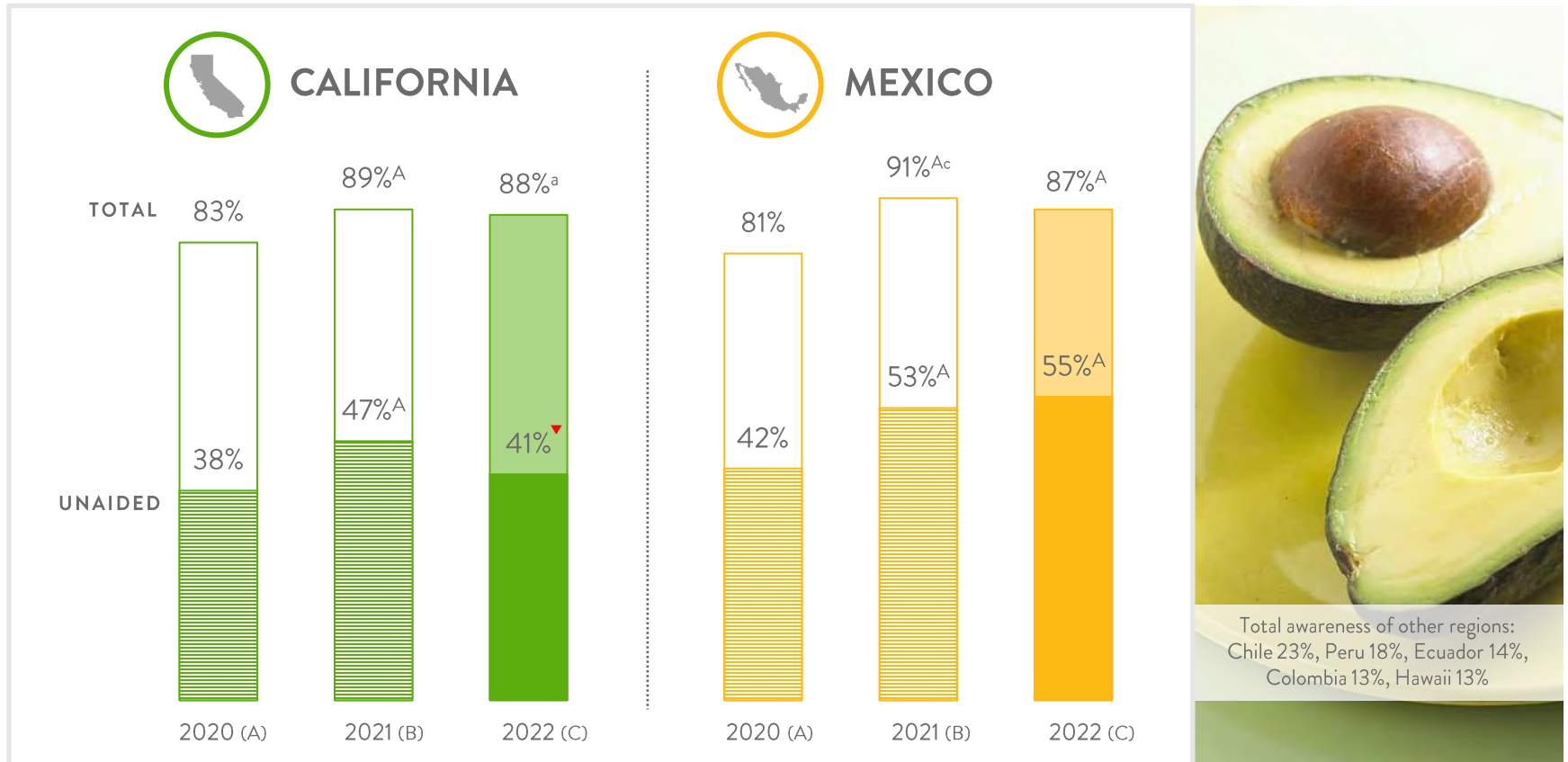
# REGION AWARENESS AND IMPORTANCE





Total awareness of California Avocados held steady and continues to be on par with Mexico.

*Unaided awareness however is now lower for California than Mexico.*



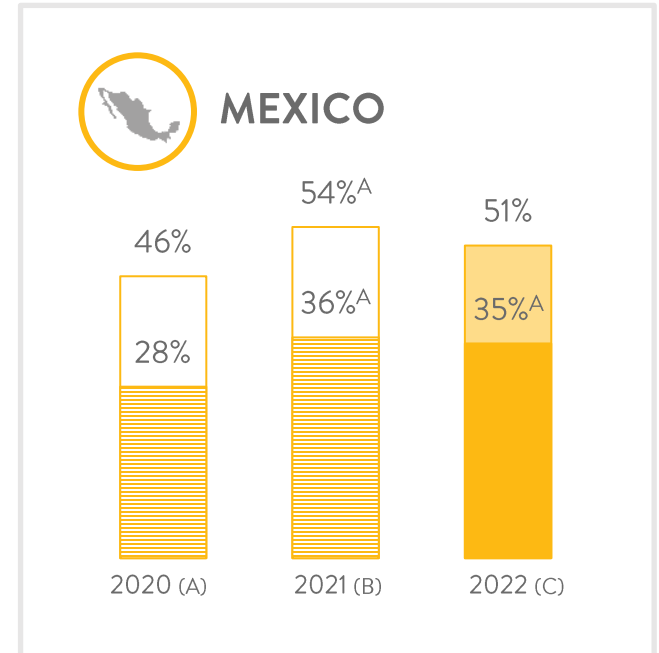
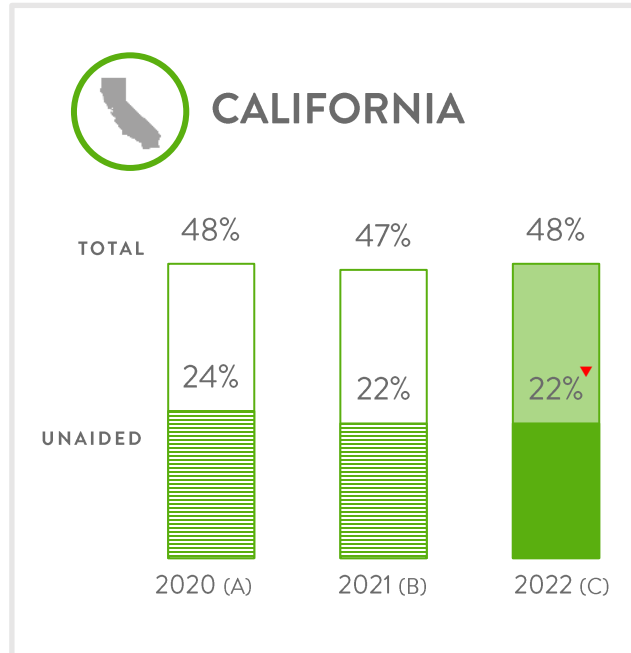
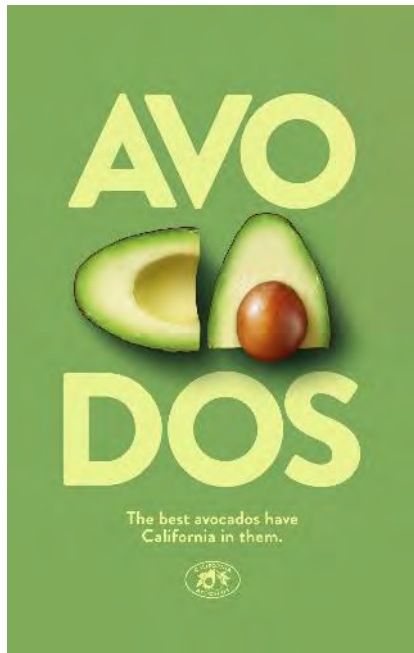
▼ California is significantly lower than Mexico 2022

Base: Total California 2020 (n=505), 2021 (n=503), 2022 (n=502)  
Q1. When you think of avocados, what brand names or growing regions come to mind?  
Q3. Which of the following avocado growing regions have you heard of?



Awareness of California Avocado advertising remained stable and comparable to Mexico.

*However, unaided ad awareness is lower for California than Mexico.*



Been seeing a lot advertising or buzz  
(% AGREE STRONGLY / SOMEWHAT)



Base: Total California 2020 (n=505), 2021 (n=503), 2022 (n=502)

Q2. What avocados brand names or growing regions have you seen ads for in the past six months?

Q4. In the past 6 months have you seen or heard any advertising for avocados from the following brands or growing regions?

QX1. Now we would like to think about [California Avocados/Mexican Avocados].

How much do you agree or disagree that the statement describes [California Avocados]?

▼ California is significantly lower than Mexico 2022

Note: There has been a shift towards digital media for California which may not be reflected in this question.

**Item 4.f-14**



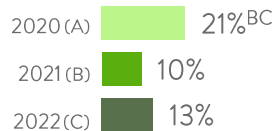


Website visitation is on par with last year for both California and Mexico.

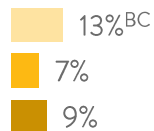
Visited website in the past 6 months...



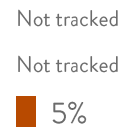
California  
Avocado.com



Avocadosfrom  
Mexico.com



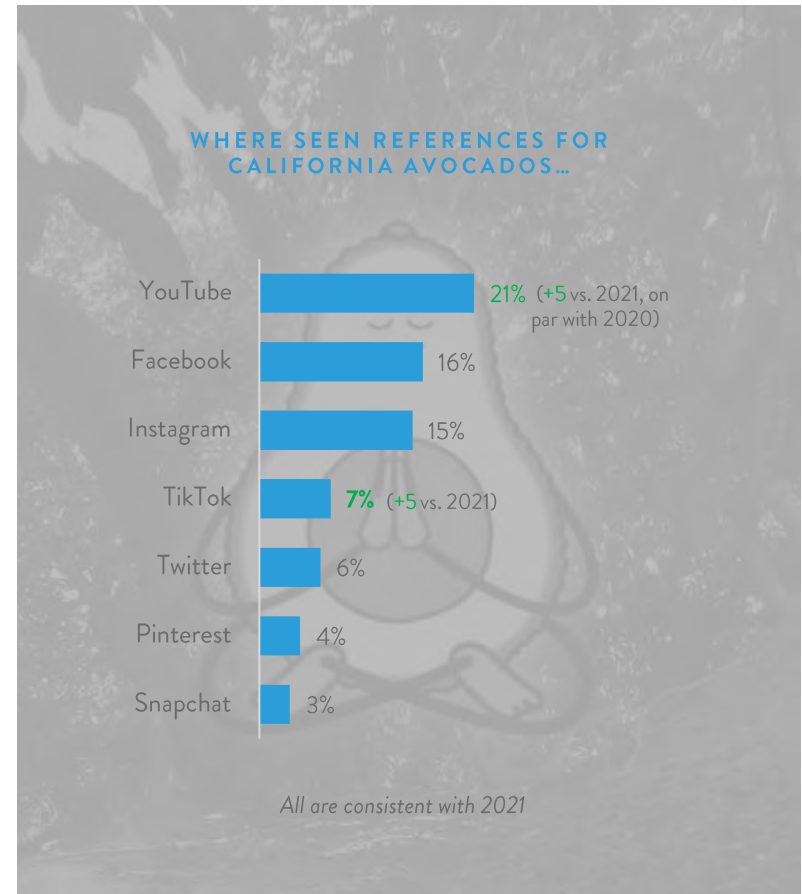
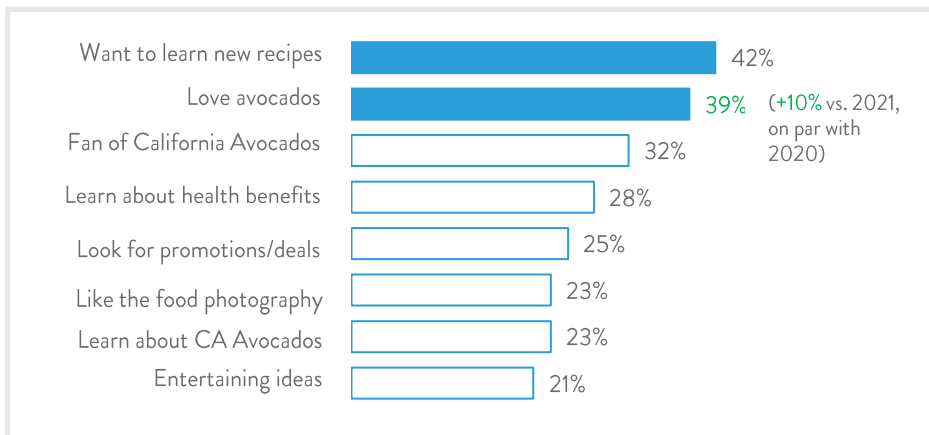
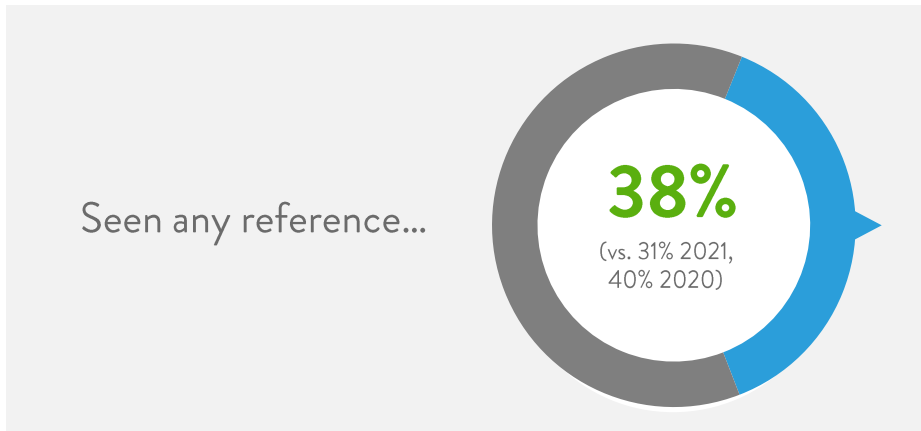
Avocadosfrom  
Peru.com



Base: Total California 2020 (n=505), 2021 (n=503), 2022 (n=502)  
Q31. Have you visited the website below in the past six months?



## Seeing references for California Avocados in social media rebounded after a decline last year and is back on par with 2020.



Base: Total California 2020 (n=505), 2021 (n=503), 2022 (n=502)

Q34C. Which of the following are reasons you follow California Avocados' social media accounts?

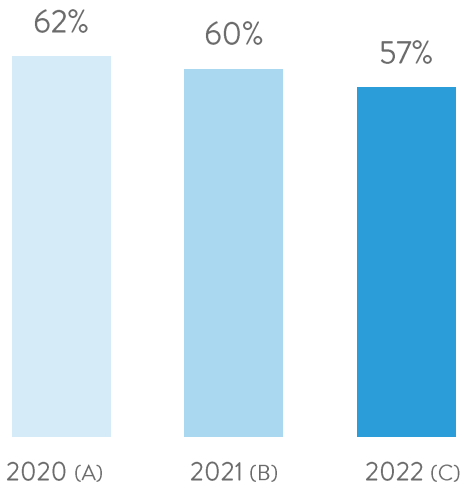
Q34D. On which of the following have you seen any references to California Avocados (e.g., comments, pages, pictures, etc.)?

Green / red percentages indicate significantly higher / lower than 2021

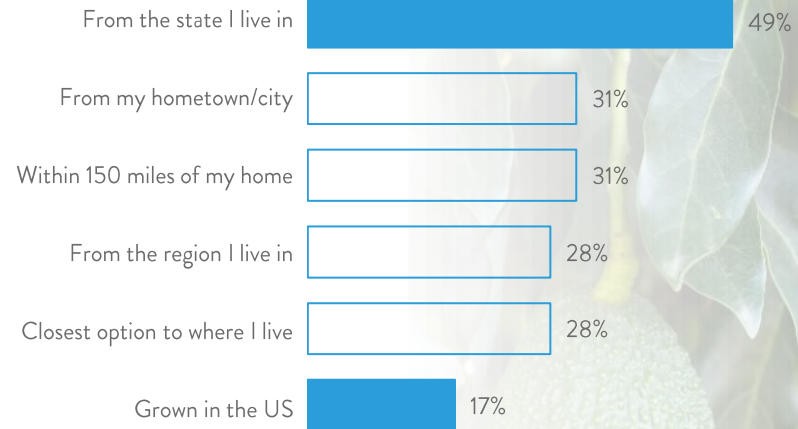


Importance of U.S. grown continues to hold steady and local is most strongly associated with the state where they live.

### Grown in the United States (% VERY / SOMEWHAT IMPORTANT)



### DEFINITION OF LOCALLY GROWN 2022...



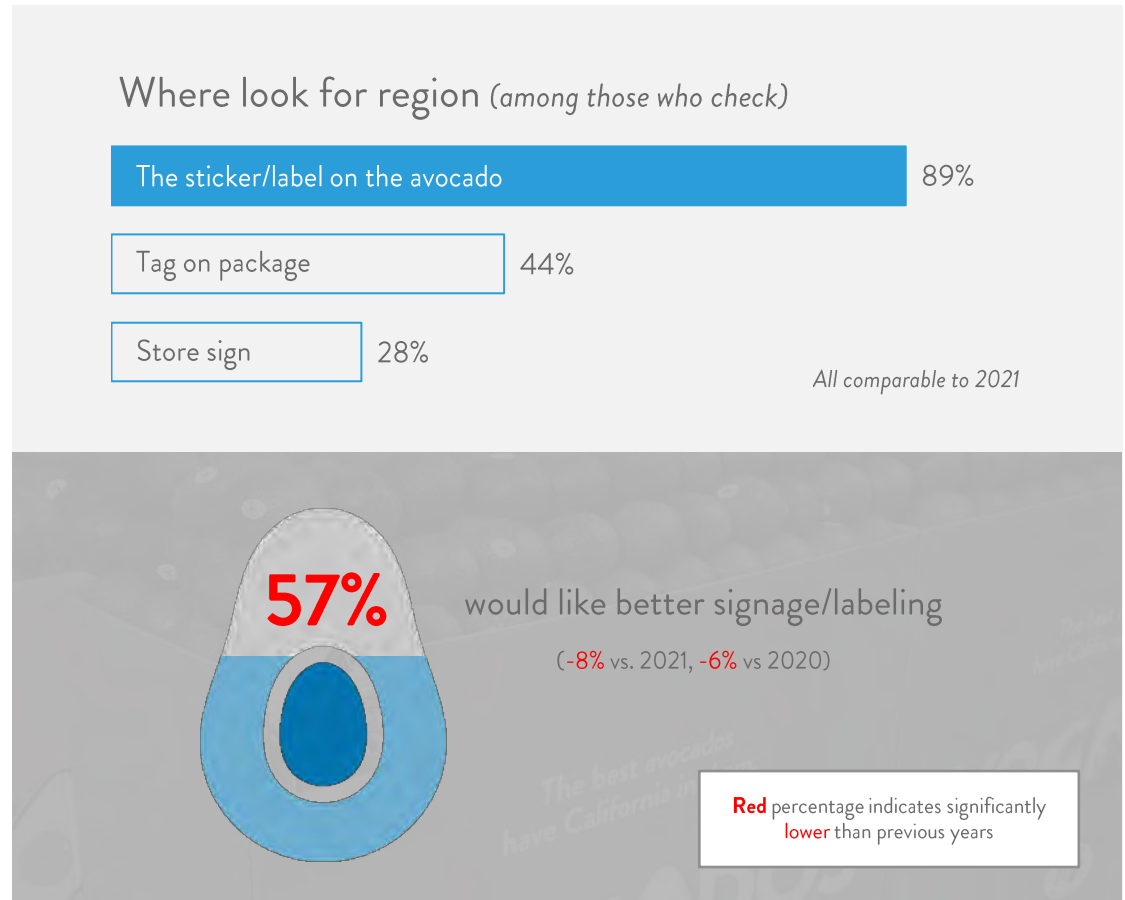
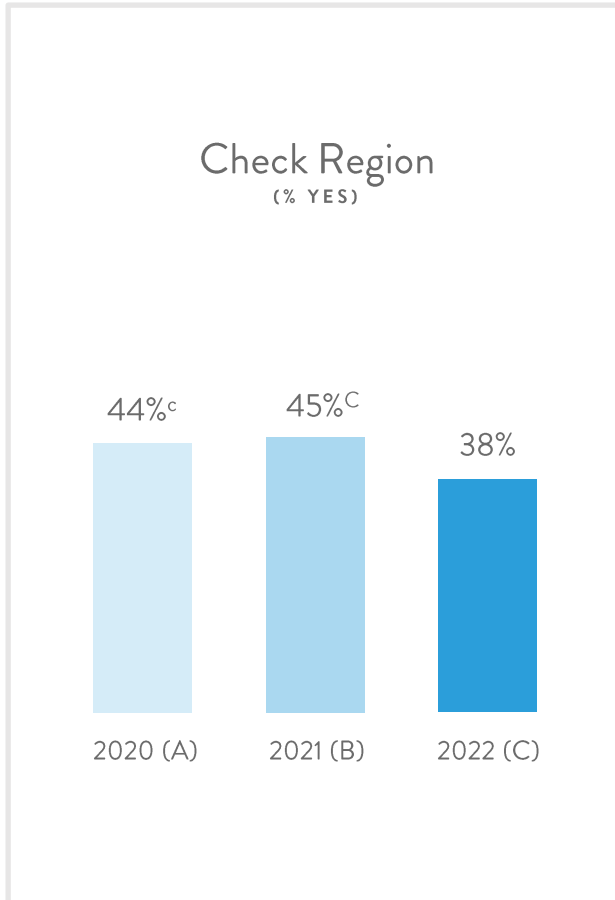
All comparable to 2021

Base: Total California 2020 (n=505), 2021 (n=503), 2022 (n=502)  
 Q11. How important is it to you that the avocados you buy are grown in the United States?  
 Q36. When you think of "locally grown" fruits and vegetables, what do you consider "local" to be?



## Checking for region declined as did the desire for better signage/labeling.

*This could be a result of limited communications spending for California Avocados as well as abnormally high avocado prices this year.*



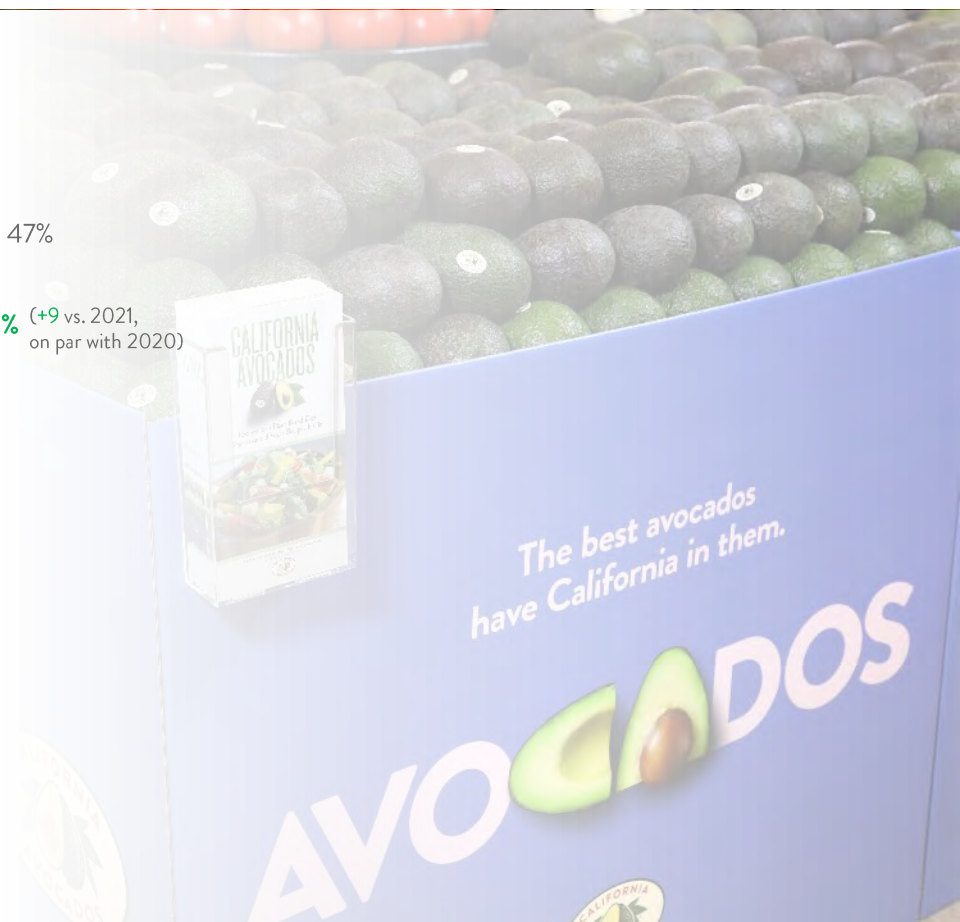
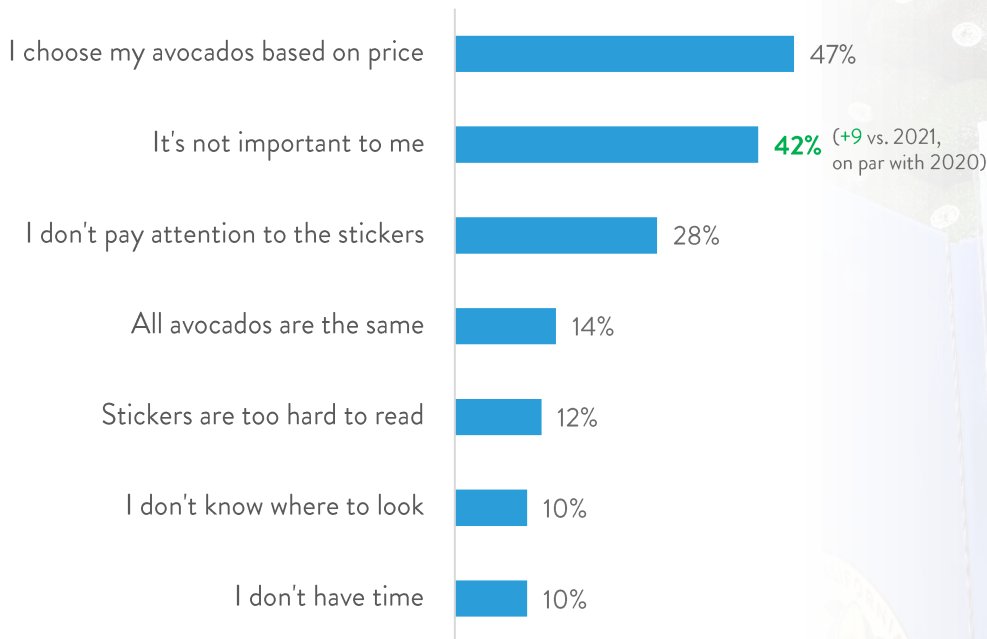
**Red** percentages indicate significantly lower than 2021

Base: Total California 2020 (n=505), 2021 (n=503), 2022 (n=502), Premium Californians 2022 (n=500), Check for Region 2022 Total California (n=193), Premium Californians (n=218)  
Q12. When buying avocados, do you normally check to see what country they are from? / Q12A. How do you know or find out which country your avocados are from?  
Q12C. How much do you agree or disagree with the following statement: I wish stores would have better signage/labeling to let me know where the avocados I buy are grown?



## Price-based buying continues to be the main reason for not checking for region.

### AMONG THOSE WHO DON'T CHECK REGION...



Green percentages indicate significantly higher than 2021

Base: Total California 2022 who don't check region (n=282), Premium Californians who don't check region (n=267) Q12B. Why don't you check which country your avocados came from?



# REGION PERCEPTIONS AND PREFERENCE





California Avocados continue to be perceived as safer than avocados from other regions by a wide margin, which is a top purchase driver.

REGION IS THE BEST...

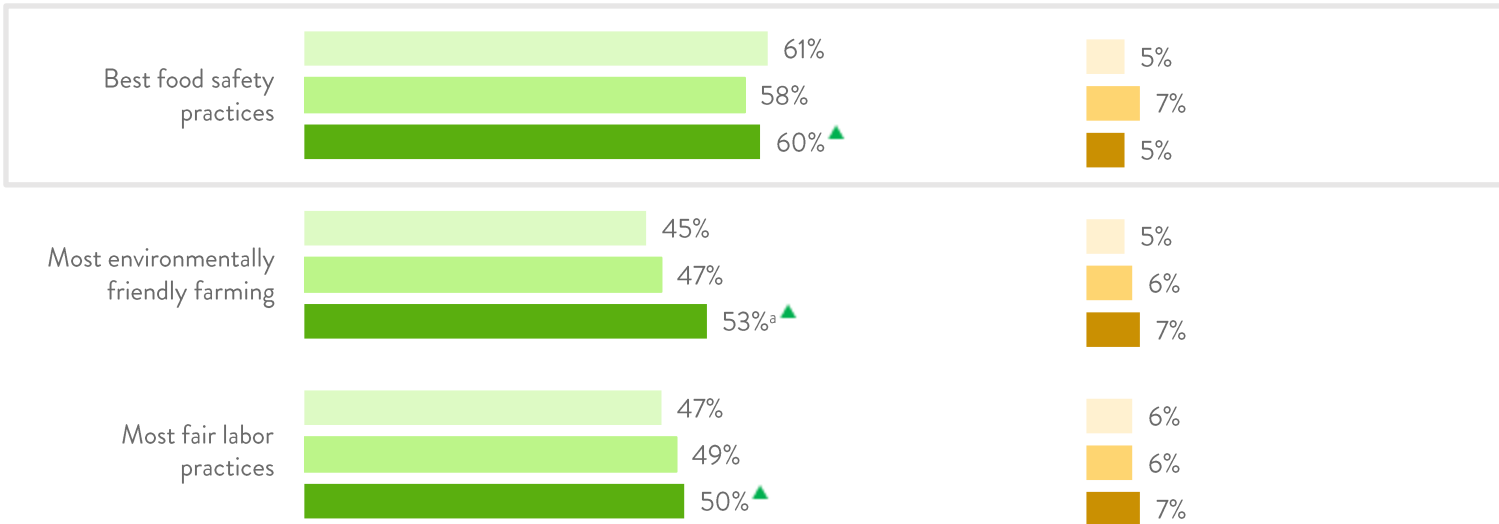
2020 (A) 2021 (B) 2022 (C)



## CALIFORNIA



## MEXICO



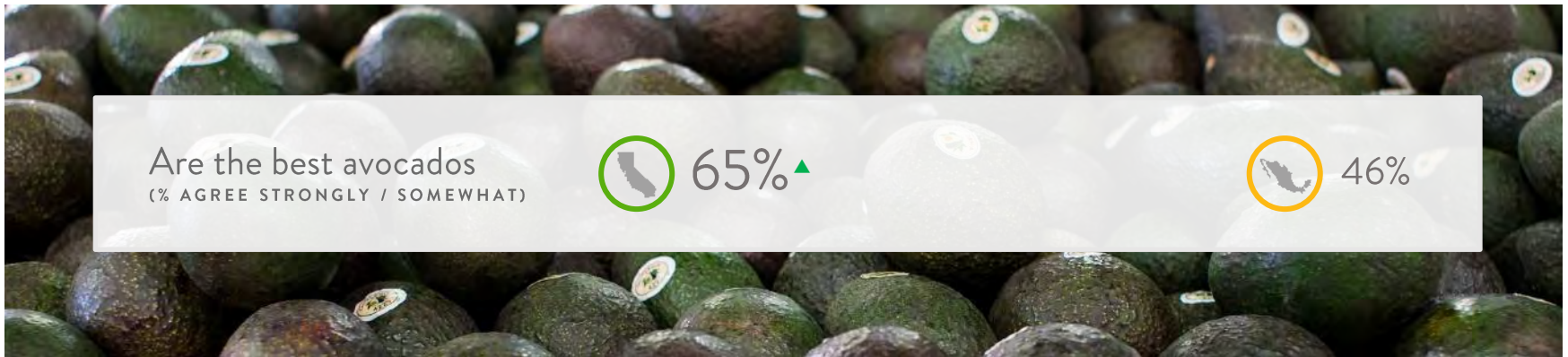
Other regions are lower (0-3%)

▲ California is significantly higher than Mexico 2022

Base: Aware of at least two regions 2020 (n=370), 2021 (n=434), 2022 (n=409)  
Q10. For each phrase below, please choose the region that most describes the phrase.

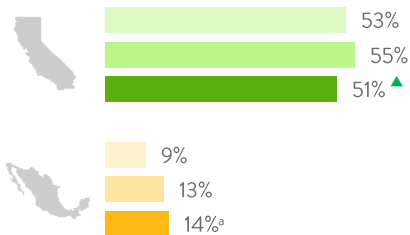


California Avocados also maintained their strong advantage vs. Mexico and all other region on freshness, taste and quality.

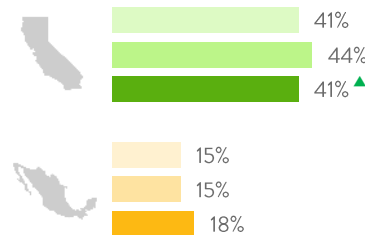


REGION IS THE BEST... 2020 (A) 2021 (B) 2022 (C)

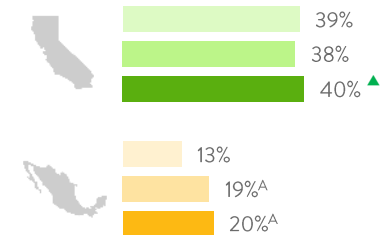
### FRESHEST AVOCADOS



### MOST PREMIUM QUALITY AVOCADOS



### BEST TASTING AVOCADOS



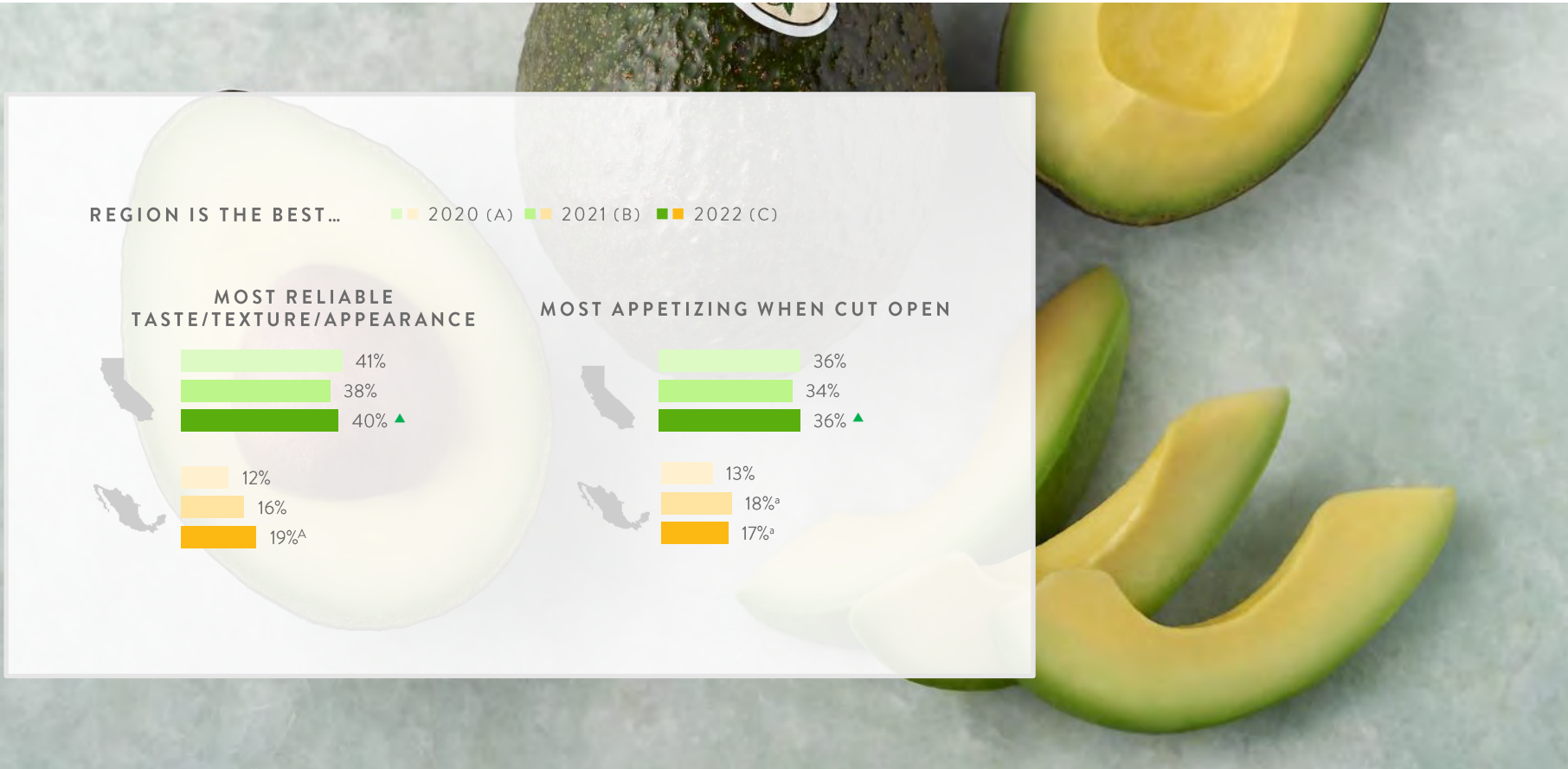
Base: Total California 2022 (n=502); Aware of at least two regions 2020 (n=370), 2021 (n=434), 2022 (n=409) Q10. For each phrase below, please choose the region that most describes the phrase QX1. Now we would like to think about [California Avocados/Avocados from Mexico]. How much do you agree or disagree that the statement describes [California Avocados/Avocados from Mexico]?

▲ California is significantly higher than Mexico 2022





## California Avocados continue to be the most reliable and appetizing.



Base: Total California 2022 (n=502); Aware of at least two regions 2020 (n=370), 2021 (n=434), 2022 (n=409) Q10. For each phrase below, please choose the region that most describes the phrase QX1. Now we would like to think about [California Avocados/Avocados from Mexico]. How much do you agree or disagree that the statement describes [California Avocados/Avocados from Mexico]?

▲ California is significantly higher than Mexico 2022

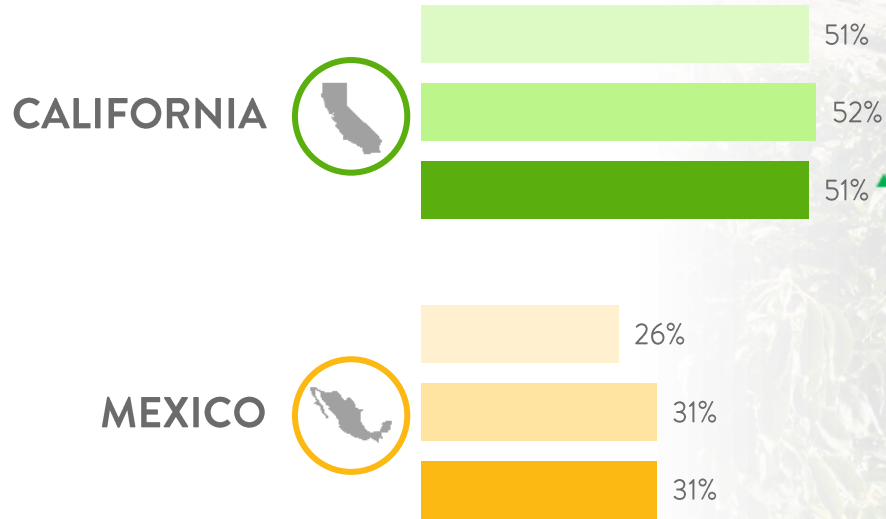


# Premium Rating Perceptions

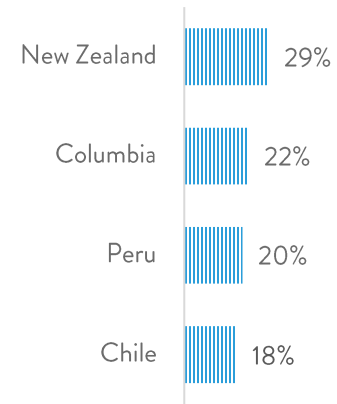
Consistent with being the best tasting and highest quality California Avocados continue to be perceived as the most premium.

AMONG THOSE AWARE OF EACH REGION (TOP 3 BOX RATING; 8-10)

2020 (A) 2021 (B) 2022 (C)



2022  
Other Non-US Growing Regions



All comparable to 2021

Base: California and aware of growing region 2022 CA (n=439), MX (n=438), HI (n=67), New Zealand (n=37), FL (n=106), Colombia (n=64), Peru (n=91), Chile (n=113)  
Q13a. Please rate how premium you feel avocados are from each growing region.

▲ California is significantly higher than Mexico 2022



## California Avocados are more likely than Avocados from Mexico to be described as the highest quality and worth paying more for.

(% AGREE STRONGLY / SOMEWHAT)

Are worth paying more for  
**NEW** Are the highest quality



59%▲  
69%▲



41% (+6 vs. 2021)  
50%

REGION IS THE BEST... 2020 (A) 2021 (B) 2022 (C)



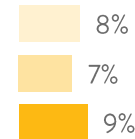
### CALIFORNIA



Most expensive



### MEXICO



Base: Aware of at least two regions 2020 (n=370), 2021 (n=434), 2022 (n=409)  
Q10. For each phrase below, please choose the region that most describes the phrase  
QX1. Now we would like to think about [California Avocados/Avocados from Mexico].  
How much do you agree or disagree that the statement describes [California Avocados/Avocados from Mexico]?

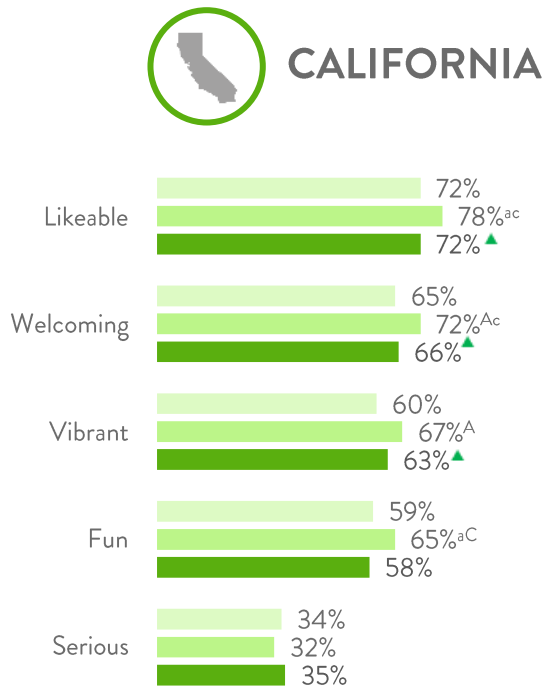
▲ California is significantly higher than Mexico 2022



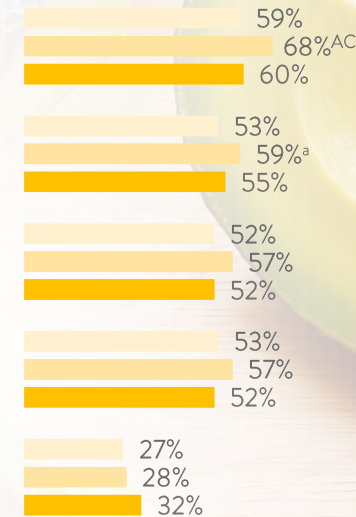
The personality created for California Avocados by its advertising continues to be more appealing than the personality of Avocados from Mexico.

### TOP 2 BOX DESCRIBES

- 2020 (A)
- 2021 (B)
- 2022 (C)



## MEXICO

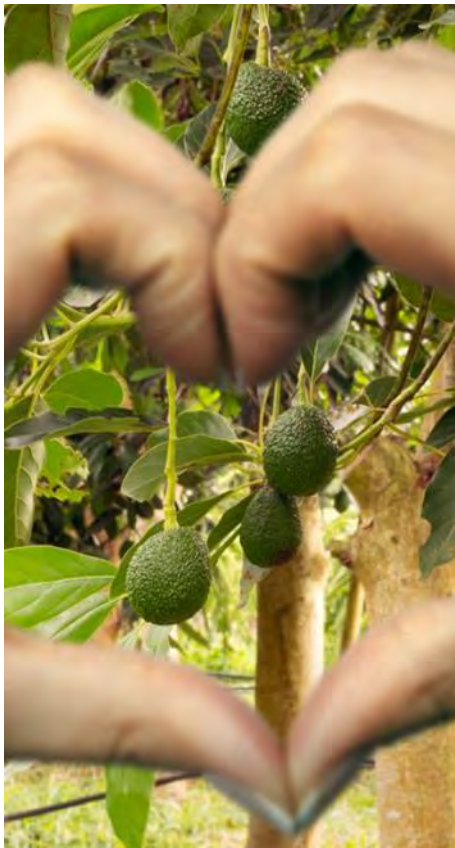


Base: Total California 2020 (n=505), 2021 (n=503), 2022 (n=502)  
 QX2. Some products have unique personalities based on their messaging and visuals used in advertising, social media, etc.  
 Choose the words that best describe the brand personality of [California Avocados/Avocados From Mexico].  
 You can pick either word or anywhere in between.

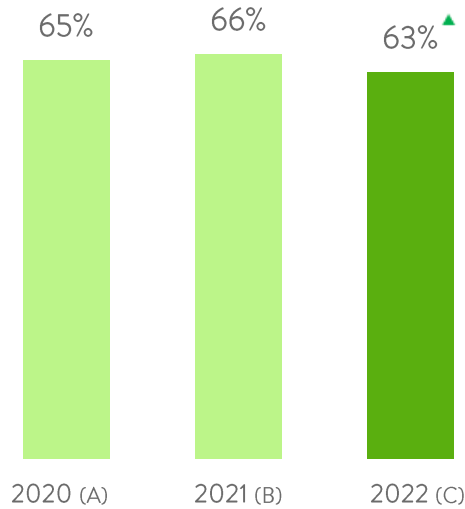
▲ California is significantly higher than Mexico 2022



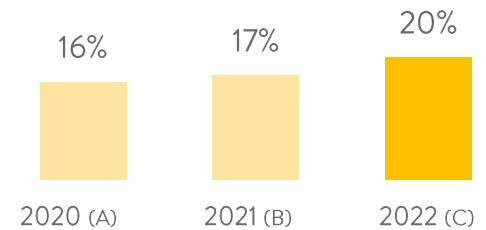
Consistent with all the perceived advantages, California remains the preferred growing region among Californians.



**CALIFORNIA**



**MEXICO**



Note: No preference remains consistent at 11%

▲ California is significantly higher than Mexico 2021

Base: Total California 2020 (n=505), 2021 (n=503), 2022 (n=502)

Q9. If given a choice, which avocados would be your preference? Avocados grown in... Please select only one.



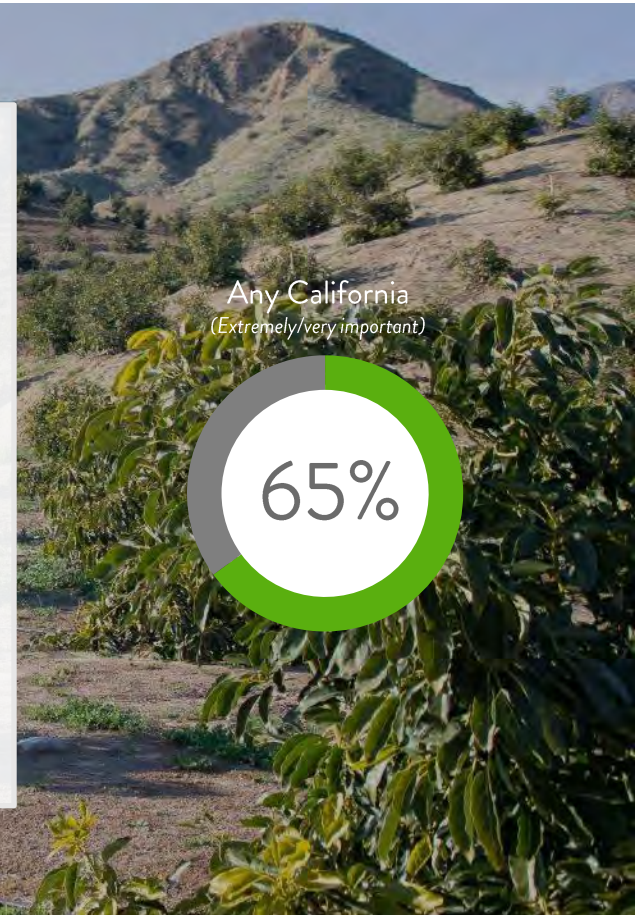
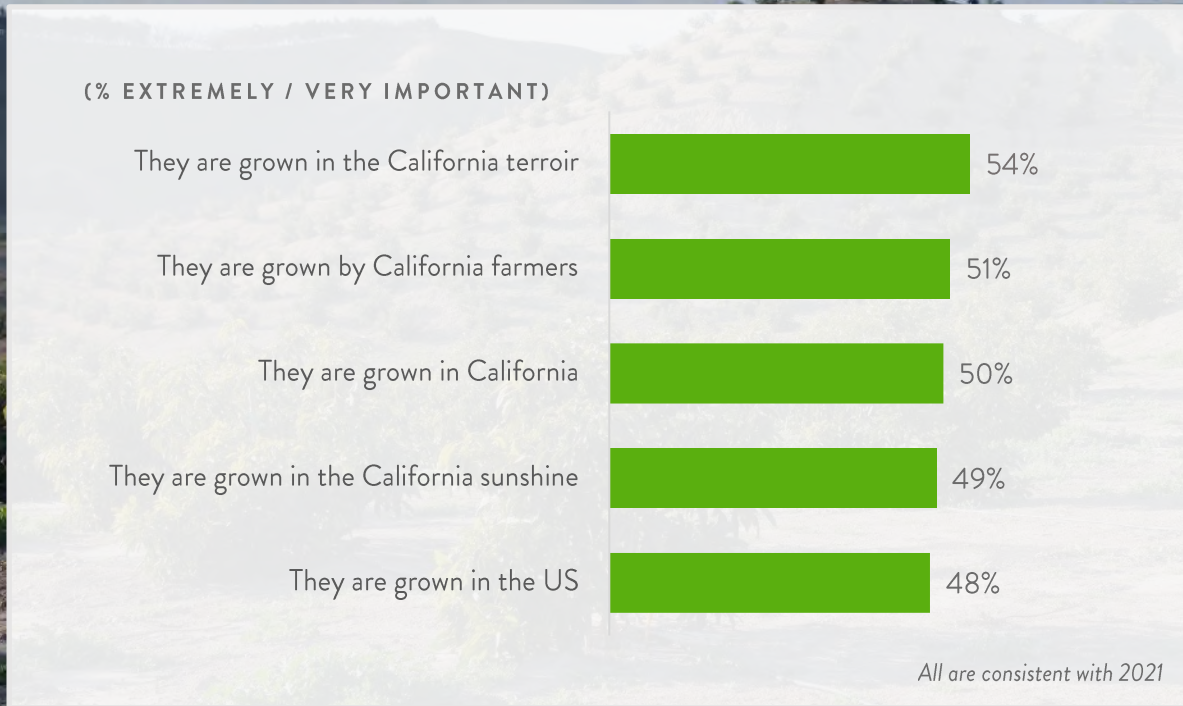
**CALIFORNIA**





# Importance of California

The benefits of being grown in California continue to be recognized by the majority of Californians.





# California Avocado Advantages

Supporting local farmers, delicious flavor and being fresher are still perceived as the biggest advantages of being grown in California.

Top Responses (unaided)

## LOCAL / SUPPORT FARMERS

*“They are more local so they are more fresh and more likely to be from a local, family farm.”*

## TASTE GOOD / DELICIOUS / FLAVOR

*“California avocados have a smoother flavor, more buttery. I imagine because of the sunshine they get it gives them a better taste.”*

## FRESHER / CLOSER / LESS TRAVEL

*“I like that they are traveling a shorter distance. Possibly fresher. Less impact on the environment.”*

## CLIMATE / SOIL / WEATHER / SUN

*“They just seem to have that California taste. In California they get all the sunshine and everything they need. They taste magnificent in California’s rich soil.”*

## SAFE / TRUST / REGULATIONS

*“I feel it’s more safe for my family because the health protocols are in affect! I assume.”*

## QUALITY

*“I bought California avocados many times and I think the taste is much better than any other avocados. The taste is richer and the quality seems to be higher.”*

Note open-ended question  
Base: Total California 2022 (n=502)  
QC3. What, if anything, makes California Avocados better than avocados from other growing regions?



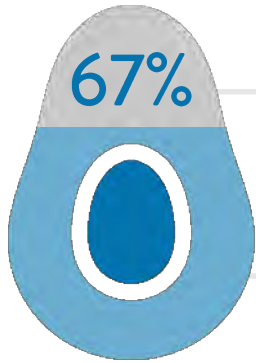


# SEASONALITY



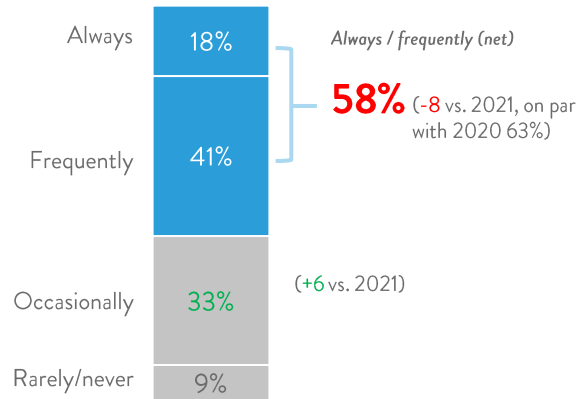


While the importance of in-season produce remains high and consistent with last year, seeking out in-season produce declined.

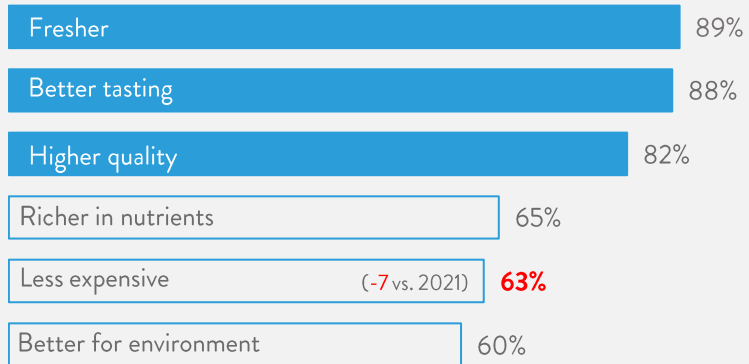


say it's extremely / very important that avocados are in-season when purchasing

### SEEK OUT IN-SEASON PRODUCE (2022)



### In-season produce is... (% TRUE)



Changed to a closed ended question in 2020



Base: Total California 2020 (n=505), 2021 (n=503), 2022 (n=502), Premium Californians 2022 (n=500)  
 QS1. How often do you seek out in-season produce?  
 QS2. Please indicate whether each of the following statements about in-season produce is true or false?  
 QC1. How important are each of the following when purchasing avocados?

Green / Red percentages indicate significantly higher / lower than 2021



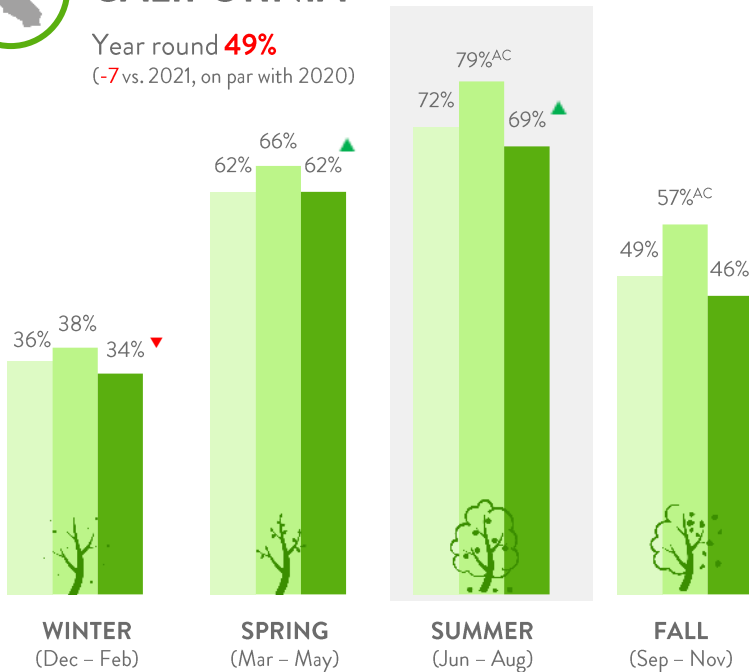
California Avocados continue to have a stronger association with summer than Avocados from Mexico. However, the gain last year was not sustained.

2020 (A) 2021 (B) 2022 (C)



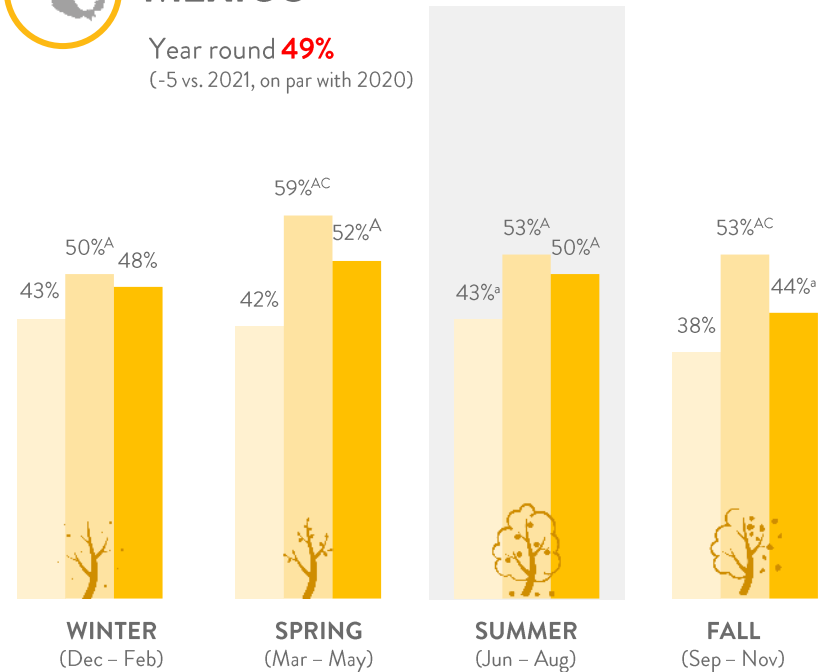
### CALIFORNIA

Year round **49%**  
(-7 vs. 2021, on par with 2020)



### MEXICO

Year round **49%**  
(-5 vs. 2021, on par with 2020)



▲ / ▼ California is significantly higher / lower than Mexico 2022

Base: Total California 2020 (n=505), 2021 (n=503), 2022 (n=502)

Q23a. Please let us know which avocado growing regions you associate with each of the following seasons. Please select all the growing regions that apply.



# GEOGRAPHIC COMPARISON

(ALL MARKETS)





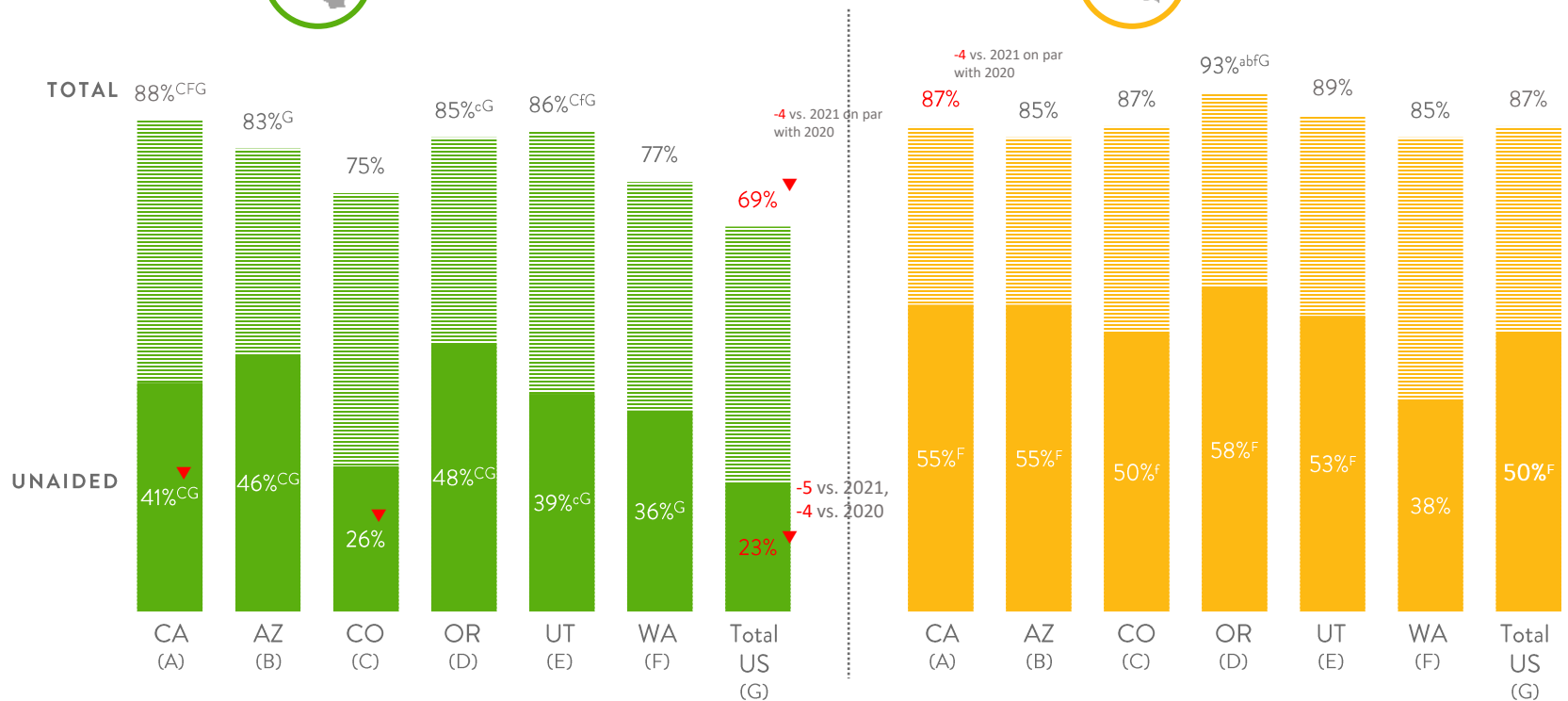
## Awareness of the California growing region in the Total US returned to 2020 levels and remains lower than Mexico.



### CALIFORNIA



### MEXICO



Red percentages indicate significantly lower than 2021  
 ▼ California statistically significant lower vs. Mexico 2022

Base: Total 2022, CA (n=502), AZ (n=103), CO (n=102), OR (n=101), UT (n=102), WA (n=99), Total US (n=499)

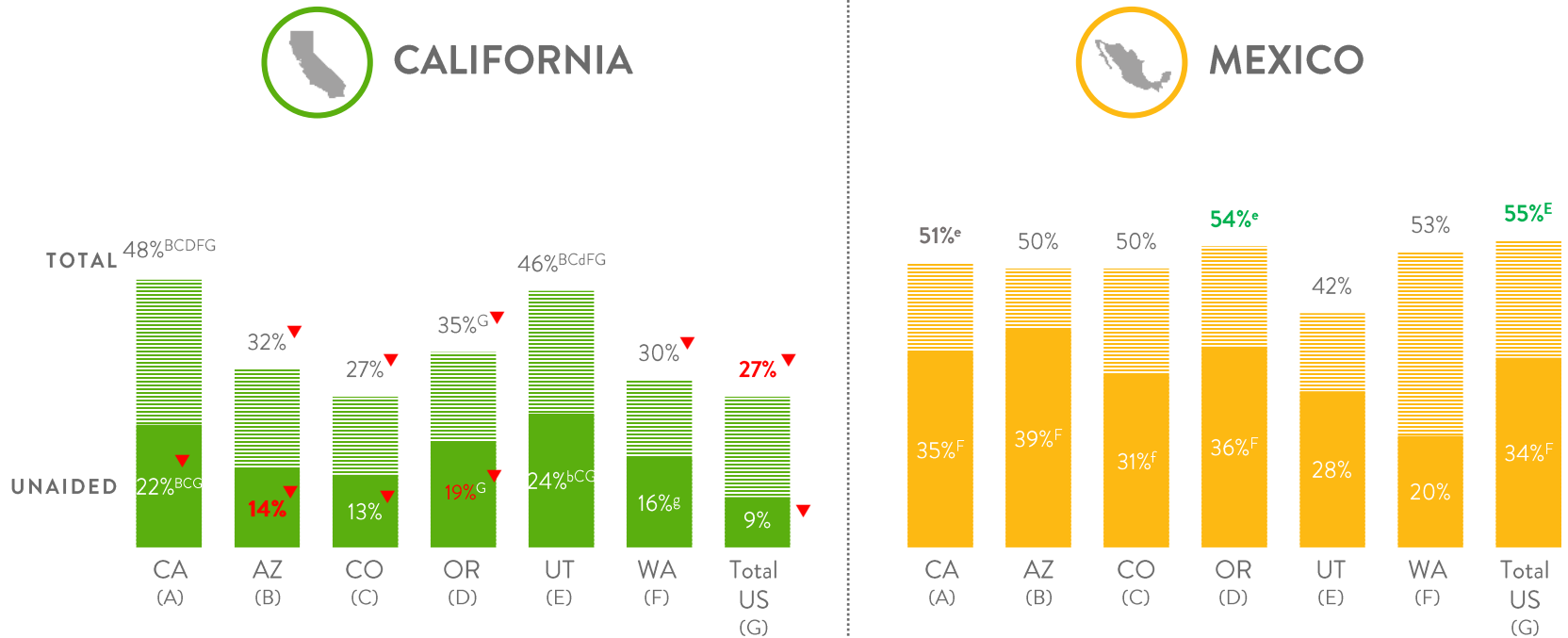
Q1. When you think of avocados, what brand names or growing regions come to mind?

Q3. Which of the following avocado growing regions have you heard of?



Total ad awareness of California Avocados is comparable to Mexico in California and Utah but is now lower in all other markets.

Note: Last year all western markets except Colorado were comparable.



Green / Red percentages indicate significantly higher / lower than 2021  
 ▲ California statistically significant (higher / lower) vs. Mexico 2022

Base: Total 2022, CA (n=502), AZ (n=103), CO (n=102), OR (n=101), UT (n=102), WA (n=99), Total US (n=499)

Q2. What avocados brand names or growing regions have you seen ads for in the past six months?

Q4. In the past 6 months have you seen or heard any advertising for avocados from the following brands or growing regions?



# Importance of US Grown

Importance of U.S. grown is on par with 2021 for all markets except Utah which increased.

(% VERY / SOMEWHAT IMPORTANT)



Green percentages indicate significantly higher than 2021

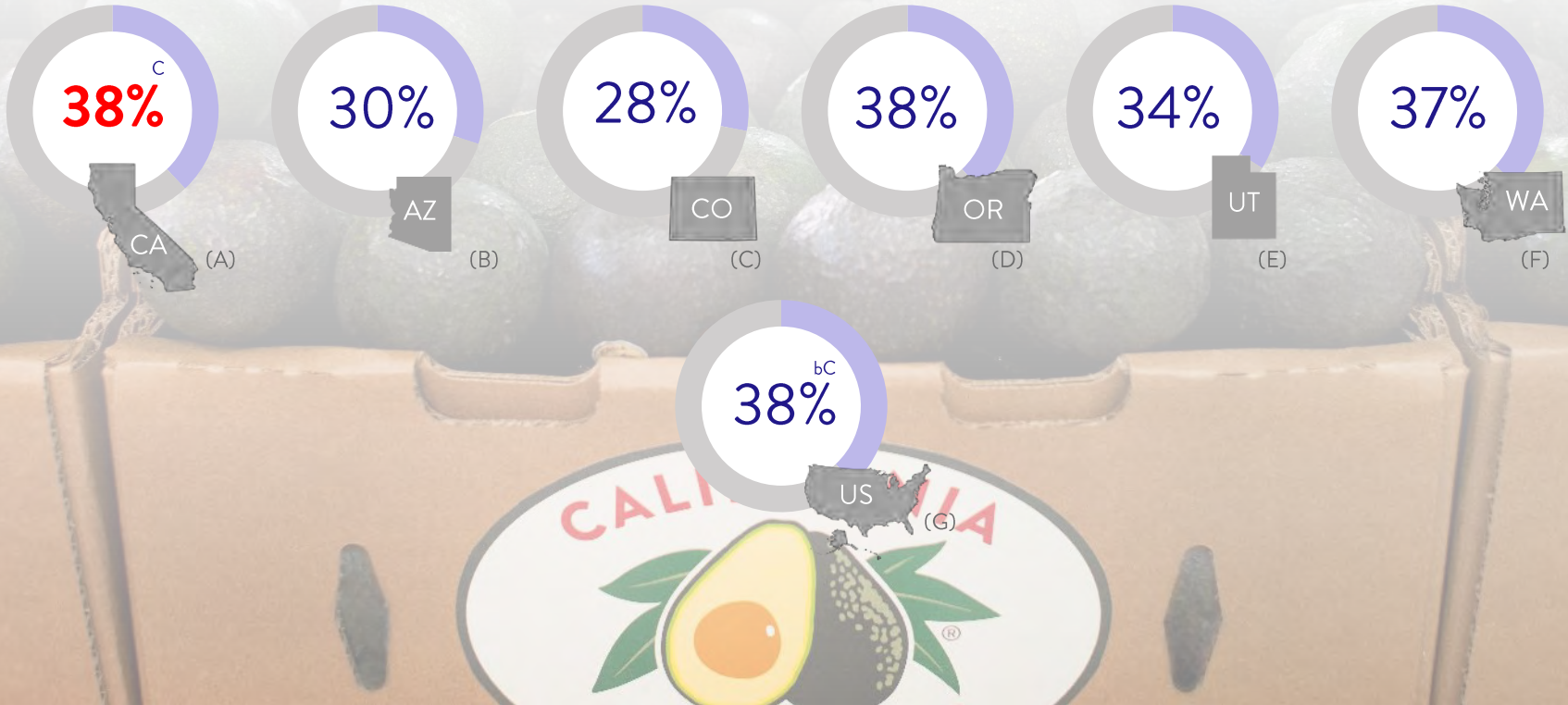
Base: Total 2022, CA (n=502), AZ (n=103), CO (n=102), OR (n=101), UT (n=102), WA (n=99), Total US (n=499)  
Q11. How important is it to you that the avocados you buy are grown in the United States?

Item 4.f-37



## Checking for region remained stable in all markets other than California.

Check Region (% YES)



Base: Total 2022, CA (n=502), AZ (n=103), CO (n=102), OR (n=101), UT (n=102), WA (n=99), Total US (n=499)

Q12. When buying avocados, do you normally check to see what country they are from?

Q12C. How much do you agree or disagree with the following statement:

I wish stores would have better signage/labeling to let me know where the avocados I buy are grown?

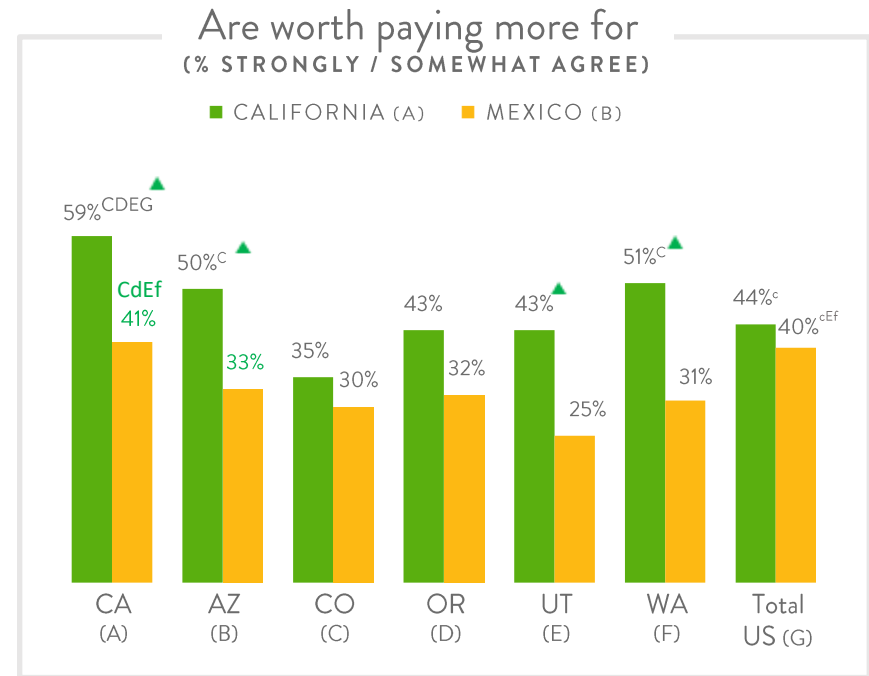
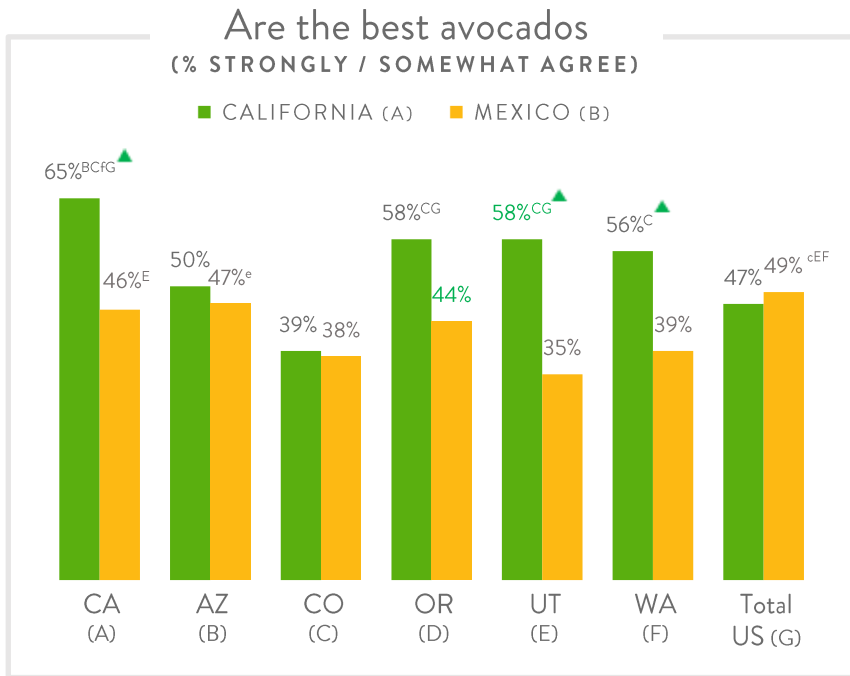
Red percentages indicate significantly lower than 2021





# Product Perceptions

California Avocados continue to be viewed as superior vs. Mexico for “being the best” and “worth paying more for” in most Western states but are seen as comparable in the total US.



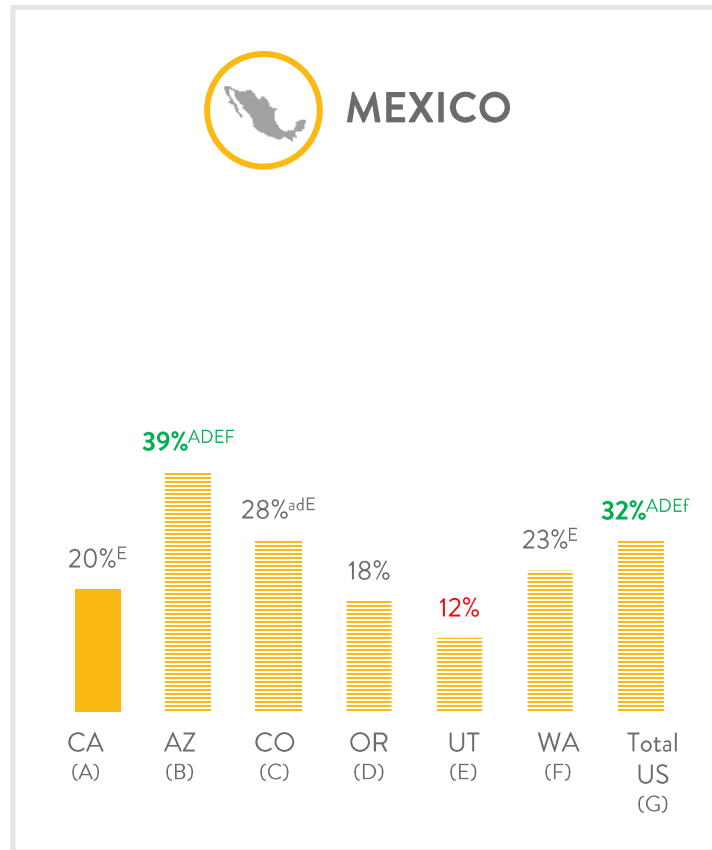
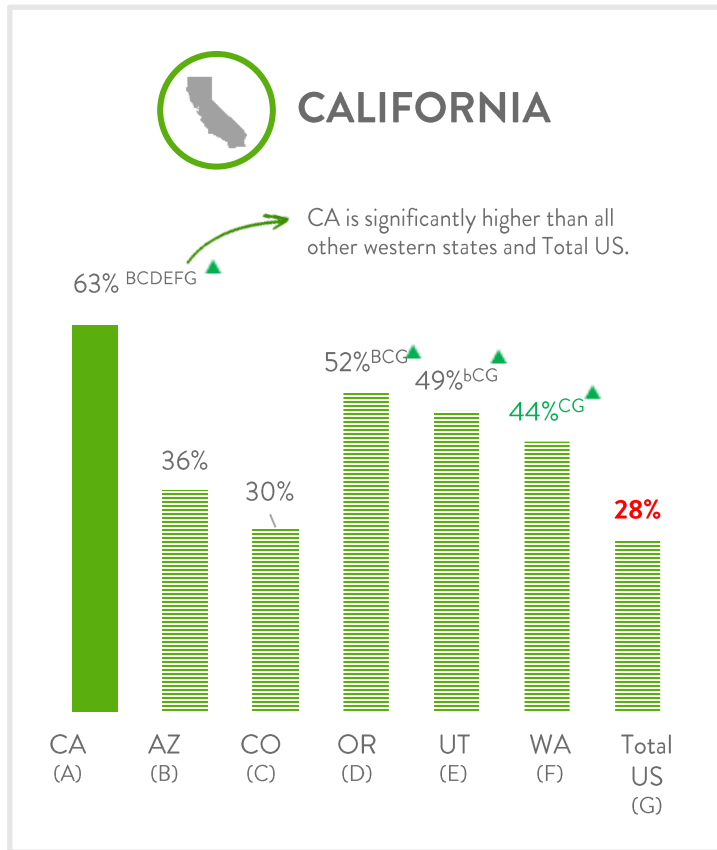
Green percentages indicate significantly higher than 2021  
 ▲ California significantly higher than Mexico 2022

Base: Total 2022, CA (n=502), AZ (n=103), CO (n=102), OR (n=101), UT (n=102), WA (n=99), Total US (n=499)  
 QX1. Now we would like to think about [California Avocados/Avocados from Mexico]. How much do you agree or disagree that the statement describes [California Avocados/Avocados from Mexico]?



# Region Preference

California remains the preferred growing region in most western states, but is on par with Mexico in Arizona, Colorado and the total U.S.



No Preference

CA (A)	11%
AZ (B)	13%
CO (C)	23% <sup>Ab</sup>
OR (D)	23% <sup>Ab</sup>
UT (E)	27% <sup>AB</sup>
WA (F)	21% <sup>A</sup>
US (G)	22% <sup>AB</sup>

No preference is comparable to 2021 for all markets

Green / Red percentages indicate significantly higher / lower than 2021  
 ▲ California significantly higher than Mexico 2022

Base: Total 2022, CA (n=502), AZ (n=103), CO (n=102), OR (n=101), UT (n=102), WA (n=99), Total US (n=499)  
 Q9. If given a choice, which avocados would be your preference? Avocados grown in.... Please select only one.



# SUMMARY AND CONCLUSIONS



## AWARENESS

Total region and ad awareness continue to be strong and **on par with Mexico**.

However, Mexico continues to make inroads and is more **top-of-mind**.

California Avocados maintain the strongest association with summer followed by spring. 

## Continued Opportunity to Increase REGION CHECKING



US grown importance holds steady

Californians recognize the benefits of California grown and are willing to pay more, however checking for region declined

## SIZE

Large is still the preferred size



Preference for small increased and is viewed as the perfect size for one person.



## CALIFORNIA AVOCADOS CONTINUE TO BE SEEN AS:

- Most premium
- Best quality
- Best tasting
- Freshest
- Safest
- Worth paying more for
- Preferred region



## SUSTAINABILITY continues to be important and worth paying for

Safe growing conditions continue to be as important as taste.

Growers **protecting the water supply** is most important. California has an advantage over Mexico, but there is room for improvement.

## Implications

- **Continue to... COMMUNICATE** the benefits of being grown in California and reinforce superiority message
- **Continue to... REMIND** consumers WHY California Avocados are BETTER and worth paying more for and they need to check for region
- **Opportunity to ... REINFORCE** that CA growers protect the water supply and keep it safe



# **2022-23 BUSINESS PLAN**

**Non-Marketing – Approved 10/20/22**  
**Marketing – Approved 11/17/22**

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▪ CONSUMER MARKETING	Page	16
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## CAC Priorities

**CAC Priority No. 1**

***Position California Avocados to be the world's most-valued and desired avocados\****

*\*(for consumers, retailers, foodservice operators, wholesalers, growers)*

**CAC Priority No. 2**

***Advocate for, and engage with, the industry***

**CAC Priority No. 3**

***Support industry strategy through research and outreach***

**CAC Priority No. 4**

***Cultivate organizational excellence / Demonstrate effective use of resources***



# **INDUSTRY STRATEGIC INTENT 2025**



## Industry Strategic Intent 2025

**Mission:** To maximize grower returns by enhancing premium brand positioning for California Avocados and improving grower sustainability

**Vision:** To be recognized as the most-desired avocado in the world by fostering a vibrant industry

California Avocados will occupy a premium position in the market.

### Key Industry Aspirations

California Avocado growers face a staggering array of challenges – sharply rising input costs, particularly water pricing, labor and costs associated with regulatory compliance; the quality and availability of deliveries through the state’s water infrastructure; produce safety and invasive pest issues; and an ever-expanding volume of foreign fruit that constantly exerts downward pressure on farm-gate prices. At the same time, global consumer demand for avocados continues to grow at a record pace. Over time, consumers are expected to continue to demand and find value in sustainably grown products tailored to meet their lifestyle needs.

Consequently, we aspire to the following outcomes:

- An assured place in the market
- A price to growers that is both premium to the competition and fosters industry viability
- Consistently high-quality production
- Highly productive and efficient growers
- Stable production from year-to-year
- Sustainable industry practices
- Socially responsible practices
- Leaders in innovation
- CAC’s target consumers prefer to purchase California Avocados when they are available

## Competitive Advantages

- Locally and responsibly grown by California farmers who nurture the avocados and the land every step of the way
- Proximity to market
- Freshest product, picked at the peak of the season
- Consistency in taste and premium eating quality

## Brand Positioning/Promise

The best avocados have California in them

- Locally grown with an uncompromising dedication to quality and freshness
- Available seasonally in select locations

## Target Markets

Strategic partnerships with tier 1 retail customers, foodservice chains and export accounts who are willing to pay a premium for California Avocados (Tiered-Account Approach)

## CAC Core Values

*Core values clarify and make explicit the principles driving CAC decisions*

- Value to the grower comes first
- Leadership is forward thinking, consensus-driven
- Our ethics and integrity are uncompromised
- We're accountable and transparent
- Champion diversity, equity and inclusion in California Avocado marketing practices, programs, partners, targets and communications

## Critical Factors for Success

- We're advocates for, and are engaged with, our industry
  - *It's not enough to run a good marketing program...moving the industry forward requires a partnership between the Commission, growers and handlers...each has a role to play and the Commission must be fully engaged with, and supportive of, the industry*
- We know and cultivate a grower profile that will fulfill Strategic Intent 2025
  - *Farmers must meet certain criteria to be viable in the future. It's critical for the industry to have a shared understanding of what that profile looks like and to promote an exchange of information that fosters continual improvement and viability*
- We understand what's driving consumer demand for California Avocados and we utilize that understanding in the development and execution of effective marketing programs
  - *Consumers will ultimately determine our future. It's critical we get into their heads and hearts to understand clearly why they currently value the product enough to pay a premium and what it will take to maintain that position. This will help us enhance our premium positioning through effective marketing and communications*
- We enjoy strategic partnerships in the marketplace
  - *Retailers and foodservice operators are the gatekeepers that give us access to the market. We must establish strategic alliances with key customers to maximize the profitability of California Avocados*
- We invest in research, education and outreach – from grove through supply chain – to advance our industry
  - *A research and grower outreach program is in place that forms the cornerstone for strengthening our position as a premium product, now and in the future*

# CAC Strategic Intent

## **CAC Priority No. 1:**

### **Position California Avocados to be the world's most-valued and desired avocados\***

\*(for consumers, retailers, foodservice operators, wholesalers, growers)

#### **Rationale**

California Avocados already enjoy a coveted market position as the most-recognized and trusted avocado “brand” in the Western U.S. where most California Avocados are sold. This distinction is critical since it creates the foundation for being positioned as the world's most-valued and desired avocados—a “must have” for all California growers who face higher costs of production than are borne by their competitors. Consumers in the West who have an opinion about the origin of their avocados consistently prefer California-grown avocados over those from other origins. This preference usually corresponds with a willingness to pay premium prices when California Avocados are in season, as compared to prices paid at other times of the year. Other target avocado consumers who are not actively concerned with avocado origin must be provided with additional motivation to prefer California Avocados and a willingness to pay a premium for them when in season (The inherent value recognized by consumers ultimately means increased profitability for retailers, foodservice operators, wholesalers and, most importantly, growers.)

#### **Objectives:**

1. Increase California Avocado perceived value, preference and loyalty with our targets
2. Retain or increase the high awareness of the California avocado growing region among targeted consumers
3. Aspire to an average price per pound that meets or exceeds the California Avocado Commission's approved budget

## **Strategies:**

### **Distribution and Targeting**

- A. Motivate and support targeted retailers and foodservice operators who are demonstrating a willingness to pay a premium for California Avocados, solidify handler supply commitment and encourage targeted consumers to seek out and purchase in-season California Avocados
- B. Build high-value distribution and marketing opportunities for California Avocados, including export
- C. Create anticipation and readiness for fresh California Avocado season among targeted trade, diverse influencers and consumers
- D. Augment marketing communications with programs that engage the younger age range of targeted consumers

### **Communication**

- E. Communicate consumer and trade messaging that differentiates California Avocados from avocados of other origins (e.g., aspects of freshness, locale/terroir, locally/domestically grown, California state fruit, exclusive seasonal availability, grower practices/sustainability, preference, California lifestyle and culture and more)
- F. Communicate superiority and premium quality of Fresh California Avocados
- G. Fuse a tight connection between the California Avocados brand and product across all brand touchpoints (advertising, communications, partnership content, point-of-purchase and other retailer/foodservice operator touchpoints)
- H. Maintain creative cohesion and integrate elements of the California Avocado advertising campaign in appropriate marketing communications
- I. Direct paid brand advocates and media partners to share “why-California Avocado” messages and encourage unpaid advocates to do so
- J. Identify and create brand-safe opportunities that enable California Avocados to organically join hyper-relevant cultural moments
- K. Maintain year-round California Avocado awareness messaging
- L. To the trade, communicate the business benefits of carrying and promoting California Avocados in season
- M. Inform California Avocado stakeholders and constituents about Marketing program activities and results

## Performance Measures:

### Tracking Study Performance Measures gauge achievement of objectives 1 and 2.

- Using the 2022 CAC summer/fall tracking study as a benchmark, measure maintenance of attribute ratings among California consumers
  - Attribute ratings for California origin
    - Benchmarks: 40% for best tasting, 41% for most premium quality, 51% for freshest
  - Percent of avocado shoppers in California who look for the origin of avocados and care about buying those that are U.S. grown, (“top two box”)
    - Benchmarks: 57% care about U.S. grown; 38% look for origin
- Using the 2022 CAC summer/fall tracking study as a benchmark, measure maintenance of consumer preference for California Avocados among California consumers versus those from other sources
  - Benchmarks: 63% prefer California, 23% prefer any other, 14% no preference/not sure
- Using the 2022 CAC summer/fall tracking study as a benchmark, measure maintenance in consumer association between avocados and summer among California consumers
  - Benchmark: 62% associate California Avocados with spring
  - Benchmark: 69% associate California Avocados with summer
- Using the 2022 CAC summer/fall tracking study as a benchmark, measure retention of very high awareness of the California avocado growing region among California consumers and Premium Californians as well as improvement of moderately high awareness among younger target consumers
  - Benchmark: 88% aided awareness among Californians
  - Benchmark: 88% aided awareness among Premium Californians
  - Benchmark: 82% aided awareness among Californians ages 18-24
- Growth in consumer engagement for the fiscal year 2022-2023 vs. 2021-22 benchmarks (TBD when fiscal year data are available)
  - Increase in engagement rate (TBD% video completion rate, TBD% click thru rate)
  - Increase in retail and foodservice consumer engagement rates vs. benchmark, including TBD% click thru rate
  - Increase in average time on website (session length) vs. TBD minutes TBD seconds
  - Increase in average pages per visit vs. TBD
  - Decrease in bounce rate vs. TBD

- Achieve average brand advocate Instagram post engagement rate above 2022 industry benchmark (0.63% per post by follower)
- Growth in average foodservice engagement via digital ads for fiscal year 2022-23:
  - Benchmark: CTR/Response Rate > .41%
- Handler, retailer and foodservice performance results measured by retailer and foodservice promotional agreements
  - Secure 100% signed foodservice promotion agreements
- Improvement in foodservice marketing metrics vs. benchmark 2018-19\* (*programs based on handler approval and favorable value to growers*)
  - An 85% retention rate among chain partners from 2020-21 and 2021-22
  - Increase new foodservice partnerships (never partnered with or have not partnered within past 2 years) by a minimum of 3
  - California Avocados promoted/featured in approximately 1,800 foodservice units
- Achievement of retail marketing metrics
  - A minimum of 80% of target (Tier 1) retail customers merchandising California Avocados
  - Secure at least 50 retail promotions with targeted customers
  - Place a minimum of 600 retail display bins with targeted customers
- Using “AMRIC data”, measure lug prices and differentials of California Avocados vs. avocados of other origins
  - Achieve or exceed budgeted average price for the fiscal year
  - Achieve a premium price for California Avocados during California season vs. the off season
  - Achieve a premium price for California vs. imports during California season

**CAC Priority No.2:**

***Advocate for, and engage with, the industry***

**Rationale**

An effective marketing program, by itself, is not enough to ensure the success of the California Avocado industry. Farming continues to become more difficult as growers operate in an increasingly complex web of competition, regulation, market preferences and shifting costs. Often, collective action is necessary to affect a positive outcome on a pressing issue that is

impacting the industry. The Commission gives growers a mechanism to act in concert and speak with one voice. Through CAC, resources can be brought to bear on common issues like trade access, pesticide registrations, regulatory issues, water availability and food safety concerns to the benefit of all growers. It's imperative that issues affecting the avocado industry are proactively anticipated, prioritized and managed to shape outcomes that are compatible with the industry's future. CAC must have an issues management program that is ever-vigilant and focused on the future, to ensure that everything possible is being done to safeguard the industry's economic investment. CAC also can serve as a reservoir and conduit for information needed to enable growers to be successful at the business of growing avocados. Informed decision-making is essential to this success, and with a robust outreach program, CAC can deliver relevant information uniquely tailored to California Avocado growers in a way that no other organization can, equipping them to leverage opportunities, redirect threats and adapt to change.

**Objectives:**

1. Proactively shape avocado industry issue outcomes that are compatible with the industry's key aspirations and CAC's values
2. Build consensus on the strategic direction to be taken to achieve the industry's key aspirations
3. Enhance California Avocado grower productivity and success
4. Ensure a full understanding and consideration of how government agency decisions will impact California avocado producers

**Strategies:**

- A. Anticipate and prioritize issues; use informed decision-making when executing plans that shape issue outcomes and respond immediately to crisis issues
- B. Collect and compile information vital to understanding global avocado market forces
- C. Execute an industry communications program that promotes discussion, consensus, action and feedback
- D. Maintain and develop relationships with other avocado industry and agricultural organizations that leverage strengths on issues of common interest
- E. Establish, maintain and strengthen relationships with influential governmental agency personnel (e.g. United States Department of Agriculture, Food and Drug Administration and others)



**Performance Measures:**

- Timely response to emerging issues leading to successful outcomes
- Successful, timely Board elections and orientation
- Successful vote in industry referenda
- Grower seminars, workshops, annual meetings and field days on current issues of importance
- Industry communications via semi-monthly GreenSheet and quarterly From the Grove publications

**CAC Priority No. 3:*****Support industry strategy through research and outreach*****Rationale**

The long-term success of the California Avocado industry hinges on grower profitability. To ensure its viability, the industry needs to invest wisely in research and outreach activities that address the most pressing needs of growers. CAC has made substantial progress toward focusing the research effort, aligning it with the Commission's broader marketing strategies and improving communication with and between growers.

Continual improvement—in terms of productivity, quality and operating efficiency—is an imperative if the industry is to thrive. It also acknowledges that advances through research are of little value to the industry if they are not communicated to, and adopted by, growers. With limited resources, it's critical that research and outreach programs be industry-driven based on needs identified through the CAC strategic planning process. Objectives must be well-defined, scientists must be recruited and matched to specific industry challenges and all programs must operate with full accountability to justify the investment by California Avocado growers.

**Objectives:**

1. Enhance California Avocado grower productivity and success
2. Ensure consistently safe, high-quality production that supports CAC's market development efforts

**Strategies:**

- A. Design and implement a Production Research Program focused on practical solutions to grower-defined priorities
- B. Develop a research-based outreach and education program for California Avocado growers and other industry stakeholders

**Performance Measures:**

- Maintain average annual California production volume of 350 million pounds over 5 years
- California avocado growers recognize CAC as a leader in grower education, communication and outreach

**CAC Priority No. 4:*****Cultivate organizational excellence / Demonstrate effective use of resources*****Rationale**

CAC can only assist the industry to realize its strategic intent if it has the support of its constituents. Grower perception of the value of CAC is directly related to leadership the organization provides, its stewardship of assessment funds collected and the efficacy of its efforts. Principles of transparency, accountability and integrity must guide every Commission action. CAC must monitor its performance and continuously challenge itself to deliver value for every assessment dollar spent. This is the heart of the Board-management partnership. In addition, maintaining a competent team of professionals also requires continual recruitment of talent, with an emphasis on diversity and inclusiveness, investment in Board and employee development and creation of an organizational culture where openness, creativity and innovation are encouraged and rewarded.

**Objectives:**

1. Ensure that the Commission has the proper leadership, organizational structure and resources necessary to provide value to all assessment-paying growers
2. Maximize California Avocado grower return on investment while minimizing risk and maintaining proper stewardship of grower funds
3. Achieve continual improvement in the operation of the Commission and execution of its programs
4. Achieve financial sustainability

**Strategies:**

- A. Conduct outreach efforts that continually identify and recruit new Board members and provide for their proper orientation
- B. Recruit for diversity and inclusivity when seeking board members, staff and vendors
- C. Ensure that the assessment rate, revenue and expenditures are appropriate to meet the industry's needs and expectations
- C. Allocate financial resources against industry priorities
- D. Implement comprehensive risk management procedures
- E. Create staff development programs that enhance competencies, maintain productivity and improve effectiveness and job satisfaction
- F. Maintain a balanced budget

**Performance Measures:**

- Favorable, unmodified Independent Auditor's opinion on CAC's basic financial statements
- Favorable United States Department of Agriculture (USDA) and California Department of Food and Agriculture (CDFA) Fiscal and Compliance Audit
- Staff development as measured by annual performance reviews
- Annual orientation, training and evaluation programs that improve the effectiveness of the seated CAC Board of Directors and encourage recruitment of prospective members
- Diversity among the board, staff and vendors
- Positive evaluation of financial sustainability by California Avocado Commission Finance Committee
- Balanced budget confirmed by year-end financial statements



# CONSUMER MARKETING

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Marketing</b>	<b>ACTIVITIES: Media and Search Engine Optimization; Creative Development and Production; Website; Email Program; Social Media and Content Marketing; Online and Social Media Support; and Program Administration</b>	<b>AGENCY: MullenLowe + Mediahub</b>
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**PRIORITY 1:** Position California Avocados to be the world's most-valued and desired avocados \*  
\*(for consumers, retailers, foodservice operators, wholesalers, growers)

### **OBJECTIVES:**

1. Increase California Avocado perceived value, preference and loyalty with our targets
2. Retain or increase the high awareness of the California avocado growing region among targeted consumers
3. Aspire to an average price per pound that meets or exceeds the California Avocado Commission's approved budget

### **STRATEGIES:**

#### **Distribution and Targeting**

- A. Motivate and support targeted retailers and foodservice operators who are demonstrating a willingness to pay a premium for California Avocados, solidify handler supply commitment and encourage targeted consumers to seek out and purchase in-season California Avocados
- B. Build high-value distribution and marketing opportunities for California Avocados, including export
- C. Create anticipation and demand for the California Avocado season among targeted trade, diverse influencers and consumers
- D. Augment marketing communications with programs that engage the younger age range of targeted consumers

#### **Communication**

- E. Communicate consumer and trade messaging that differentiates California Avocados from avocados of other origins (e.g., aspects of freshness, locale/terroir, locally/California grown, California state fruit, exclusive seasonal availability, grower stories/practices/sustainability, preference, California lifestyle and culture and more)
- F. Communicate superiority and premium quality of Fresh California Avocados
- G. Fuse a tight connection between the California Avocados brand and product across all brand touchpoints (advertising, communications, partnership content, point-of-purchase and other retailer/foodservice operator touchpoints)
- H. Maintain creative cohesion and integrate elements of the California Avocado advertising campaign in appropriate marketing communications

## **2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN**

- I. Direct paid brand advocates and media partners to share “why-California Avocado” messages and encourage unpaid advocates to do so
- J. Identify and create brand-safe opportunities that enable California Avocados to organically join hyper-relevant cultural moments
- K. Maintain year-round California Avocado awareness messaging
- M. Inform California Avocado stakeholders and constituents about Marketing program activities and results

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Marketing</b>	<b>ACTIVITIES: Media and Search Engine Optimization</b>	<b>AGENCY: Mediahub</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p><b>Comprehensive Media Plan Development</b>                      Develop a comprehensive on- and offline media plan (applicable to all media channels, including digital and social) that</p> <ul style="list-style-type: none"> <li>○ Supports brand messaging</li> <li>○ Reaches the Premium Californian target, inclusive of diverse demographics including age, race, gender, culture and family status</li> <li>○ Includes tactics that target Super Users based on 2021-22 learnings</li> </ul> <ul style="list-style-type: none"> <li>● Activate consumers seeking avocados at or around retailers who merchandise California Avocados</li> <li>● Negotiate all added value and savings with media partners</li> <li>● Include custom content partnerships that share “why-California Avocado” messages and communicate superiority and premium quality of California Avocados and incorporate learnings from 2021-22</li> <li>● Support target retail and foodservice account-specific initiatives</li> </ul>	11/1/22	9/4/23	Brand: \$2,200,000  Retail: \$450,000*  Outdoor (Trade & Consumer): \$250,000*	<ul style="list-style-type: none"> <li>● Media plan recommendation by 11/4/22</li> <li>● Media plan to include the following channels: audio, outdoor, digital media and content, paid social media and search</li> <li>● Revised media plan recommendation (if applicable, within two to four weeks of initial recommendation, depending on feedback)</li> <li>● Negotiated plan recap by 1/20/23                             <ul style="list-style-type: none"> <li>○ Retailer and foodservice-specific media support in the form of media plans and buys in season for CAC’s social platforms and with digital partners (up to 20 recommendations)</li> </ul> </li> </ul>

***\*Note: this includes estimated budgets for generic retail spend for social store locator ads, paid search affiliate location extensions which display the nearest grocery store to the user, and the \$250,000 for Waze and YouTube retail specific ads***

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Marketing</b>	<b>ACTIVITIES: Media and Search Engine Optimization (cont.)</b>	<b>AGENCY: Mediahub</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p><b>Media Plan Maintenance and Reporting</b></p> <ul style="list-style-type: none"> <li>• Maintain and optimize media plan</li> <li>• Provide reports on campaign progress and optimization recommendations when applicable</li> <li>• Following mid-campaign report, implement approved optimization recommendations</li> <li>• Provide a campaign wrap-up report summarizing the campaign's performance and providing insight and direction for the following year's campaign</li> </ul>	1/3/23	10/31/23	(cont.)	<ul style="list-style-type: none"> <li>• Media plan schedules by 1/20/23</li> <li>• Media purchasing and implementation per approved plan</li> <li>• Mid-campaign reporting and optimization recommendations during consumer media campaign (1 provided during campaign)</li> <li>• Campaign wrap-up report (six weeks after campaign conclusion)</li> <li>• Key Performance Indicators for campaign are noted above in performance measures</li> <li>• Retailer and foodservice-specific wrap-up reports (up to 20)</li> </ul>
<p><b>Search Engine Optimization</b> Monitor organic search and optimize efficiency, targeting and effectiveness</p> <ul style="list-style-type: none"> <li>• Deep dive into <a href="https://californiaavocado.com/">https://californiaavocado.com/</a> site and identify/address opportunities for SEO improvement</li> <li>• Conduct a competition analysis focusing on building our organic share of voice against competitors</li> <li>• Provide URL recommendations based on best practices for targeting, onsite content categorization, redirects and how filtering/searching parameters are handled</li> <li>• In batches, provide internal linking optimizations that establish internal page authority and hierarchy</li> <li>• Provide mobile recommendations to development and design teams ongoing</li> <li>• Using competitor and keyword analysis, identify targeting for ongoing fresh content ideation</li> </ul>	11/1/22	10/31/23		<ul style="list-style-type: none"> <li>• Exhaustive SEO site audit (technical/non-technical &amp; competitive) in preparation for the avocado season by 1/27/23</li> <li>• Monthly data evaluation and reporting by the 15<sup>th</sup> of every month</li> <li>• URL naming structures, redirects, and dynamic rendering recommendations on a monthly basis (batches of 12 URLs by the 28<sup>th</sup> of every month)</li> <li>• Mobile friendliness recommendations twice a year, by 1/28/23 &amp; 8/25/23</li> <li>• Server-side responses and identify any issues once as or needed throughout the year</li> <li>• Keyword tracking &amp; account setup for keyword optimization and targeting by 11/25/22</li> <li>• Meta data refresh for 10 URLs by the 28<sup>th</sup> of each month</li> </ul>



## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Marketing</b>	<b>ACTIVITIES: Media and Search Engine Optimization (cont.)</b>	<b>AGENCY: Mediahub</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Search Engine Optimization (cont.)</b> <ul style="list-style-type: none"> <li>• Provide a content calendar of 24 recommended topics, including all recommended titles, publishing date, keyword targeting (and associated search volume), category, theme, audience/persona targeting and article type</li> <li>• Provide monthly reporting via Google Data Studios dashboard</li> </ul>	11/1/22	10/31/23	(cont.)	<ul style="list-style-type: none"> <li>• Heading tag refresh matching the targeting keyword for the page in batches of 10 by the 28<sup>th</sup> of each month</li> <li>• Image, video, and embedded Media optimizations for alt text in batches of 5 by the 28<sup>th</sup> of each month</li> <li>• Structured data recommendations for appropriate content in applied batches of 2 by the 28<sup>th</sup> of each month</li> <li>• Page optimization/evergreen content expansion on a quarterly basis (after meta data refresh) by the 28<sup>th</sup> of every month</li> <li>• Internal linking optimizations in batches of 12 by the 28<sup>th</sup> of every month</li> </ul>
<b>CONSUMER MARKETING: MEDIA AND SEARCH ENGINE OPTIMIZATION (MEDIAHUB) SUBTOTAL:</b>			<b>\$2,900,000</b>	

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Marketing</b>	<b>ACTIVITIES: Creative Development and Production</b>	<b>AGENCY: MullenLowe</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p><b>Brand Campaign Creative Development</b>                      Evolve “The best avocados have California in them” campaign, focusing on the locally grown advantage, seasonal availability and differentiating California</p> <ul style="list-style-type: none"> <li>• Communicate the best avocados have California in them with strong elements of the California lifestyle in campaign graphics that are fruit-forward and California-centric</li> <li>• Manage efficient, innovative asset production for paid and owned media</li> <li>• Facilitate alignment across agencies in premium, targeted approach and execution</li> <li>• Develop creative content that communicates superiority and premium quality of California Avocados along with prominent California Avocado branding</li> <li>• Develop creative for integrated programs, as required of paid media plan</li> <li>• Develop creative that champions diversity, equity and inclusion for strategic seasonal program promotions</li> </ul>	11/1/22	9/1/23	Consumer: \$117,500  Retail: \$7,500*	Creative campaign assets that support approved media plan including digital banners, video pre-roll, outdoor, audio and custom content needs by 2/15/23, rolling based on launch date: <ul style="list-style-type: none"> <li>• Evolution of current brand campaign artwork and animations by 2/1/23 (up to 4 total)</li> <li>• Season Opener assets as determined by the media plan by 2/15/23</li> <li>• New campaign partnerships developed by 4/1/23</li> <li>• Static digital banners using existing creative (non-video) for retail program by 6/1/23 (up to 20 retailers)</li> </ul> <p>NOTE: Final campaign deliverables and number of assets to be determined by approved media plan and approved additional creative opportunities</p>
<b>CONSUMER MARKETING: CREATIVE DEVELOPMENT AND PRODUCTION (MULLENLOWE) SUBTOTAL:</b>			<b>\$125,000</b>	

*\*Digital banners and creative updates for retail*

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Marketing</b>	<b>ACTIVITIES: Website</b>	<b>AGENCY: MullenLowe</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p><b>Website Maintenance</b>                      Perform ongoing overall site maintenance for <a href="https://californiaavocado.com/">https://californiaavocado.com/</a> and California Avocado Merchandise Shop site</p> <ul style="list-style-type: none"> <li>Support for minor campaign-specific User Interface and User Experience updates</li> <li>Create hero assets for campaign-specific updates</li> <li>Support ongoing business needs with frontend and backend development as well as Content Management System improvements as needed</li> <li>Ensure the site continues to be compliant with Americans with Disabilities Act resolve blocker and critical issues</li> </ul>	11/1/22	10/31/23	Consumer: \$83,000  Retail: \$10,000*	<ul style="list-style-type: none"> <li>Monthly maintenance releases (12 total)</li> <li>Frontend development hours (up to 12 per month)</li> <li>Backend development hours (up to 12 per month)</li> <li>Quality Assurance development hours (up to 12 per month)</li> <li>Campaign hero assets in alignment with editorial calendars in formats for website and email template (up to 6 total)</li> <li>UX/UI support and minor revisions (up to 8 hours per month)</li> <li>Bug fixes, as needed</li> </ul> <p>*Monthly deliverables will be based on CAC's requests, task priority and available budget</p>
<p><b>Data Gathering and Analytics</b></p> <ul style="list-style-type: none"> <li>Create a website learning agenda that informs CAC's FY23 agenda including program goals, Key Performance Indicators and site measurement</li> <li>Create quarterly analytical reports/readouts for the site with insights based on the FY22 program goals and KPI's</li> <li>Support Tagging Strategy and Google Analytics tagging (ad hoc)</li> <li>Gather data that informs UX/UI/development /business decisions</li> </ul>	11/1/22	10/31/23	\$30,000	<ul style="list-style-type: none"> <li>2022 learning agenda presentation by 11/20/22</li> <li>2 Quarterly analytical reports due at the beginning of each quarter</li> </ul> <p>NOTE: Learnings from all reports will be implemented under the Maintenance and Site Enhancements &amp; Optimizations scopes, based on the priority and available budget</p>

**\*Site maintenance for retail**

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Marketing</b>	<b>ACTIVITIES: Website (cont.)</b>	<b>AGENCY: MullenLowe</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Site Enhancements &amp; Optimizations</b> <ul style="list-style-type: none"> <li>• Conduct a UX audit of the following pages:                             <ul style="list-style-type: none"> <li>○ Newsletter signup</li> <li>○ Store Locator</li> </ul> </li> <li>• Execute Q1-Q2 enhancements and optimizations:                             <ul style="list-style-type: none"> <li>○ Newsletter signup</li> <li>○ Store Locator</li> </ul> </li> <li>• Optimize site based on learnings from analytics reports</li> </ul>	11/1/22	10/31/23	Consumer: \$27,350  Retail: \$27,350*	<ul style="list-style-type: none"> <li>• Q1-Q2 Enhancements &amp; Optimizations                             <ul style="list-style-type: none"> <li>○ Project plan by 11/30/22</li> <li>○ Implementation by 2/28/23</li> </ul> </li> <li>• Implementation of recommended site optimizations:                             <ul style="list-style-type: none"> <li>○ From Quarterly Analytics Reports</li> <li>○ From Learning Agenda Presentation</li> <li>○ Ad hoc where not covered by Website Maintenance and where budget permits</li> </ul> </li> </ul>

*\*Retail and Foodservice store locator audit and optimizations*

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Marketing</b>	<b>ACTIVITIES: Website (cont.)</b>			<b>AGENCY: MullenLowe</b>
ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Third-Party Annual Hosting Services</b>	11/1/22	10/31/23	\$20,300	<ul style="list-style-type: none"> <li>• WP Engine hosting (\$3,050/year)</li> <li>• Content Delivery Network ensures better and faster website performance (\$2,400)</li> <li>• Hosted email services (\$12,000/year)</li> <li>• Website Domain Renewal (\$1,200/year)</li> <li>• WordPress Plugins: ShortPixel, Relevanssi, FacetWP, Aksimet (\$1,062/year)</li> <li>• Marker.io Website Feedback Tool Plugin (\$588/year)</li> </ul>
<b>User Testing</b>	11/1/22	10/31/23	\$2,000	<ul style="list-style-type: none"> <li>• Userlytics testing platform used to conduct User Testing</li> <li>• Up to 2 tests with 20 participants (general audience)</li> </ul>
<b>CONSUMER MARKETING: WEBSITE (MULLENLOWE) SUBTOTAL:</b>			<b>\$200,000</b>	

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Marketing</b>	<b>ACTIVITIES: Email Program</b>	<b>AGENCY: MullenLowe</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Email Optimization</b> Implement best-performing optimizations and key learnings from 2022 wrap-up report	11/1/22	10/31/23	N/A	Reporting incorporated into annual Social Strategy (pre-season, by 12/3/22) and in annual wrap-up report (post-season, by 10/31/23)
<b>Email Content</b> Develop an annual email themes calendar and monthly newsletters, including recipe content, campaign content, California Merchandise Shop promotions, how-to content and owned assets that differentiate premium California Avocados from avocados of other origins and provide value to subscribers	11/1/22	10/31/23	\$30,000	<ul style="list-style-type: none"> <li>• Finalized annual email themes calendar by 11/12/22, including launch dates and review dates</li> <li>• Up to 8 regular emails (1 during pre-season, 1 thematic email per month from March through August, 1 additional California Avocado Month email)</li> <li>• 1 holiday merch push email</li> <li>• 1 spring/summer merch push email</li> <li>• 3 social posts (Twitter, Instagram, Facebook) driving to email subscription sign up page</li> </ul>
<b>CONSUMER MARKETING: EMAIL PROGRAM (MULLENLOWE) SUBTOTAL:</b>			<b>\$30,000</b>	

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Marketing</b>	<b>ACTIVITIES: Social Media and Content Marketing</b>	<b>AGENCY: MullenLowe</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p><b>Social Media Strategy and Planning</b></p> <ul style="list-style-type: none"> <li>Develop 2023 social strategy: incorporate learnings from 2022, add strategic builds, including competitive findings, opportunistic cultural moments, audience trends, insights and optimizations from previous year's channel performance</li> <li>Update creative best practices and social specs for partners based on latest platform formats</li> </ul>	11/1/22	10/31/23	N/A	<ul style="list-style-type: none"> <li>Opportunistic cultural calendar recommendations by 11/10/22</li> <li>2023 social goals, strategy, initial annual cultural moments and KPI's by 12/3/22</li> </ul>

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Marketing</b>	<b>ACTIVITIES: Social Media and Content Marketing</b>	<b>AGENCY: MullenLowe</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p><b>Social Media Content Production</b> Implement social strategy that differentiates between California Avocados and avocados of other origins</p> <ul style="list-style-type: none"> <li>• Develop integrated social and experiential concepts that support larger campaign initiatives including Preseason, Retailer, Season Opener and California Avocado Month and encourage sharing of key California Avocado messages</li> <li>• Content creation and optimizations for social channels, including developing platforms like TikTok</li> <li>• Develop and execute ongoing social content that supports brand campaign, communicates seasonality, emphasizes the California difference and promotes usage of California avocados in season</li> <li>• Develop ongoing contextual cultural content with relevance to Premium Californians’ passions and interests                             <ul style="list-style-type: none"> <li>○ Continue to leverage incentives (merchandise, social shout-outs on the brand channels, etc.) as encouragement for fans to share key messages with their own social audiences</li> </ul> </li> </ul>	11/1/22	10/31/23	Consumer: \$90,500  Retail: \$10,500*	<ul style="list-style-type: none"> <li>• Continued community management, social monitoring, engagement and measuring against our goals and KPIs as identified in social media brief</li> <li>• Social production concepts recommendations by 4/1/23</li> <li>• Ongoing cultural content recommendations based on CAC priorities and audience affinities</li> <li>• Monthly content ideation, development and execution based on CAC priorities</li> <li>• Paid retail social copy and static photography recommendations for CAC-social channels (Twitter and Facebook/Instagram, pending media plan)                             <ul style="list-style-type: none"> <li>○ Up to 20 tagged retailers</li> <li>○ 1 copy recommendation for Twitter and 1 copy recommendation for Facebook/Instagram per retailer deck, with 2-3 static photography options</li> </ul> </li> </ul>

***\*Reporting, recommendations, briefs and publishing for retail***



## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Marketing</b>	<b>ACTIVITIES: Social Media and Content Marketing</b>	<b>AGENCY: MullenLowe</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Social Media Monitoring and Analytics</b> Manage and monitor customer service tool (Sprout Social or similar tool) and analytics tools (Quintly, Crimson Hexagon or similar tool)	11/1/22	10/31/23	\$4,000	<ul style="list-style-type: none"> <li>Ongoing community management, monitoring and engaging with consumers using SproutSocial tool</li> <li>1 California Avocado Month social performance report due 7/12/23</li> <li>1 wrap-up report due 10/30/23, including learnings from pre-season, peak season and season wind-down</li> <li>Ongoing contributions to Marketing Dashboard updates</li> </ul>
<b>CONSUMER MARKETING: SOCIAL MEDIA AND CONTENT MARKETING (MULLENLOWE) SUBTOTAL:</b>			<b>\$105,000</b>	

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM:</b> Consumer Marketing	<b>ACTIVITIES:</b> Online and Social Media Support	<b>AGENCY:</b> Rockwell Morrow
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Website Content Updates</b> <ul style="list-style-type: none"> <li>• Write new how to eat avocado page (article)</li> <li>• Write new go-to guacamole page (article)</li> <li>• Refresh select current content                             <ul style="list-style-type: none"> <li>○ Consolidate ripening/how to choose and use avocado content</li> <li>○ Fun facts page</li> <li>○ FAQ page</li> <li>○ Where do California Avocados grow?</li> <li>○ When is avocado season in California?</li> <li>○ Can I freeze avocado?</li> <li>○ What do I do when my avocados aren't ripe</li> <li>○ Nutrition: how many calories are in an avocado? How much protein is in avocado?</li> </ul> </li> <li>• Draft new grower stories (pending availability)</li> </ul>	11/1/22	10/31/23	\$14,750	<ul style="list-style-type: none"> <li>• Overall website content update project brief by 11/11/22</li> <li>• Individual content creative briefs and content timing per approved project brief</li> <li>• Grower content update project brief by 1/14/23</li> </ul>
<b>Website Recipe SEO and Database Improvement</b> <ul style="list-style-type: none"> <li>• Draft recipe descriptions for SEO-identified opportunities</li> <li>• Using CAC's content management system (WordPress), add or edit recipe category and tag information</li> <li>• Identify and edit recipes on website needing edits</li> <li>• Test, edit and proof new website recipes for CAC style, including categories and tags</li> </ul>	11/1/22	10/31/23		<ul style="list-style-type: none"> <li>• Descriptions for a minimum of 25 recipes by 4/30/23</li> <li>• Ongoing category and tag edits through 10/31/23</li> </ul>

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Marketing</b>	<b>ACTIVITIES: Online and Social Media Support (cont.)</b>	<b>AGENCY: Rockwell Morrow</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Digital Integration and Review</b> Review and edit digital content including website, social media and emails as requested, ensuring that developed/reviewed materials support California Avocado objectives, strategies and brand positioning	11/1/22	10/31/23	(cont.)	<ul style="list-style-type: none"> <li>Timely response and delivery to ongoing requests, including email newsletters</li> <li>Support photo shoots and web team meetings as requested</li> </ul>
<b>CONSUMER MARKETING: ONLINE AND SOCIAL MEDIA SUPPORT (ROCKWELL MORROW) SUBTOTAL:</b>			<b>\$14,750</b>	

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Marketing</b>	<b>ACTIVITIES: Program Administration</b>	<b>AGENCY: MullenLowe</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Account Maintenance</b> <ul style="list-style-type: none"> <li>• Coordinate and manage day-to-day operations of account</li> <li>• Provide leadership across key brand and creative initiatives</li> <li>• Provide strategic direction and consultation, including social media strategy and planning</li> </ul>	11/1/22	10/31/23	Consumer: \$1,306,549  Retail: \$55,250*	Support including: <ul style="list-style-type: none"> <li>• Ongoing insights and analysis as requested</li> <li>• Organization of meetings, reviews and all timelines</li> <li>• Regular engagement on key business objectives</li> <li>• Community management support and monitoring social conversation</li> <li>• Integration and collaboration with partner agencies as needed</li> <li>• Budgeting and monthly invoicing</li> </ul>
<b>Media Maintenance</b> <ul style="list-style-type: none"> <li>• Negotiate, purchase and reconcile media for all consumer advertising components, with media focused on target markets leading up to and during the season</li> <li>• Provide ongoing stewardship of media partnerships, including content development and retail buy maintenance</li> <li>• Contribute to Board and Marketing Committee presentations</li> <li>• Naturally incorporate considerations of diversity, equity and inclusion for media partnerships</li> </ul>	11/1/22	10/31/23		Support including: <ul style="list-style-type: none"> <li>• Ongoing insights, optimizations and analysis as needed throughout campaign</li> <li>• Budgeting and monthly invoicing</li> <li>• Media content as needed for Board and Marketing Committee meetings and Dashboard updates</li> <li>• Report on diversity, equity and inclusion by 10/31/23</li> </ul>

***\*Media maintenance of retail programs, retail deck support and banner maintenance***

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Marketing</b>	<b>ACTIVITIES: Program Administration</b>	<b>AGENCY: MullenLowe</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Business Planning</b> Contribute to the 2023-24 CAC Planning process as determined by CAC <ul style="list-style-type: none"> <li>• Perform research on consumer and industry trends that will help inform future programs</li> <li>• Provide input on business plan elements, along with program development and integration for 2023-24</li> <li>• Review SEO, analytical data, CAC wish list, business goals and overall strategy</li> <li>• Define a high-level digital roadmap for 2024 enhancements and optimization</li> </ul>	11/1/22	10/31/23	(cont.)	Support including: <ul style="list-style-type: none"> <li>• Consumer and industry trends as requested by CAC</li> <li>• Input on draft objectives, strategies and performance measures</li> <li>• Program ideas and territories presentation</li> <li>• SEO review and digital roadmap per CAC 2023-24 business plan timeline</li> </ul>
<b>Marketing Support</b> <ul style="list-style-type: none"> <li>• Contribute to CAC grower and handler communications, 'GreenSheet' and 'From the Grove'</li> <li>• Contribute to Board and Marketing Committee presentations</li> <li>• Contribute to Press Releases as needed by CAC</li> <li>• Naturally incorporate considerations of diversity, equity and inclusion when developing programs, sourcing vendors and in appropriate communications</li> </ul>	11/1/22	10/31/23		Support including: <ul style="list-style-type: none"> <li>• Contribute to 2 GreenSheet and 2 From the Grove outlines</li> <li>• Creative content as needed for Board and Marketing Committee meetings and Dashboard updates</li> <li>• Imagery and input for press releases as requested</li> <li>• Report on diversity, equity and inclusion by 10/31/23</li> </ul> <p><i>NOTE: All ad hoc requests (not listed) to be evaluated at time of receipt and determined by available staffing – some requests (depending on complexity and timing) may be subject to additional fees</i></p>
<b>CONSUMER MARKETING: PROGRAM ADMINISTRATION (MULLENLOWE) SUBTOTAL:</b>			<b>\$1,361,799</b>	

<b>TOTAL CONSUMER MARKETING BUDGET: \$4,736,549</b>
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# CONSUMER PUBLIC RELATIONS

# 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Public Relations</b>	<b>ACTIVITIES: Public Relations; Brand Advocates; and Program Administration</b>	<b>AGENCY: Golin</b>
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**PRIORITY 1:** Position California Avocados to be the world’s most-valued and desired avocados \*

\*(for consumers, retailers, foodservice operators, wholesalers, growers)

## **OBJECTIVES:**

1. Increase California Avocado perceived value, preference and loyalty with our targets
2. Retain or increase the high awareness of the California avocado growing region among targeted consumers
3. Aspire to an average price per pound that meets or exceeds the California Avocado Commission’s approved budget

## **STRATEGIES:**

### **Distribution and Targeting**

- A. Build high-value distribution and marketing opportunities for California Avocados, including export
- B. Build high-value distribution and marketing opportunities for California Avocados, including export
- C. Create anticipation and demand for the California Avocado season among targeted trade, diverse influencers and consumers
- D. Augment marketing communications with programs that engage the younger age range of targeted consumers

### **Communication**

- E. Communicate consumer and trade messaging that differentiates California Avocados from avocados of other origins (e.g., aspects of freshness, locale/terroir, locally/California grown, California state fruit, exclusive seasonal availability, grower stories/practices/sustainability, preference, California lifestyle and culture and more)
- F. Communicate superiority and premium quality of Fresh California Avocados
- G. Fuse a tight connection between the California Avocados brand and product across all brand touchpoints (advertising, communications, partnership content, point-of-purchase and other retailer/foodservice operator touchpoints)
- H. Maintain creative cohesion and integrate elements of the California Avocado advertising campaign in appropriate marketing communications
- I. Direct paid brand advocates and media partners to share “why-California Avocado” messages and encourage unpaid advocates to do so
- J. Identify and create brand-safe opportunities that enable California Avocados to organically join hyper-relevant cultural moments
- K. Maintain year-round California Avocado awareness messaging
- M. Inform California Avocado stakeholders and constituents about Marketing program activities and results

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM:</b> Consumer Public Relations	<b>ACTIVITIES:</b> Public Relations	<b>AGENCY:</b> Golin
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p><b>Chef Partnerships</b></p> <ul style="list-style-type: none"> <li>• Partner with 1-2 well-known California chefs to act as a spokesperson for CAC’s tentpole programs:               <ul style="list-style-type: none"> <li>○ Season opener</li> <li>○ California Avocado Month</li> </ul> </li> <li>• Chef partner(s) to:               <ul style="list-style-type: none"> <li>○ Create 2-4 new recipes featuring California Avocados</li> <li>○ Serve as a spokesperson for 2-4 media interviews, including local broadcast</li> <li>○ Promote the partnership and recipes via 1-2 social posts on their owned channels</li> <li>○ If chef has a restaurant: Feature a California Avocado dish on their menu during California Avocado Month and host a curated list of media and influencers to dine at their restaurant throughout the first week of June to sample the dish(es)</li> </ul> </li> <li>• Build excitement around, interest in and educate media and consumers about the seasonal availability of California Avocados and communicate “why California” messaging</li> <li>• Proactive media outreach promoting California Avocado season and California Avocado Month regionally and nationally as appropriate</li> <li>• Conduct photo shoot and nutritional analysis on 2-4 new recipes from 2022-23 chef partner(s)</li> </ul>	11/1/22	7/31/23	\$95,000	<ul style="list-style-type: none"> <li>• Project brief to CAC by 11/8/22</li> <li>• Chef target recommendation to CAC by 11/8/22</li> <li>• Contract with chef(s) by 12/16/22</li> <li>• 2-4 developed and tested chef recipes to CAC by 1/13/23</li> <li>• Recipe testing/tasting completed by 1/27/23</li> <li>• Recipes and photo plan finalized by 2/3/23</li> <li>• 2-4 new recipes with images by 2/24/23</li> <li>• 2-4 fully developed recipes in the online format, with nutritional information and USDA approval of 4 new recipes by 3/1/23</li> <li>• Delivery of recipe assets and website posting instructions by 3/10/23</li> <li>• 1-2 chef social posts</li> <li>• 1 season opener press release and 1 mat release ready for distribution no later than 3/10/23</li> <li>• 1 California Avocado Month press release and 1 mat release ready for distribution no later than 5/9/23</li> <li>• Positive California Avocado coverage with a minimum 300 million consumer media impressions</li> </ul>



## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Public Relations	ACTIVITIES: Public Relations (cont.)	AGENCY: Golin		
ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>News Bureau</b> <ul style="list-style-type: none"> <li>• Develop targeted story angles and proactively pitch media on an ongoing basis to garner consistent media coverage around California Avocados and the California Avocado industry that disseminate key messages and drive brand awareness</li> <li>• Respond to media requests/inquiries, and vet opportunities accordingly</li> <li>• Secure media coverage around California Avocados in broadcast, print, qualified blogs and online outlets that reach targeted consumers and activate them to seek California Avocados at time of purchase</li> </ul>	11/1/22	10/31/23	\$60,000	<ul style="list-style-type: none"> <li>• Project brief to CAC by 11/18/22</li> <li>• Positive California Avocado coverage with an estimated minimum of 580 million consumer media impressions</li> </ul>
<b>Media Tracking/Reporting</b> <ul style="list-style-type: none"> <li>• Maintain a news clip reporting system</li> <li>• Monitor information and news affecting California Avocados; provide analysis and results of media coverage</li> <li>• Purchase clips as needed</li> </ul>	11/1/22	10/31/23	\$70,000	<ul style="list-style-type: none"> <li>• Project brief to CAC by 11/8/22</li> <li>• Media Tracking and Reporting contract renewal by 12/15/22</li> <li>• Timely monitoring, as needed, on specific issues, as directed by CAC</li> <li>• Up to 5 Dashboard reports and presentations</li> <li>• Up to 10 clips for use in wrap-up reports and presentations to the Board</li> </ul>
<b>CONSUMER PUBLIC RELATIONS: PUBLIC RELATIONS PROGRAM (GOLIN) SUBTOTAL:</b>			<b>\$225,000</b>	

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Public Relations</b>	<b>ACTIVITIES: Brand Advocates</b>	<b>AGENCY: Golin</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p><b>Brand Advocate Program</b></p> <ul style="list-style-type: none"> <li>• Partner with at least 2 diverse Brand Advocates who have either (a) a blog and mixed social media presence across the food, health &amp; wellness and lifestyle verticals on Instagram and Pinterest or (b) a presence on TikTok for cross promotion and posting</li> <li>• Create content for owned channels that creates anticipation and demand for the California Avocado season and promotes exclusive seasonal availability of California Avocados for the season opener</li> <li>• Create content for owned channels around California Avocado Month that communicates the superiority and premium quality of California Avocados</li> <li>• Ensure California Avocados inclusion and brand identification throughout the program</li> </ul>	11/1/22	8/31/23	\$115,000	<ul style="list-style-type: none"> <li>• Project brief to CAC by 11/8/22</li> <li>• Brand Advocate target recommendations to CAC by 11/10/22</li> <li>• Partnership agreements with Brand Advocates by 12/31/22</li> <li>• Editorial timelines delivered to CAC for approval by 1/19/23</li> <li>• Brand Advocate California Avocado Product Immersion session by 2/10/23</li> <li>• Monthly California Avocado fruit deliveries for content development March through June</li> <li>• Monthly content post throughout the season (between March and June), each Brand Advocate will provide 1 blog post with a new California Avocado recipe and photo, inclusion of seasonal key messaging and social post* on their owned channels</li> <li>• From each Brand Advocate: headshot and bio by 2/13/23</li> <li>• High resolution imagery and video content from TikTok Brand Advocates per approved timeline throughout the season (March-June)*</li> <li>• Delivery of at least 4 hi res image assets (2 horizontal, 2 vertical) per recipe of content in both lifestyle and overlay styles by the 15<sup>th</sup> of each month after Brand Advocate posting (April – July)</li> <li>• Monthly Brand Advocate recap reports</li> <li>• Delivery of selected recipes formatted in CAC style with nutrition data by 7/31/23</li> <li>• Ongoing Brand Advocate outreach and timely response to requests and inquiries, as directed by CAC</li> </ul> <p>*Number of certain deliverables dependent on number of advocates secured</p>
<b>CONSUMER PUBLIC RELATIONS: BRAND ADVOCATES GOLIN SUBTOTAL:</b>			<b>\$115,000</b>	

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer Public Relations</b>	<b>ACTIVITIES: Program Administration and Strategy/Planning</b>	<b>AGENCY: Golin</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Program Administration &amp; Strategy/Planning</b> <ul style="list-style-type: none"> <li>• Provide administrative support surrounding Public Relations and Brand Advocates programs</li> <li>• Contribute to the 2023-24 CAC Planning process as determined by CAC                             <ul style="list-style-type: none"> <li>○ Perform research on consumer and industry trends that will help inform future programs</li> <li>○ Provide input on business plan elements, along with program development and integration for 2023-24</li> </ul> </li> <li>• Develop project briefs</li> <li>• Attend meetings, as directed by CAC</li> <li>• Contribute to Board, Marketing Committee and Handler meeting presentations</li> <li>• Develop/present Brand Advocates and Public Relations updates at Board, Marketing Committee and Handler meetings</li> <li>• Naturally incorporate considerations of diversity, equity and inclusion when developing programs, sourcing vendors and in appropriate communications</li> </ul>	11/1/22	10/31/23	\$100,500	<ul style="list-style-type: none"> <li>• Ongoing administrative activities, including team and client meetings</li> <li>• 5 GreenSheet outlines and 2 From the Grove outlines/articles</li> <li>• Content, Dashboards and presentations for Board, Marketing Committee and Handler meetings, as directed by CAC</li> <li>• Attendance and presentation at Board, Marketing Committee and Handler meetings, as directed by CAC</li> <li>• Strategic planning participation, as directed by CAC</li> <li>• Report on diversity, equity and inclusion by 10/31/23</li> <li>• Monthly budget tracking report with monthly invoice</li> </ul>
<b>CONSUMER PUBLIC RELATIONS: PROGRAM ADMINISTRATION AND STRATEGY/PLANNING GOLIN SUBTOTAL:</b>			<b>\$100,500</b>	

**TOTAL PUBLIC RELATIONS BUDGET: \$440,500**



# CONSUMER/TRADE LIVING WELL

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer/Trade Living Well</b>	<b>ACTIVITIES: Living Well Brand Advocates; Industry Membership; and Program Administration, Tracking, Reporting and Strategic Planning</b>	<b>AGENCY: PJ/PR</b>
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**PRIORITY 1:** Position California Avocados to be the world’s most-valued and desired avocados \*  
\*(for consumers, retailers, foodservice operators, wholesalers, growers)

### **OBJECTIVES:**

1. Increase California Avocado perceived value, preference and loyalty with our targets
2. Retain or increase the high awareness of the California avocado growing region among targeted consumers
3. Aspire to an average price per pound that meets or exceeds the California Avocado Commission’s approved budget

### **STRATEGIES:**

#### **Distribution and Targeting**

- A. Motivate and support targeted retailers and foodservice operators who are demonstrating a willingness to pay a premium for California Avocados, solidify handler supply commitment and encourage targeted consumers to seek out and purchase in-season California Avocados
- C. Create anticipation and demand for the California Avocado season among targeted trade, diverse influencers and consumers
- D. Augment marketing communications with programs that engage the younger age range of targeted consumers

#### **Communication**

- E. Communicate consumer and trade messaging that differentiates California Avocados from avocados of other origins (e.g., aspects of freshness, locale/terroir, locally/California grown, California state fruit, exclusive seasonal availability, grower stories/practices/sustainability, preference, California lifestyle and culture and more)
- F. Communicate superiority and premium quality of Fresh California Avocados
- G. Fuse a tight connection between the California Avocados brand and product across all brand touchpoints (advertising, communications, partnership content, point-of-purchase and other retailer/foodservice operator touchpoints)
- I. Direct paid brand advocates and media partners to share “why-California Avocado” messages and encourage unpaid advocates to do so
- J. Identify and create brand-safe opportunities that enable California Avocados to organically join hyper-relevant cultural moments
- M. Inform California Avocado stakeholders and constituents about Marketing program activities and results

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM:</b> Consumer/Trade Living Well	<b>ACTIVITIES:</b> Living Well Brand Advocates	<b>AGENCY:</b> PJ/PR
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p><b>Living Well Brand Advocates</b> Engage with 3 registered dietitians, develop and coordinate lifestyle and wellness content leveraging third-party communications that differentiate premium California Avocados from avocados of other origins and share “why California Avocado” messages</p> <ul style="list-style-type: none"> <li>Determine themes and activations with individual LWBAs that connect the California Avocado brand and product and build editorial calendar</li> <li>Ensure LWBAs and content champions diversity, equity and inclusion, including the younger age range of CAC targeted consumers</li> <li>Outline LWBA scopes of work</li> <li>Coordinate contents and delivery of welcome kits</li> <li>Update LWBA California Avocado Product Immersion and Corporate Overview Deck including strategic consumer messaging</li> <li>Schedule and conduct California Avocado Product Immersion &amp; Corporate Overview Session</li> <li>Procure concepts for 3 new recipes that align with lifestyle trends and activities and focus on California Avocados</li> <li>Oversee activations of 3 LWBAs</li> <li>Coordinate production of new assets for California Avocado website and third-party channels</li> <li>Facilitate cross-promotion on CAC social platforms and encourage sharing on third-party platforms</li> <li>Present LWBA opportunities to CAC for consideration, including those that allow CAC to organically join hyper-relevant cultural moments)</li> </ul>	11/1/22	8/31/23	\$78,430	<ul style="list-style-type: none"> <li>3 scopes of work for LWBA letters of agreement by 11/1/22</li> <li>Editorial calendar by 11/1/22</li> <li>LWBA California Avocado Product Immersion and Corporate Overview Deck by 11/18/22</li> <li>Recipe concepts from 3 LWBAs by 12/2/22</li> <li>LWBA California Avocado Product Immersion &amp; Corporate Overview Session by 12/9/22</li> <li>3 LWBA welcome kits</li> <li>3 recipes with photos/nutrition by 3/1/23</li> <li>9 core activations to include:                             <ul style="list-style-type: none"> <li>3 IG Reels for LWBA channels</li> <li>2 IG Feed Posts for LWBA channels</li> <li>1 TikTok for LWBA channel</li> <li>1 article for LWBA Website</li> <li>1 article for LWBA Newsletter</li> <li>1 video for LWBA YouTube channel</li> </ul> </li> <li>Positive California Avocado coverage with at least 200,000 consumer impressions</li> <li>Post-activation reporting within one month of completion</li> </ul>
<b>CONSUMER/TRADE LIVING WELL: LIVING WELL BRAND ADVOCATES (PJ/PR) SUBTOTAL:</b>			<b>\$78,430</b>	

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Consumer/Trade Living Well</b>	<b>ACTIVITIES: Program Administration, Tracking, Reporting and Strategic Planning</b>	<b>AGENCY: PJ/PR</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Program Administration, Tracking, Reporting and Strategic Planning</b> <ul style="list-style-type: none"> <li>• Provide planning, support, consultation and administration of the program</li> <li>• Contribute to CAC grower and handler communications, GreenSheet and From the Grove</li> <li>• Attend meetings, as directed by CAC</li> <li>• Contribute to the 2023-24 CAC Planning process as determined by CAC</li> <li>• Perform research on consumer and industry trends that will help inform future programs</li> <li>• Provide input on business plan elements, along with program development and integration for 2023-24</li> </ul>	11/1/22	10/31/23	\$10,000	<ul style="list-style-type: none"> <li>• Content for Board and Marketing Committee presentations and Dashboard updates as directed by CAC</li> <li>• Content for CAC trade media, as requested</li> <li>• Outlines and images for 1 GreenSheet article</li> <li>• Contribution to 1 From the Grove article</li> <li>• Reconciled budget and monthly reporting and invoicing</li> <li>• Attendance at Board, Marketing Committee, and annual meeting, as directed by CAC                             <ul style="list-style-type: none"> <li>○ Detailed plan and budget</li> </ul> </li> </ul>
<b>CONSUMER/TRADE LIVING WELL: LIVING WELL BRAND ADVOCATES (PJ/PR) SUBTOTAL:</b>			<b>\$10,000</b>	

**TOTAL CONSUMER/TRADE LIVING WELL BUDGET: \$88,430**



# TRADE MARKETING – RETAIL



## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Retail</b>	<b>ACTIVITIES: Trade Communications and Relations – Advertising and Support; Trade Relations; Trade Press Events; Trade Association Dues and Sponsorships; and International Fresh Produce Association; Retail Communications; Key Account Coverage – Retail Marketing Directors; Retail Program Support; Retail Promotions; Retail Data Monitoring and Reporting; Retail Research and Analysis; Marketing Grower Communications; Marketing Administration</b>
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**PRIORITY 1:** Position California Avocados to be the world’s most-valued and desired avocados \*

\*(for consumers, retailers, foodservice operators, wholesalers, growers)

### **OBJECTIVES:**

1. Increase California Avocado perceived value, preference and loyalty with our targets
2. Retain or increase the high awareness of the California avocado growing region among targeted consumers
3. Aspire to an average price per pound that meets or exceeds the California Avocado Commission’s approved budget

### **Distribution and Targeting**

- A. Motivate and support targeted retailers and foodservice operators who are demonstrating a willingness to pay a premium for California Avocados, solidify handler supply commitment and encourage targeted consumers to seek out and purchase in-season California Avocados
- B. Build high-value distribution and marketing opportunities for California Avocados, including export
- C. Create anticipation and demand for the California Avocado season among targeted trade, diverse influencers and consumers
- D. Augment marketing communications with programs that engage the younger age range of targeted consumers

### **Communication**

- E. Communicate consumer and trade messaging that differentiates California Avocados from avocados of other origins (e.g., aspects of freshness, locale/terroir, locally/California grown, California state fruit, exclusive seasonal availability, grower stories/practices/sustainability, preference, California lifestyle and culture and more)
- F. Communicate superiority and premium quality of Fresh California Avocados
- G. Fuse a tight connection between the California Avocados brand and product across all brand touchpoints (advertising, communications, partnership content, point-of-purchase and other retailer/foodservice operator touchpoints)
- H. Maintain creative cohesion and integrate elements of the California Avocado advertising campaign in appropriate marketing communications
- I. Direct paid brand advocates and media partners to share “why-California Avocado” messages and encourage unpaid advocates to do so

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

- K. Maintain year-round California Avocado awareness messaging
- L. To the trade, communicate the business benefits of carrying and promoting California Avocados in season
- M. Inform California Avocado stakeholders and constituents about Marketing program activities and results

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Retail</b>	<b>ACTIVITIES: Trade Communications and Relations – Advertising and Support</b>	<b>AGENCY: Fusion</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p><b>Trade Advertising Media Purchases</b> Develop and manage California Avocado retail trade advertising media plan:</p> <ul style="list-style-type: none"> <li>Primary focus on digital ads with some limited print support</li> <li>Create a media plan/calendar that focuses on early season start and shorter flight of media buys</li> <li>Develop season launch introductory print ad</li> <li>Target retail management and produce buyers through trade media outlets</li> </ul>	11/1/22	10/31/23	\$222,000	<ul style="list-style-type: none"> <li>Campaign media plan/calendar by 1/23/23</li> <li>One pre-season introductory ad to run by 3/31/23 or earlier depending on the season start</li> <li>Management of media plan execution, insertion orders, ad placement in key positions with approved publications</li> <li>All billings and payments handled and processed in a timely manner and in accordance with CAC policy</li> </ul>
<p><b>Retail Trade Advertising Production</b> Develop retail trade advertising campaign</p> <ul style="list-style-type: none"> <li>Design unique attention-grabbing Snack magazine ad layout at launch of season</li> <li>California Avocado product key messaging and brand identification</li> <li>Refresh digital ads to match print ad design keeping “the best avocados have California in them” tagline / utilize QR code in print that directs to California Avocado information</li> </ul>	11/1/22	10/31/23	\$28,000	<ul style="list-style-type: none"> <li>Creative brief by 11/21/22</li> <li>2-page spread pre-season print ad in The Snack magazine with unique attention-grabbing feature</li> <li>1 full-page print ad                             <ul style="list-style-type: none"> <li>Resized ad for print publications</li> </ul> </li> <li>1 digital leaderboard ad                             <ul style="list-style-type: none"> <li>Resized for digital ad responsiveness on various platforms</li> </ul> </li> <li>Digital ads and content for multiple online publications – per approved media plan</li> </ul>

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Retail</b>	<b>ACTIVITIES: Trade Communications and Relations – Advertising and Support (cont.)</b>	<b>AGENCY: Fusion</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p><b>LinkedIn: Content Development, Management and Maintenance</b>                      Build, monitor and manage LinkedIn content - includes sponsored posts and updates to the CAC page throughout the year</p> <ul style="list-style-type: none"> <li>Target key trade channels: retail, retail dietitians and foodservice</li> <li>Increase sponsored content aimed at targeted audiences</li> <li>Feature the business-building opportunities, season highlights (beginning, mid-season and end of season wrap-up), key messaging including consumer and foodservice activities and quality of California Avocados</li> <li>Establish and utilize relevant planned and unplanned communication opportunities</li> <li>Track and measure KPIs, including impressions</li> </ul>	11/1/22	10/31/23	\$88,000	<ul style="list-style-type: none"> <li>Project brief by 12/9/22</li> <li>Content calendar and recommendations delivered quarterly with first calendar delivered by 1/22/23</li> <li>15 original custom graphics</li> <li>10 animated graphics</li> <li>5 motion graphics</li> <li>20 or more in-season sponsored posts that target retail or retail decision makers</li> <li>Minimum 300,000 impressions</li> <li>Minimum 3.0% average engagement rate</li> <li>Ongoing tracking, reporting and end-of-year performance report</li> </ul>
<b>TRADE MARKETING - RETAIL: TRADE COMMUNICATIONS AND RELATIONS – ADVERTISING AND SUPPORT (FUSION) SUBTOTAL:</b>			<b>\$338,000</b>	

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Retail</b>	<b>ACTIVITIES: Trade Relations</b>	<b>AGENCY: Rockwell Morrow</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Trade Communications</b> <ul style="list-style-type: none"> <li>• Write and distribute trade press releases and announcements</li> <li>• Respond to media requests</li> <li>• Include trade communication creating anticipation for the season as well as messaging that infers superiority and differentiates California Avocados from avocados of other origins</li> <li>• Include communication of California Avocado Commission 45<sup>th</sup> anniversary</li> </ul>	11/1/22	10/31/23	\$27,700	<ul style="list-style-type: none"> <li>• 7 press releases or announcements and support for interviews resulting in inclusion in a minimum of 170 positive articles in key trade publications with at least 25 of those in print</li> <li>• Timely response to media requests</li> </ul>
<b>Trade Events</b> <ul style="list-style-type: none"> <li>• Organize trade media influencer participation in CAC's foodservice AvoGrove Open House and California Avocado Month chef partnership program, as possible</li> <li>• Support CAC's IFPA Global Produce and Floral Show activities, communicating California Avocado differentiation and premium quality</li> </ul>	11/1/22	10/31/23		<ul style="list-style-type: none"> <li>• Trade media travel arrangements on time and within approved budget</li> <li>• IFPA Global Produce and Floral show strategy review, messaging, evaluation, team conferences and booth team work as requested</li> </ul>
<b>Trade Relations Reporting</b> <ul style="list-style-type: none"> <li>• Track trade public relations pick up using Cision tool and select manual tracking</li> <li>• Collect trade PR images for reports and grower communications</li> </ul>	11/1/22	10/31/23		<ul style="list-style-type: none"> <li>• Dashboard update contributions and Board and committee presentations as requested</li> <li>• Quarterly trade PR reports</li> </ul>
<b>TRADE MARKETING - RETAIL: TRADE RELATIONS (ROCKWELL MORROW) SUBTOTAL:</b>			<b>\$27,700</b>	

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Retail</b>	<b>ACTIVITIES: Trade Relations – Trade Press Events; Trade Association Dues and Sponsorships; and International Fresh Produce Association</b>	<b>AGENCY: Retail Program Support</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Trade Press Events</b> <ul style="list-style-type: none"> <li>Secure trade media participation in California Avocado Month chef partnership event (pending local availability)</li> <li>Host trade media influencers for CAC’s foodservice AvoGrove open house event, as possible</li> </ul>	1/15/22	6/30/22	\$5,000	Trade media participation and logistics arranged per approved project brief
<b>Trade Associations</b> Continue membership in national and regional trade associations that provide access to targeted retailers and provide opportunities for trade communications regarding the benefits of carrying and promoting California Avocados in season	1/1/23	10/31/23	\$12,780	Payment of dues to Fresh Produce & Floral Council and the International Fresh Produce Association
<b>Trade Events</b> <ul style="list-style-type: none"> <li>Sponsor events with high-retail participation from CAC’s targeted accounts</li> <li>Focus on key regional trade events leading up to and during the season, communicating messaging that differentiates California Avocados from avocados of other origins</li> <li>Promote exclusive seasonal availability and stimulate readiness for the California Avocado season</li> <li>Network with targeted retailers and convey the business benefits of carrying and promoting California Avocados in season</li> </ul>	11/1/22	10/31/23	\$5,750	<ul style="list-style-type: none"> <li>Targeted events sponsorship and attendance at FPFC NorCal and SoCal Luncheons and Expo, along with other opportunities as needed</li> <li>Presentations with images and campaign graphics that communicate crop information and appropriate key California Avocado messaging for the event/timing</li> </ul>

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Retail</b>	<b>ACTIVITIES: Trade Relations – Trade Press Events; Trade Association Dues and Sponsorships; and International Fresh Produce Association (cont.)</b>	<b>AGENCY: Retail Program Support</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>International Fresh Produce Association</b> <ul style="list-style-type: none"> <li>Exhibit at and participate in the IFPA annual Global Produce &amp; Floral Show in Anaheim, CA</li> <li>Connect with key retail audience and communicate California Avocado key messages to target audiences</li> <li>Connect and hold meeting with key retailers, trade media, avocado industry stakeholders and the produce industry</li> <li>Sponsor retailer attendee bag sponsorship</li> <li>Rent booth and execute booth program</li> <li>Manage CAC housing block</li> <li>Manage booth team, board, handler ad other registrations</li> <li>Manage CAC's participate in the IFPA Global Produce &amp; Floral Show</li> </ul>	3/1/23	10/31/23	\$157,000	<ul style="list-style-type: none"> <li>Exhibitor registration and booth space reservation for IFPA Global Produce &amp; Floral Show, October 19-21, 2023 in Anaheim, California by 11/30/22</li> <li>Sponsorship renewal of the show Retailer Attendee Bag featuring CAC's California Avocados logo and distributed to approximately 2,500 retailer attendees at convention by 12/30/22</li> <li>CAC IFPA strategic plan with management approval by 6/15/23</li> <li>20'x30' booth rental for use at show and preview fully set up booth by 10/2/23</li> <li>Participation in the IFPA show</li> <li>Pay exhibitor deposit for the 2024 IFPA Global Produce &amp; Floral Show by 10/31/23</li> </ul>
<b>TRADE MARKETING - RETAIL: TRADE RELATIONS: TRADE PRESS EVENTS, DUES, SPONSORSHIPS AND GLOBAL PRODUCE &amp; FLORAL SHOW (RETAIL PROGRAM SUPPORT) SUBTOTAL:</b>			<b>\$157,000</b>	

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Retail</b>	<b>ACTIVITIES: Trade Relations – Retail Communications</b>	<b>AGENCY: PJ/PR</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>California Avocado Retail Resources</b> Create a customizable California Avocado-branded presentation highlighting the benefits and resources available to retailers committed to displaying and promoting California Avocados throughout the season	11/1/22	2/28/23	\$8,000	Outline, copy and images for up to 4 pages of a CAC co-designed customizable template presentation by 2/15/23
<b>Key Account Marketing Communications</b> In collaboration with retailer marketing/social media, CAC Retail Marketing Directors and staff, plan, develop and implement customized programs with retailers that commit to displaying and promoting California Avocados <ul style="list-style-type: none"> <li>• Secure, schedule and lead meetings with retail marketing/social media teams and CAC</li> <li>• Present California Avocado Retail Resources program</li> <li>• Develop custom social and traditional marketing programs with advertising campaign elements and/or brand identification that support RMDs' promotions</li> <li>• Support targeted retailer initiatives with California Avocado branded assets</li> <li>• Develop and provide customized social media posts for retailers' platforms</li> <li>• Submit supplemental elements to RMDs for inclusion in their promotion agreements</li> <li>• Coordinate and manage day-to-day operations of program</li> </ul>	12/1/22	9/8/23	\$125,500	<ul style="list-style-type: none"> <li>• Marketing/social media promotion plans with up to 12 key accounts by 6/30/23</li> <li>• Up to 15 social copy recommendations for retailer-owned social channels by 8/31/23</li> <li>• Up to 24 activations by 8/31/23</li> <li>• Results report upon completion of individual retailer activations</li> </ul>
<b>TRADE MARKETING - RETAIL:</b>				
<b>TRADE RELATIONS – RETAIL COMMUNICATIONS</b>				
<b>(PJ/PR) SUBTOTAL:</b>			<b>\$133,500</b>	



## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Retail</b>	<b>ACTIVITIES: Trade Relations – Retail Communications – Program Administration, Tracking, Reporting and Strategic Planning</b>	<b>AGENCY: PJ/PR</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Program Administration, Tracking, Reporting and Strategic Planning</b> <ul style="list-style-type: none"> <li>• Provide planning, support, consultation and administration of the program</li> <li>• Contribute to CAC grower and handler communications, GreenSheet and From the Grove</li> <li>• Attend meetings, as directed by CAC</li> <li>• Develop/present program updates at Board, Marketing Committee and handler meetings</li> <li>• Contribute to the 2023-24 planning process as determined by CAC                             <ul style="list-style-type: none"> <li>○ Perform research on consumer and industry trends that will help inform future programs</li> <li>○ Provide input on business plan elements along with program development and integration for 2023-24</li> </ul> </li> </ul>	11/1/22	10/31/23	\$22,000	<ul style="list-style-type: none"> <li>• Content for Board, Marketing Committee, grower or handler presentations, and Dashboard updates as directed by CAC</li> <li>• Content for CAC trade media, as requested</li> <li>• Outlines and images for 2 GreenSheet articles</li> <li>• Outline and images for 1 From The Grove article</li> <li>• Reconciled budget and monthly reporting and invoicing</li> </ul>
<b>TRADE MARKETING - RETAIL:</b>			<b>\$22,000</b>	
<b>TRADE RELATIONS – RETAIL COMMUNICATIONS: PROGRAM ADMINISTRATION, TRACKING, REPORTING AND STRATEGIC PLANNING (PJ/PR) SUBTOTAL:</b>				

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Retail</b>	<b>ACTIVITIES: Trade Relations: Key Account Coverage – Retail Marketing Directors</b>	<b>AGENCY: Retail Program Support</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p><b>Contracted Key Account support in the West</b></p> <ul style="list-style-type: none"> <li>Conduct meetings with CAC's tiered-account retailers who are willing to pay a premium for California Avocados in California, Arizona, Oregon, Washington, Colorado and Utah, communicating the business benefits of carrying and promoting California Avocados in season</li> <li>Set up promotions with targeted retailers</li> </ul>	11/1/22	10/31/23	\$150,000	<ul style="list-style-type: none"> <li>Customer meetings and calls that create anticipation and readiness for fresh California Avocado season and communicate their superiority and premium quality</li> <li>Customized marketing opportunities and promotions with retailers who are demonstrating a willingness to pay a premium for California Avocados</li> <li>Promotions that incentivize targeted accounts to feature California Avocados and encourage targeted consumers (including the younger age range) to seek out and purchase them in season</li> <li>Prominent California Avocado branding in retail advertising, communications, online promotions, retail digital advertising, social media, merchandising/point-of-purchase and other retailer touchpoints using elements from the California Avocado advertising campaign</li> </ul>
<p><b>Contracted Key Account support for Corporate and the Midwest Territory</b></p> <ul style="list-style-type: none"> <li>Conduct meetings with CAC's Corporate and Midwest tiered-account retailers who are willing to pay a premium for California Avocados communicating the business benefits of carrying and promoting California Avocados in season</li> <li>Set up promotions with targeted retailers</li> </ul>	11/1/22	10/31/23	\$94,800	<ul style="list-style-type: none"> <li>Retail call reports summarizing meetings with targeted retailers within 5 days of the meeting</li> <li>Meetings with handlers confirming promotions and timing with key accounts prior to sending promotion agreements</li> <li>Signed Promotion Agreements securing handler and retailer commitments for CAC promotions featuring customized California Avocado marketing support at least 3 weeks before promotion</li> </ul>

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Retail</b>	<b>ACTIVITIES: Trade Relations: Key Account Coverage – Retail Marketing Directors (cont.)</b>	<b>AGENCY: Retail Program Support</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Planning and Reporting</b> <ul style="list-style-type: none"> <li>Provide input on business plan elements, along with program development and integration for 2023-24</li> <li>Report on retail activities and results</li> </ul>	11/1/22	10/31/23	N/A	<ul style="list-style-type: none"> <li>Retail trends/needs as requested by CAC</li> <li>Input on draft objectives, strategies and performance measures</li> <li>Program activities and results for Board and Marketing Committee meeting presentations</li> <li>Dashboard updates, as directed by CAC</li> <li>Contributions to GreenSheet and From the Grove</li> </ul>
<b>TRADE MARKETING - RETAIL: KEY ACCOUNT COVERAGE (MERCHANDISING PROGRAM SUPPORT) SUBTOTAL:</b>			<b>\$244,800</b>	

**TOTAL TRADE MARKETING RETAIL - TRADE RELATIONS BUDGET: \$946,530**

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Retail</b>	<b>ACTIVITIES: Retail Program Support</b>	<b>AGENCY: Rockwell Morrow</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Marketing Material Development and Review</b> <ul style="list-style-type: none"> <li>• Write and edit marketing material ensuring that developed materials support California Avocado objectives, strategies and brand positioning</li> <li>• Review retail and consumer program communications, ensuring messaging that differentiates California Avocados from avocados of other origins</li> <li>• Support photo shoots, video shoots and events as requested, including spring grower photo/video shoot</li> <li>• Using research tool, provide CAC with surveyed grower information</li> <li>• Assist with retail assets and programs as requested</li> </ul>	12/1/22	10/31/23	\$39,500	<ul style="list-style-type: none"> <li>• Retail Marketing Program content contribution within two weeks from request and data availability</li> <li>• Timely response and delivery for ongoing requests</li> <li>• Grower photo/video shoot coordination per approved project brief</li> <li>• Surveyed grower information, as requested</li> </ul>
<b>Recipe Development and Support</b> <ul style="list-style-type: none"> <li>• Develop, review, edit and evaluate recipe concepts and copy</li> <li>• Support recipe testing as requested</li> <li>• Ensure that developed recipe support California Avocado strategic direction</li> </ul>	11/1/22	10/31/23	\$3,000	<ul style="list-style-type: none"> <li>• 10 new recipes appropriate for retail by 1/31/23</li> <li>• Timely recipe, review, editing, testing and/or judging of California Avocado recipes as requested</li> </ul>
<b>TRADE MARKETING - RETAIL: RETAIL PROGRAM SUPPORT (ROCKWELL MORROW) SUBTOTAL:</b>			<b>\$42,500</b>	

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Retail</b>	<b>ACTIVITIES: Retail Promotions</b>	<b>AGENCY: Retail Program Support</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Recipe Development</b> <ul style="list-style-type: none"> <li>Source, modify or develop recipes and recipe photos that support retail initiatives</li> <li>Process nutrition analysis and update old recipes as needed for retail programs</li> </ul>	11/1/22	10/31/23	\$2,500	<ul style="list-style-type: none"> <li>Recipes nutrition analysis purchase</li> <li>Recipe nutrition data reports delivery to CAC from 11/30/22 through 10/31/23</li> <li>Recipe editing with nutrition data and nutrition highlights for retailer use and posting on CAC's website as needed from 11/30/22 through 10/31/23</li> <li>Timely response and delivery of CAC recipes to retailers</li> <li>Photography of 1-2 selected and/or new recipes by 10/31/23 as needed</li> </ul>
<b>Photo Shoots</b> Source, modify or develop recipe photos that support and encourage in-season California Avocado retail initiatives	11/1/22	10/31/23	\$26,500	<ul style="list-style-type: none"> <li>Timely response and delivery of CAC assets to retailers</li> <li>1 full-day studio shoot of 7 recipes</li> <li>Up to 7 non-studio recipe photos</li> <li>Additional recipe development and photos pending grower and other contributor assets</li> </ul>
<b>Retail Content Development</b> <ul style="list-style-type: none"> <li>Develop digital content (recipes, photos and videos) for retail use that meets retailer content needs and encourages retailers to promote in- season California Avocados</li> <li>Develop and maintain Retail Content Plan based on retailer needs as well as web/social media content trends</li> </ul>	11/1/22	10/31/23	\$85,000	<ul style="list-style-type: none"> <li>Retail Content Development Plan draft by 1/20/23</li> <li>Up to 10 recipes by 10/31/23</li> <li>Up to 10 photos by 10/31/23</li> <li>Up to 8 videos by 7/31/23</li> </ul>

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Retail</b>	<b>ACTIVITIES: Retail Promotions (cont.)</b>	<b>AGENCY: Retail Program Support</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Grower Photography/Videography</b> <ul style="list-style-type: none"> <li>• Identify and recruit diverse growers whose activities support sustainability communication and reinforce brand messages</li> <li>• Conduct photography/videography on location and edit assets</li> </ul>	2/1/23	5/31/23	\$10,000	<ul style="list-style-type: none"> <li>• Photos and video assets of 7-8 California Avocado growers in spring, in groves with fruit on trees by 5/31/23</li> </ul>
<b>Retail Performance Programs</b> <ul style="list-style-type: none"> <li>• Conduct account-specific, California-branded performance programs with targeted/tiered-account retailers who demonstrate a willingness to pay a premium for California Avocados, including programs in support of Fresh California Avocados' exclusive seasonal availability</li> <li>• Coordinate timing with handlers and retailers, insuring fruit availability for promotions</li> <li>• Develop programs that encourage retailers' consumers to seek out and purchase California Avocados in season</li> <li>• Use elements of the California Avocado advertising campaign when possible</li> <li>• Develop social media campaigns with targeted retailers that promote California avocados brand, recipes, shopper giveaways and videos that increase awareness with retail shoppes and followers</li> </ul>	11/1/22	10/31/23	\$663,448	<ul style="list-style-type: none"> <li>• Minimum 50 promotions featuring California Avocados with targeted retailers with prominent California branding</li> <li>• Promotion Agreements signed by handlers, retailers and CAC</li> <li>• Production of retail materials including the 2022-23 California Avocado Marketing Program for presentation to key retailers by 1/15/23</li> </ul>
<b>Retail Brand Awareness Programs</b> <ul style="list-style-type: none"> <li>• Utilize retail chain digital and online platforms that create awareness and anticipation of the California Avocado season</li> <li>• Develop in-store, point-of-sale promotions that increase visibility of the California Avocados brand</li> </ul>	11/1/22	10/31/23	\$210,968	<ul style="list-style-type: none"> <li>• 1-2 large volume retail Tier 1 digital and online platform programs</li> <li>• Minimum 5 retailer point-of-sale promotions</li> <li>• Minimum 8 retail social media campaigns with prominent branding and completion metrics</li> </ul>

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>Retail Social Media Advertising Support</b> Support retailers with California Avocado advertising initiatives (media dollars) on their social media platforms	11/1/22	10/31/23	\$20,000	Up to 15 advertising campaigns (launches) on retail social media partner platforms
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<b>PROGRAM: Trade Marketing – Retail</b>	<b>ACTIVITIES: Retail Promotions (cont.)</b>	<b>AGENCY: Retail Program Support</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Support Materials and Fulfillment</b> <ul style="list-style-type: none"> <li>Manage production and use of premiums with prominent California Avocado brand identification (including those from the California Avocado Merchandise Shop) for promotions and events</li> <li>Develop POS with prominent California Avocado brand identification (as needed)</li> <li>Manage storage and fulfillment of California Avocado marketing materials</li> </ul>	11/1/22	10/31/23	\$47,000	<ul style="list-style-type: none"> <li>Materials that clearly brand California Avocados for avocado displays at point-of-purchase and integrate elements of the California Avocado advertising campaign</li> <li>Items produced with California Avocado brand identification and/or ad campaign graphics for use at targeted produce industry events and for retail promotions</li> <li>Fulfillment of retailer, handler, grower and consumer requests for California Avocado marketing materials</li> </ul>
<b>TRADE MARKETING - RETAIL: RETAIL PROMOTIONS (MERCHANDISING PROGRAM SUPPORT) SUBTOTAL:</b>			<b>\$1,065,416</b>	

<b>2022-23 MERCHANDISING RETAIL PROMOTIONS SUBTOTAL: \$1,107,916</b>
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## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM:</b> Trade Marketing - Retail	<b>ACTIVITIES:</b> Retail Data Monitoring and Reporting	<b>AGENCY:</b> Information Resources, Inc.
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Retail Point-of-Sale Data</b> Supply retail-specific sales data in accordance with agreement	11/1/22	10/31/23	\$70,000	<ul style="list-style-type: none"> <li>13 deliveries of data by 10/31/23</li> <li>Includes regions, markets and select retail chains</li> </ul>
<b>TRADE MARKETING - RETAIL: RETAIL DATA MONITORING AND REPORTING (INFORMATION RESOURCES, INC.) SUBTOTAL:</b>			<b>\$70,000</b>	



## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM:</b> Trade Marketing - Retail	<b>ACTIVITIES:</b> Retail Data Monitoring and Reporting	<b>AGENCY:</b> Fusion
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Data Analysis, Research and Ad Hoc Reporting</b> <ul style="list-style-type: none"> <li>• Provide fact-based insights (data nuggets) on retail sales trends and shopper purchase behaviors</li> <li>• Aid in communicating the business benefits and opportunities of carrying and promoting California Avocados at retail</li> <li>• Develop shopper research on the purchase behaviors driving bagged avocado sales in and outside the California region</li> </ul>	11/1/22	10/31/23	\$73,500	<ul style="list-style-type: none"> <li>• Data, research, reports, consultation/support as requested                             <ul style="list-style-type: none"> <li>○ Includes data support for motion graphics</li> </ul> </li> <li>• Analyze data, create bagged and organic data nuggets, and produce up to 2 sell sheets detailing:                             <ul style="list-style-type: none"> <li>○ California Avocado start-of-season</li> <li>○ IFPA data information</li> <li>○ Includes cost of Information Resources, Inc. panel data</li> </ul> </li> <li>• Up to 3 GreenSheet and/or From the Grove outlines as requested</li> <li>• Content and presentations for Board and Marketing Committee updates</li> <li>• Shopper research analyzing purchase behaviors for bagged vs. bulk avocados and their impact on retail sales in and outside the California region</li> </ul>
<b>Retail Monitoring Reports</b> Support staff/RMDs/retailers and CAC trade communications with retail-specific reports that detail retailer sales performance and trends	11/1/22	10/31/23	\$33,000	<ul style="list-style-type: none"> <li>• 13 Retailer Reports</li> <li>• 1 AvoScore card at start of California Season incorporating all tracked retailers</li> <li>• Board Meeting Dashboard updates</li> <li>• Monitor and validate data deliveries</li> <li>• Maintain database</li> <li>• Prepare for and implement database restatement from IRI</li> </ul>
<b>TRADE MARKETING - RETAIL: RETAIL DATA MONITORING AND REPORTING (FUSION) SUBTOTAL:</b>			<b>\$106,500</b>	

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Retail</b>	<b>ACTIVITIES: Retail Research and Analysis</b>	<b>AGENCY: Fusion</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Tiered-Account Planning, Consultation, Reporting and Support</b> Deliver program monitoring and season-end metrics, report, consultation and support <ul style="list-style-type: none"> <li>• Work with CAC staff/RMDs and incorporate learnings from 2021-22 marketing program</li> <li>• Collect program data (marketing spend, shipments, retail sales and promotional activities, etc.)</li> <li>• Analyze and report on supply market trends and tiered-account year-end results</li> <li>• Produce data-driven retail and supply trends and information</li> </ul>	11/1/22	10/31/23	\$56,000	<ul style="list-style-type: none"> <li>• 2023 California Season program results presentation (Date is TBD based on season-end and data availability)                             <ul style="list-style-type: none"> <li>○ Includes supply metrics, brand shares, FOB and retailer pricing, compound growth rates, retailer category performance, alignment of product, sales and marketing tactics and opportunities</li> </ul> </li> <li>• Ongoing program monitoring, consultation and support</li> </ul>
<b>TRADE MARKETING - RETAIL: RETAIL RESEARCH AND ANALYSIS (FUSION) SUBTOTAL:</b>			<b>\$56,000</b>	

<b>PROGRAM: Trade Marketing - Retail</b>	<b>ACTIVITIES: Planning and Program Administration</b>	<b>AGENCY: Fusion</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Consultation, Annual Planning and Program Administration</b> <ul style="list-style-type: none"> <li>• Provide planning, support, consultation and administration of programs</li> <li>• Incorporate considerations of diversity, equity and inclusion when developing programs, sourcing vendors and in appropriate communications</li> </ul>	11/1/22	10/31/23	\$53,500	<ul style="list-style-type: none"> <li>• Annual planning, management and administration of programs, projects, budgets, inter-agency activities, meetings, and archiving of materials, reports and data</li> <li>• Information Resources, Inc. data specifications, data agreements negotiated, communications and management</li> <li>• Report on diversity, equity and inclusion by 10/31/23</li> <li>• IFPA attendance as requested by CAC</li> </ul>
<b>TRADE MARKETING - RETAIL: PLANNING AND PROGRAM ADMINISTRATION (FUSION) SUBTOTAL:</b>			<b>\$53,500</b>	

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Retail</b>	<b>ACTIVITIES: Data, Research and Analysis</b>	<b>AGENCY: Avocado Marketing Services, Inc.</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Avocado Marketing Research Information Center</b> Provide AMRIC data as well as market and industry updates and projections	11/1/22	10/31/23	\$2,700	Delivery of weekly reports: <ul style="list-style-type: none"> <li>Market Trends Reports</li> <li>AMRIC Data Report</li> <li>Market's Analysis Report</li> </ul>
<b>TRADE MARKETING - RETAIL: DATA, RESEARCH AND ANALYSIS (AVOCADO MARKETING SERVICES, INC.) SUBTOTAL:</b>			<b>\$2,700</b>	

**2022-23 DATA, RESEARCH AND ANALYSIS SUBTOTAL: \$288,700**

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Retail</b>	<b>ACTIVITIES: Marketing Administration – Grower Communications</b>	<b>AGENCY: GingerRoot</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Communicate the California Avocado Marketing programs that are relevant to the California Avocado grower community	11/1/22	10/31/23	\$11,000	<ul style="list-style-type: none"> <li>• Marketing copy for 24 GreenSheet editions</li> <li>• Copy and editing of marketing articles for 4 From the Grove editions as requested</li> </ul>
<b>TRADE MARKETING - RETAIL: MARKETING ADMINISTRATION – GROWER COMMUNICATIONS (GINGERROOT) SUBTOTAL:</b>			<b>\$11,000</b>	

<b>PROGRAM: Trade Marketing - Retail</b>	<b>ACTIVITIES: Marketing Administration</b>	<b>AGENCY: Marketing Program Support</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Communicate California Avocado key messages that differentiate California Avocados from avocados of other origins, their superiority and premium quality and the business benefits of carrying and promoting in season through staff support and attendance at key national and regional and trade events	11/1/22	10/31/23	\$27,500	Travel to and/or participation in various trade and industry events
<ul style="list-style-type: none"> <li>• Support merchandising programs</li> <li>• Naturally incorporate considerations of diversity, equity and inclusion when developing programs, sourcing vendors and in appropriate communications</li> </ul>	11/1/22	10/31/23	\$35,000	<ul style="list-style-type: none"> <li>• Shipping supplies, shipping costs, office equipment, meeting expenses, etc.</li> <li>• Report on diversity, equity and inclusion by 10/31/22</li> </ul>
<b>TRADE MARKETING - RETAIL: MARKETING ADMINISTRATION (MARKETING PROGRAM SUPPORT) SUBTOTAL:</b>			<b>\$62,500</b>	

<b>2022-23 MARKETING ADMINISTRATION SUBTOTAL: \$73,500</b>
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<b>2022-23 TRADE MARKETING - RETAIL TOTAL BUDGET: \$2,416,646</b>
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# TRADE MARKETING: FOODSERVICE

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Foodservice</b>	<b>ACTIVITIES: Media and Ad/Enewsletter Production; Public Relations; Events; Events – Culinary Support; Chain Promotions and Menu Ideation; Menu Ideation – Culinary Support; Culinary Education; Program Administration</b>	<b>AGENCY: Kurata Communications</b>
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**PRIORITY 1:** Position California Avocados to be the world’s most-valued and desired avocados \*  
 \*(for consumers, retailers, foodservice operators, wholesalers, growers)

**OBJECTIVES:**

1. Increase California Avocado perceived value, preference and loyalty with our targets
2. Retain or increase the high awareness of the California avocado growing region among targeted consumers
3. Aspire to an average price per pound that meets or exceeds the California Avocado Commission’s approved budget

**STRATEGIES:**

**Distribution and Targeting**

- A. Motivate and support targeted retailers and foodservice operators who are demonstrating a willingness to pay a premium for California Avocados, solidify handler supply commitment and encourage targeted consumers to seek out and purchase in-season California Avocados
- B. Build high-value distribution and marketing opportunities for California Avocados, including export
- C. Create anticipation and demand for the California Avocado season among targeted trade, diverse influencers and consumers

**Communication**

- E. Communicate consumer and trade messaging that differentiates California Avocados from avocados of other origins (e.g., aspects of freshness, locale/terroir, locally/California grown, California state fruit, exclusive seasonal availability, grower stories/practices/sustainability, preference, California lifestyle and culture and more)
- F. Communicate superiority and premium quality of Fresh California Avocados
- G. Fuse a tight connection between the California Avocados brand and product across all brand touchpoints (advertising, communications, partnership content, point-of-purchase and other retailer/foodservice operator touchpoints)
- H. Maintain creative cohesion and integrate elements of the California Avocado advertising campaign in appropriate marketing communications
- I. Direct paid brand advocates and media partners to share “why-California Avocado” messages and encourage unpaid advocates to do so

## **2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN**

- K. Maintain year-round California Avocado awareness messaging
- L. To the trade, communicate the business benefits of carrying and promoting California Avocados in season
- M. Inform California Avocado stakeholders and constituents about Marketing program activities and results

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Foodservice</b>	<b>ACTIVITIES: Media and Ad/Enewsletter Production</b>	<b>AGENCY: Kurata Communications</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Media</b> <ul style="list-style-type: none"> <li>Develop and execute a targeted California Avocado-branded print and digital media campaign focusing on the California Avocado season</li> <li>Utilize digital ad placements pre-season building anticipation for upcoming season</li> <li>Leverage publications' subscription base and send custom content electronic newsletters</li> </ul>	11/1/22	10/31/23	\$73,800	<ul style="list-style-type: none"> <li>Media plan by 11/15/22 for 8 print and 5 digital insertions for 648,000 impressions</li> <li>Off-season placement of 4-6 digital ads</li> <li>2 custom content newsletters during the season</li> </ul>
<b>Ad Production</b> <ul style="list-style-type: none"> <li>Create digital ads/slide shows with California Avocado-branded assets, emphasizing the competitive advantage of California avocados and supporting the benefits of seasonal availability and emphasizing California cuisine and style</li> <li>Update print ad files incorporating 2021-22 creative tag/illustration</li> <li>Promote California Avocado differences and inspire call-to-action for promotions and menu ideation sessions</li> <li>Develop with publishers custom content newsletters that reinforce the California Avocado advantage and differences</li> </ul>	11/1/22	7/30/23	\$25,000	<ul style="list-style-type: none"> <li>4 new digital images and copy text by 1/14/23</li> <li>1 slide show with 5 different recipe images and text by 7/30/23</li> <li>1 new banner ad by 1/14/23</li> <li>2 custom content newsletters by 7/30/23</li> </ul>
<b>TRADE MARKETING - FOODSERVICE: MEDIA AND AD/NEWSLETTER PRODUCTION (KURATA COMMUNICATIONS) SUBTOTAL:</b>			<b>\$98,800</b>	



## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Foodservice</b>	<b>ACTIVITIES: Public Relations</b>	<b>AGENCY: Kurata Communications</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Public Relations</b> <ul style="list-style-type: none"> <li>• Research chef recipe leads and request California Avocado recipes for use in foodservice program</li> <li>• Electronically distribute California Avocado-branded product release(s) promoting the California Avocado 2023 season, communicating Fresh California Avocados' unique terroir and emphasizing California cuisine and style</li> </ul>	11/1/22	10/31/23	\$37,500	<ul style="list-style-type: none"> <li>• Monthly follow-up and pitches of operators showcasing California avocados on the menu to editors on upcoming stories</li> <li>• 1-2 product releases during California Avocado season and monthly editorial pitches resulting in 45 placements, 4.2 million impressions and a comparable ad value of \$130,000</li> <li>• 6-8 new recipes/photos by 8/31/23</li> </ul>
<b>International Foodservice Editorial Council NRA Reception &amp; Annual Conference</b> <ul style="list-style-type: none"> <li>• Participate in IFEC's annual Conference (11/7-11/9/22) in Santa Barbara, CA</li> <li>• Coordinate inclusion of California Avocado grove in the IFEC conference Food Tour</li> <li>• Pitch editors with messaging that differentiates from competitors and promotes California Avocado superiority and premium quality</li> <li>• Sponsor and attend IFEC's National Restaurant Association reception in Chicago, IL (5/22/23)</li> </ul>	11/1/22	5/31/23	\$22,000	<u>IFEC Annual Conference</u> <ul style="list-style-type: none"> <li>• Reception for 15-20 editors</li> <li>• Office hours during event with 8-10 editors</li> <li>• California Avocado grove tour in one of the Food Tour options during IFEC conference</li> <li>• IFEC event summary for Annual Conference with confirmation of editors met and pitch grid indicating assets of interest by editors by 12/31/22</li> </ul> <u>IFEC NRA Reception</u> <ul style="list-style-type: none"> <li>• California Avocado-centric dish served during the reception</li> <li>• IFEC summary included with the National Restaurant Association Marketing Executive Group event summary by 5/31/23</li> </ul>
<b>Social Media Posts</b> Create Instagram Reels from inventory of foodservice social media videos and re-post for Throw Back Thursday during California Avocado season	11/1/22	6/30/23	\$400	<ul style="list-style-type: none"> <li>• Re-post of 3 popular foodservice videos from 2021-22 for TBT on Chef Jason Hernandez's social media channels by 6/30/23</li> <li>• Text and hashtags for 6 IG Reels by 2/15/23</li> </ul>
<b>TRADE MARKETING - FOODSERVICE: PUBLIC RELATIONS (KURATA COMMUNICATIONS) SUBTOTAL:</b>			<b>\$59,900</b>	

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Foodservice</b>	<b>ACTIVITIES: Public Relations – Culinary Support</b>	<b>AGENCY: Kurata Communications</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Social Media Posts</b> <ul style="list-style-type: none"> <li>Re-post under Throw Back Thursday-themed videos</li> <li>Create Instagram Reels from foodservice social media videos for posting during California Avocado season</li> </ul>	11/1/22	6/30/23	\$3,600	<ul style="list-style-type: none"> <li>Re-post of 3 popular foodservice videos from 2021-22 for TBT on Chef Jason Hernandez’s social media channels by 6/30/23</li> <li>6 IG Reels by 2/15/23</li> </ul>
<b>TRADE MARKETING - FOODSERVICE: PUBLIC RELATIONS – CULINARY SUPPORT (KURATA COMMUNICATIONS) SUBTOTAL:</b>			<b>\$3,600</b>	

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Foodservice</b>	<b>ACTIVITIES: Events</b>	<b>AGENCY: Kurata Communications</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Events</b> Educate operators of the benefits of California avocados when creating California-style dishes, sponsor meals and dishes to demonstrate the ease of application	11/1/22	10/31/23	\$230,200	<ul style="list-style-type: none"> <li>10 Event briefs by 12/31/22</li> <li>Engagement with 300 contacts including 75 new contacts from Kinetic12 Emerging Chains, FoodOvation, California Restaurant Association Regional Meetings, Food News Media's Meet-Up, Marketing Executive Group, Summit NRA Luncheon, West Coast Culinary, IFPA Foodservice Conference, Flavor Experience</li> <li>12-15 menu concepts for sampling</li> </ul>
<b>AvoGrove Open House</b> <ul style="list-style-type: none"> <li>Educate attendees on the farm-to-table journey of California Avocados, reinforce "the best avocados have California in them" marketing message and position CAC as a primary resource for avocado information</li> <li>Extend invitations to marketing, culinary and purchasing team members of commercial and non-commercial foodservice operations, primarily in the southern California region</li> <li>Craft a "California Avocado Experience" that gives attendees an understanding and appreciation for the differences between California Avocados and imported avocados, as well as processed avocados</li> <li>Invite and offer stipend for key chain partners located in Northern California</li> <li>Secure 1-2 flavor pairing sessions from chain contacts for the culinary team</li> </ul>	11/1/22	7/31/23	\$30,300	<ul style="list-style-type: none"> <li>Event brief by 12/31/22</li> <li>Participation by and engagement with 12-15 chain contacts including 8 new contacts</li> <li>Educational format for 12-15 key foodservice top-tiered accounts and editors</li> <li>Flavor pairing session with Open House guests</li> <li>Iconic California-style dish concepts from 1-2 local chefs by 5/31/23 for presentation to tour guests</li> <li>Event B-roll and photos</li> <li>Event summary reporting on deliverables by 7/31/23</li> </ul>
<b>TRADE MARKETING - FOODSERVICE: EVENTS</b>			<b>\$260,500</b>	
<b>(KURATA COMMUNICATIONS) SUBTOTAL:</b>				

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Foodservice</b>	<b>ACTIVITIES: Events – Culinary Support</b>	<b>AGENCY: Kurata Communications</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Events</b> Develop new California Avocado menu applications for sampling and attendance at conferences	11/1/22	9/30/23	\$32,000	<ul style="list-style-type: none"> <li>Engagement with 80 contacts including 25 new contacts from Flavor Experience, FoodOvation</li> <li>12-15 menu concepts for sampling</li> <li>15-20 participants in pairing sampling sessions</li> </ul>
<b>Avocado Grove Open House</b> <ul style="list-style-type: none"> <li>Craft a “California food experience” that gives attendees understanding and appreciation for the differences between California Avocados and avocados from other origins</li> <li>Lead a California Avocado flavor building learning session with Open House guests</li> <li>Create and serve a California Avocado-centric dishes throughout the day</li> </ul>	11/1/22	6/30/23	\$4,000	<ul style="list-style-type: none"> <li>Engagement with 15-20 chain contacts including 10 new contacts</li> <li>Flavor pairing session with Open House guests</li> <li>Menu plan developed by 3/15/23</li> </ul>
<b>FOODSERVICE:</b>				
<b>EVENTS - CULINARY SUPPORT</b>				
<b>(KURATA COMMUNICATIONS) SUBTOTAL:</b>			<b>\$36,000</b>	

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Foodservice</b>	<b>ACTIVITIES: Chain Promotions and Menu Ideation</b>	<b>AGENCY: Kurata Communications</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Chain Promotions</b> <ul style="list-style-type: none"> <li>Inform and reinforce to chains (through monthly correspondence and one-on-one meetings at events) the preference for California Avocados and reason to promote on menus</li> <li>Secure merchandising support for customized chain programs that build high-value distribution opportunities among foodservice operators willing to pay a premium for California Avocados</li> <li>Coordinate prominent California Avocado brand identification at point-of-purchase and other touchpoints</li> </ul>	11/1/22	10/31/23	\$180,000	<ul style="list-style-type: none"> <li>Promotions with 16-20 restaurant chains branded with “California Avocados” and/or the California Avocados brand logo at point-of-sale and/or website, enewsletters/blogs, social media</li> <li>4-6 new chain partner promotions</li> <li>10 returning/continuing partner promotions</li> <li>10 chains based in California/Western region</li> </ul>
<b>Chain Menu Development</b> <ul style="list-style-type: none"> <li>Create customized menu concepts for existing and new top-tier foodservice operators</li> <li>Inform chains of the halo value California Avocados bring to the menu and their operations</li> <li>Focus on menu concepts that leverage California Avocado-style</li> <li>Deliver presentations onsite or virtually</li> </ul>	11/1/22	9/30/23	\$11,000	Menu concepts including 2 onsite presentations for 2-4 top-tier chain accounts with units primarily in the Western region and who currently purchase California Avocados
<b>TRADE MARKETING - FOODSERVICE: CHAIN PROMOTIONS AND MENU IDEATION (KURATA COMMUNICATIONS) SUBTOTAL:</b>			<b>\$191,000</b>	

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Foodservice</b>	<b>ACTIVITIES: Chain Menu Ideation – Culinary Support</b>	<b>AGENCY: Kurata Communications</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Chain Menu Development</b> <ul style="list-style-type: none"> <li>Create customized menu concepts for existing and new top-tier foodservice operators</li> <li>Focus on concepts that leverage California Avocado-style</li> <li>Deliver presentation onsite or virtually</li> </ul>	11/1/22	9/30/23	\$19,200	20-25 menu concepts for 2-4 top-tier chain accounts currently purchasing California Avocados
<b>TRADE MARKETING - FOODSERVICE: CHAIN MENU IDEATION – CULINARY SUPPORT (KURATA COMMUNICATIONS) SUBTOTAL:</b>			<b>\$19,200</b>	

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Trade Marketing - Foodservice</b>	<b>ACTIVITIES: Culinary Education</b>	<b>AGENCY: Kurata Communications</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Culinary Education</b> <ul style="list-style-type: none"> <li>• Monitor Foodservice Culinary Education exams submitted by American Culinary Federation members and disseminate Certificate of Completion</li> <li>• Manage culinary American Culinary Federation accreditation status</li> </ul>	11/1/22	10/31/23	\$2,000	<ul style="list-style-type: none"> <li>• 40 exams reviewed and certificates disseminated</li> <li>• Renewed certification status</li> </ul>
<b>TRADE MARKETING - FOODSERVICE: CULINARY EDUCATION (KURATA COMMUNICATIONS) SUBTOTAL:</b>			<b>\$2,000</b>	

<b>PROGRAM: Trade Marketing - Foodservice</b>	<b>ACTIVITIES: Program Administration</b>	<b>AGENCY: Kurata Communications</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Program Administration</b> <ul style="list-style-type: none"> <li>• Manage, supervise and evaluate Foodservice Marketing Program</li> <li>• Contribute outline and information for From the Grove and the GreenSheet articles</li> <li>• Naturally incorporate considerations of diversity, equity and inclusion when developing programs, sourcing vendors and in appropriate communications</li> </ul>	11/1/22	10/31/23	\$54,000	<ul style="list-style-type: none"> <li>• Development and implementation of the 2022-23 CAC Foodservice Marketing Program, including all Dashboard updates, a minimum of 8 GreenSheet outlines and contributions to From the Grove articles as requested</li> <li>• Report on diversity, equity and inclusion by 10/31/23</li> </ul>
<b>TRADE MARKETING - FOODSERVICE: PROGRAM ADMINISTRATION (KURATA COMMUNICATIONS) SUBTOTAL:</b>			<b>\$54,000</b>	

<b>TOTAL FOODSERVICE BUDGET: \$725,000</b>
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# MARKETING ACTIVITIES SUPPORT



# 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Marketing Activities Support</b>	<b>ACTIVITIES: Buy California Marketing Agreement; Marketing Planning; Marketing Research and Export Program</b>	<b>AGENCY: Marketing Program Support</b>
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**PRIORITY 1:** Position California Avocados to be the world's most-valued and desired avocados \*

\*(for consumers, retailers, foodservice operators, wholesalers, growers)

## **OBJECTIVES:**

1. Increase California Avocado perceived value, preference and loyalty with our targets
2. Retain or increase the high awareness of the California avocado growing region among targeted consumers
3. Aspire to an average price per pound that meets or exceeds the California Avocado Commission's approved budget

## **STRATEGIES:**

### **Distribution and Targeting**

- A. Motivate and support targeted retailers and foodservice operators who are demonstrating a willingness to pay a premium for California Avocados, solidify handler supply commitment and encourage targeted consumers to seek out and purchase in-season California Avocados
- B. Build high-value distribution and marketing opportunities for California Avocados, including export
- C. Create anticipation and demand for the California Avocado season among targeted trade, diverse influencers and consumers
- D. Augment marketing communications with programs that engage the younger age range of targeted consumers

### **Communication**

- E. Communicate consumer and trade messaging that differentiates California Avocados from avocados of other origins (e.g., aspects of freshness, locale/terroir, locally/California grown, California state fruit, exclusive seasonal availability, grower stories/practices/sustainability, preference, California lifestyle and culture and more)
- F. Communicate superiority and premium quality of Fresh California Avocados
- G. Fuse a tight connection between the California Avocados brand and product across all brand touchpoints (advertising, communications, partnership content, point-of-purchase and other retailer/foodservice operator touchpoints)
- H. Maintain creative cohesion and integrate elements of the California Avocado advertising campaign in appropriate marketing communications
- L. To the trade, communicate the business benefits of carrying and promoting California Avocados in season
- M. Inform California Avocado stakeholders and constituents about Marketing program activities and results

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Marketing Activities Support</b>	<b>ACTIVITIES: Buy California Marketing Agreement</b>	<b>AGENCY: Marketing Program Support</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<ul style="list-style-type: none"> <li>• Participate in the Buy California Marketing Agreement program</li> <li>• Support BCMA in CAC’s marketing outreach as appropriate</li> </ul>	11/1/22	10/31/23	\$25,000	<ul style="list-style-type: none"> <li>• Participation in BCMA Board meetings and strategic planning</li> <li>• Timely response and asset contributions as requested</li> </ul>
<b>MARKETING ACTIVITIES SUPPORT: BUY CALIFORNIA MARKETING AGREEMENT (MARKETING PROGRAM SUPPORT) SUBTOTAL:</b>			<b>\$25,000</b>	

<b>PROGRAM: Marketing Activities Support</b>	<b>ACTIVITIES: Marketing Planning</b>	<b>AGENCY: CAC</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Coordinate and execute CAC marketing and planning meetings, for this fiscal year and the 2023-24 business plan as needed	11/1/22	10/31/23	\$1,000	CAC staff/agency planning and Marketing Committee meetings and calls
<b>MARKETING ACTIVITIES SUPPORT: MARKETING PLANNING (CAC) SUBTOTAL:</b>			<b>\$1,000</b>	

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Marketing Activities Support</b>	<b>ACTIVITIES: Marketing Planning, Strategic Support and Special Projects</b>	<b>AGENCY: Rockwell Morrow</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Strategic Planning and Research</b> <ul style="list-style-type: none"> <li>• Facilitate strategic planning</li> <li>• Review marketing programs and creative executions                             <ul style="list-style-type: none"> <li>○ Analyze for strategic fit and alignment with brand messaging</li> <li>○ Evaluate for brand and product connection</li> </ul> </li> <li>• Naturally incorporate considerations of diversity, equity and inclusion when developing or evaluating programs and materials, sourcing vendors and in appropriate communications</li> </ul>	11/1/22	10/31/23	\$47,875	<ul style="list-style-type: none"> <li>• Timelines, content and reviews for 2023-24 business plan</li> <li>• Prior year key measures delivery by 12/16/22; ongoing plan tracking</li> <li>• Report on diversity, equity and inclusion by 10/31/23</li> <li>• Ongoing review of materials as requested</li> </ul>
<b>Marketing Research Support</b> <ul style="list-style-type: none"> <li>• Manage 2023 California Avocado Tracking Study</li> <li>• Support CAC communications leveraging data from 2022 California Avocado Tracking Study and other sources, including ad-hoc regional information for RMDs</li> <li>• Conduct California Avocado grower outreach soliciting new and updated information</li> </ul>	11/1/22	10/31/23		<ul style="list-style-type: none"> <li>• Tracking study needs analysis by 3/30/23</li> <li>• Tracking study project proposal by 5/5/23</li> <li>• Tracking study report by 10/31/23</li> <li>• Timely response to ongoing research support requests, including grower and other surveys</li> </ul>

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Marketing Activities Support</b>	<b>ACTIVITIES: Marketing Planning, Strategic Support and Special Projects (cont.)</b>	<b>AGENCY: Rockwell Morrow</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Marketing Services</b> <ul style="list-style-type: none"> <li>• Support California Avocado Merchandise Shop activities</li> <li>• Provide Marketing services that support CAC consumer, trade and industry marketing initiatives                             <ul style="list-style-type: none"> <li>○ Reinforce California Avocado brand positioning and approved brand messaging</li> <li>○ Evaluate for brand and product connection</li> </ul> </li> </ul>	11/1/22	10/31/23	(cont.)	<ul style="list-style-type: none"> <li>• Quarterly monthly merchandise shop performance reports within 3 days of data availability</li> <li>• Monthly review of PMCI reports and income statement reviews</li> <li>• Ongoing merchandise shop support as requested</li> <li>• Ongoing review of Marketing materials</li> <li>• Ongoing presentation support</li> <li>• Representation for virtual and in-person events</li> </ul>
<b>Stakeholder Communications</b> <ul style="list-style-type: none"> <li>• Manage marketing contributions to the GreenSheet and From the Grove including staff/agency liaison, reviews and editing</li> <li>• Attend virtual or in-person Marketing Committee meetings and assist with preparation and minutes</li> </ul>	11/1/22	10/31/23		<ul style="list-style-type: none"> <li>• GreenSheet 2023 editorial calendar by 12/9/22 and updates as needed</li> <li>• Content for at least 24 GreenSheet editions and 4 From the Grove editions acquired</li> <li>• Minimum 6 CAC or partner videos shared with growers</li> <li>• Drafts of Marketing Committee minutes within 24 hours of meetings</li> </ul>
<b>MARKETING ACTIVITIES SUPPORT: MARKETING PLANNING, STRATEGIC SUPPORT AND SPECIAL PROJECTS (ROCKWELL MORROW) SUBTOTAL:</b>			<b>\$47,875</b>	

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Marketing Activities Support</b>	<b>ACTIVITIES: Marketing Research</b>	<b>AGENCY: Marketing Program Support</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Marketing Research</b> Field market research consumer tracking study (consumer attitudes) through qualified vendor, obtain analysis and recommendations	1/10/23	10/31/22	\$39,000	<ul style="list-style-type: none"> <li>Needs analysis by 2/28/23</li> <li>Project proposal by 4/30/23</li> <li>Research report by 10/31/23</li> </ul>
<b>MARKETING ACTIVITIES SUPPORT: MARKETING RESEARCH (MARKETING SUPPORT) SUBTOTAL:</b>			<b>\$39,000</b>	

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Marketing Activities Support</b>	<b>ACTIVITIES: Export Program</b>	<b>AGENCY: CAC</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Export Program</b> <ul style="list-style-type: none"> <li>• Working with in-market representation company, identify retailer(s) and distributor(s) in export market(s) meeting CAC's Tiered-Account profile</li> <li>• Working with handlers, create high-value marketing programs for the California Avocados exported to South Korea and China</li> </ul>	11/1/22	8/31/23	\$70,000	<ul style="list-style-type: none"> <li>• Export promotions and marketing opportunities featuring California Avocados with prominent California branding at targeted retailers and distributors to begin by 4/1/23</li> <li>• Point-of-sale support for targeted retail accounts in specified export markets for promotions</li> <li>• California Avocados funded for use in activities to support export programs</li> </ul>
<b>MARKETING ACTIVITIES SUPPORT: EXPORT PROGRAM (MERCHANDISING PROGRAM SUPPORT) SUBTOTAL:</b>			<b>\$70,000</b>	

**2022-23 TOTAL MARKETING ACTIVITIES SUPPORT BUDGET: \$182,875**



# **CALIFORNIA AVOCADO MERCHANDISE SHOP**

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Marketing Activities Support</b>	<b>ACTIVITIES: California Avocado Merchandise Shop</b>	<b>AGENCY: MullenLowe and CAC</b>
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<b>Merchandise Shop Closure</b> <ul style="list-style-type: none"> <li>• Review contract agreements and implement terminations</li> <li>• Develop closure plan including                             <ul style="list-style-type: none"> <li>○ Inventory disposition</li> <li>○ Financial reporting</li> <li>○ Vendor payments</li> </ul> </li> <li>• Ensure payment of sales taxes and State business closure notification</li> </ul>	11/1/22	10/31/23	\$10,000	<ul style="list-style-type: none"> <li>• Closure plan by 11/10/22</li> <li>• Exit Shopify Advanced Plan agreement and take shop offline per closure plan deadlines</li> <li>• Provide PMCI with closure notice per agreement lead times</li> <li>• Closure plan implementation including inventory disposition, financial and tax reporting/payments and vendor payments per closure plan</li> </ul>
<b>MARKETING ACTIVITIES SUPPORT: CALIFORNIA AVOCADO MERCHANDISE SHOP (MULLENLOWE AND CAC) SUBTOTAL:</b>			<b>\$10,000*</b>	

*\*Note: A small portion of expenditures potentially offset by estimated Merch Shop revenue of \$1,000*

**2022-23 TOTAL CALIFORNIA AVOCADO MERCHANDISE SHOP BUDGET:  
\$10,000**

**2022-23 TOTAL MARKETING BUDGET: \$8,600,000**





# INDUSTRY AFFAIRS

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Industry Affairs</b>	<b>ACTIVITIES: Industry Statistics and Information; Grower Communications; Issues Management; Legal; Demonstration Grove; Education and Outreach; and Other/Administrative</b>
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**PRIORITY 2:** Advocate for, and engage with, the industry

**OBJECTIVES:**

1. Proactively shape avocado industry issue outcomes that are compatible with the industry's key aspirations and CAC's values
2. Build consensus on the strategic direction to be taken to achieve the industry's key aspirations
3. Enhance California Avocado grower productivity and success
4. Ensure a full understanding and consideration of how government agency decisions will impact California Avocado producers

**STRATEGIES:**

- A. Anticipate and prioritize issues; use informed decision-making when executing plans that shape issue outcomes and respond immediately to crisis issues
- B. Collect and compile information vital to understanding global avocado market forces
- C. Execute an industry communications program that promotes discussion, consensus, action and feedback
- D. Maintain and develop relationships with other avocado industry and agricultural organizations that leverage strengths on issues of common interest
- E. Establish, maintain and strengthen relationships with influential governmental agency personnel (e.g., United States Department of Agriculture, Food and Drug Administration and others)

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM:</b> Industry Affairs	<b>ACTIVITIES:</b> Industry Statistics and Information	<b>AGENCY:</b> Mohammadpour; Fishhook Development; and LandIQ
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
<p><b>AMRIC Operation</b> - The Avocado Marketing Research and Information Center system provides the California Avocado industry with daily inventory and shipment information to guide harvest/market strategies. AMRIC procedures require all avocado handlers operating in California to report their avocado inventory, by variety and size and shipments by major-market destination, variety and size</p>	\$28,000	<ul style="list-style-type: none"> <li>• Collect bin counts daily through automated online system</li> <li>• Provide industry members and AMRIC participants current and historical statistical information in a usable format within the boundaries of the program                             <ul style="list-style-type: none"> <li>○ Review data requests from industry and implement enhancements</li> <li>○ Track daily data reporting by handlers on an ongoing basis</li> <li>○ Conduct detailed AMRIC handler audits by 10/31/23</li> </ul> </li> <li>• Ensure secure and reliable data storage and monitoring                             <ul style="list-style-type: none"> <li>○ Maintenance of AMRIC website and data tools</li> <li>○ Keep current with supported technology and platforms</li> </ul> </li> </ul>
<p><b>Crop Forecasting and Analysis</b> - The Avocado Crop-Estimating system projects the annual production of California Avocados. Crop statistics are compiled by growing region, county and state throughout the year. This valuable information guides CAC marketing programs, as well as allows each grower to develop his/her own harvest strategies with the big picture in mind</p>	\$124,500	<ul style="list-style-type: none"> <li>• Develop pre-season crop estimate prior to 12/31/22</li> <li>• Conduct up to 3 meetings with field personnel (winter 2022, spring and fall 2023) that engage with industry and stay apprised of any crop updates throughout the season</li> <li>• Conduct acreage inventory and spatial analysis and update 2023 California Avocado acreage no later than August 2023</li> <li>• Perform an ongoing age classification to assign an age to all avocado polygons spatially mapped</li> <li>• Execute an ongoing grove density analysis of all avocado polygons spatially mapped</li> <li>• Complete the 2023 special condition assessment of areas impacted by the Thomas Fire</li> <li>• Conduct a mid-season grower crop survey no later than May 2023</li> <li>• Perform “ground-truthing” and verify accuracy of current crop/acreage information</li> </ul>

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Industry Affairs</b>	<b>ACTIVITIES: Industry Statistics and Information (cont.)</b>	<b>AGENCY: Mohammadpour; Fishhook Development; and LandIQ</b>
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
<b>Grower Database</b> - Maintenance of the California Avocado Production Tracking Acreage Inventory Network grower database. Continually maintain and update current database to ensure integrity and confidentiality of grower information. Grower database is used for various mailings, such as election ballots, referenda, redistricting, crop estimating surveys, annual reports and meeting notices	\$3,000	<ul style="list-style-type: none"> <li>Complete annual update of database based on handlers' grower/grove information received from handlers no later than 2/28/23</li> <li>Perform database processing of 2023-24 grower exemption status using 2020, 2021 and 2022 production data</li> <li>Update database on an as-needed basis, based on information received via returned mail, grower sign-ups, etc.</li> </ul>
<b>Grove Database System</b> - Using existing CAC grower and Geographic Information System databases, this project develops and maintains a web-based platform that integrates existing databases, as well as incorporates the ability to support grove location and ownership	\$17,750	<ul style="list-style-type: none"> <li>Maintain web-based grove database platform</li> <li>Perform updates and improvements to online GIS database including but not limited to an annual update using geodatabase integration from acreage inventory by October 2023</li> <li>Purchase data on parcel ownership based on Assessor's Parcel Number, when necessary</li> </ul>
<b>INDUSTRY AFFAIRS: INDUSTRY STATISTICS AND INFORMATION SUBTOTAL:</b>	<b>\$173,250</b>	

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Industry Affairs</b>	<b>ACTIVITIES: Grower Communications</b>	<b>AGENCY: GingerRoot; Fishhook Development; Inclusive Web; Champ Publications and Rockwell Morrow</b>
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
<b>Online Information</b> - Expands the reach of effective industry communications through CAC's grower site, www.californiaavocadogrowers.com	\$46,000	<ul style="list-style-type: none"> <li>• Provide timely updates to CAC's grower site with continual enhancement, maintenance and content development</li> <li>• Conduct ongoing website accessibility reviews to meet Web Content Accessibility Guidelines (WCAG) 2.1 AA compliance standards</li> </ul>
<b>Publications</b> - Development of practical and relevant information for growers and industry and presentation in a format that is easily accessed and assimilated	\$112,000*	Publications may include, but are not limited to: <ul style="list-style-type: none"> <li>• CAC GreenSheet (semi-monthly)</li> <li>• Food Safety Manuals, including Spanish translation</li> <li>• CAC From the Grove magazine (quarterly)                             <ul style="list-style-type: none"> <li>○ <b>Advertising revenue expected to offset budget line item by \$70,000</b></li> </ul> </li> </ul>
<b>Annual Meetings</b> - CAC conducts annual meetings that generate industry awareness of CAC programs	\$20,000	Conduct annual meeting no later than 4/30/23
<b>Annual Report</b> - Preparation of an annual report that generates industry awareness of CAC programs and fulfills CAC's statutory obligation to report to the legislature	\$15,000	Produce and make available the annual report, no later than 3/31/23
<b>INDUSTRY AFFAIRS: GROWER COMMUNICATIONS SUBTOTAL:</b>	<b>\$193,000</b>	

*\*Note: Portion of publications expenditures potentially offset by advertising revenue*

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Industry Affairs</b>	<b>ACTIVITIES: Issues Management</b>	<b>AGENCY: Law Offices of Edward M. Ruckert; McDermott Will &amp; Emery LLP; Spann Ag Research &amp; Consulting, LLC; and Kahn, Soares &amp; Conway, LLP</b>
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
<b>Water Issues</b> - This project identifies, prioritizes and addresses key water issues	\$100,000	CAC management will work with independent contractors (as needed) to: <ul style="list-style-type: none"> <li>• Monitor water issues (including rates) that potentially impact agriculture and represent interests of industry stakeholders, before local and regional water agencies and industry associations</li> <li>• Identify improved water use efficiency technologies for industry utilization</li> <li>• Work to improve the Metropolitan Water District water efficiency agricultural program</li> <li>• Continue to develop programs with MWD and/or other water agencies that work toward lower agricultural water costs</li> <li>• Analyze and evaluate current water issues and develop recommended programs</li> <li>• Explore possible federal actions that would improve water supply reliability and/or mitigate water rates; if possible initiate pursuit of said actions</li> </ul>
<b>Field/Technical Support</b> - Development and support of technical initiatives that promote industry productivity and profitability	\$65,000	Potential actions in this category may address: <ul style="list-style-type: none"> <li>• Phytosanitary security</li> <li>• Section 18 emergency exemptions</li> <li>• Identification and communication to growers of opportunities to improve grower profitability based on Grower Profitability study</li> <li>• Support peer-to-peer factual based messaging to growers on the GEM variety</li> </ul>
<b>Research Program Coordination and Outreach</b> - Coordination of CAC's Production Research Program, collaboration with industry researchers, identification of research priorities, development of long-term research strategies aimed to improve grower sustainability and implementation of grower outreach activities	\$135,000	Manage the CAC-funded research program, including: <ul style="list-style-type: none"> <li>• Production Research Committee meetings</li> <li>• Communications with researchers</li> <li>• Review and approval of milestone reports</li> <li>• Communicate research progress to CAC Board and growers</li> </ul>

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Industry Affairs</b>	<b>ACTIVITIES: Issues Management (cont.)</b>	<b>AGENCY: Law Offices of Edward M. Ruckert; McDermott Will &amp; Emery LLP and Spann Ag Research &amp; Consulting, LLC; and Kahn, Soares &amp; Conway, LLP</b>
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
<b>Legislative and Regulatory Advocacy</b> - CAC stays abreast of regulatory, legislative and trade issues that affect the industry; develops position papers and advocates for stakeholders	\$125,000	Potential actions in this category may involve: <ul style="list-style-type: none"> <li>• California agricultural laws</li> <li>• Adjacency Issue</li> <li>• Food Safety Modernization Act and other food safety related regulation</li> <li>• Animal and Plant Health Inspection Service Agricultural Research Service funding for Invasive Species</li> <li>• Immigration Reform</li> <li>• Conservation/water efficiency programs</li> <li>• Free Trade Agreements – both new and modification of existing</li> <li>• Foreign Market Development activities (United States Department of Agriculture- Foreign Agricultural Service)</li> <li>• Emerging Markets Program activities (USDA-FAS)</li> </ul>

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Industry Affairs</b>	<b>ACTIVITIES: Issues Management (cont.)</b>	<b>AGENCY: Law Offices of Edward M. Ruckert; McDermott Will &amp; Emery LLP; The Tootelian Company; ERA Economics; and Rockwell Morrow</b>
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
<b>Production Registrations</b> - Exploration of potential product registrations for use on avocados in California and research support where needed	\$4,000	Potential registrations/products may include: <ul style="list-style-type: none"> <li>Special Local Needs registrations, as needed</li> </ul>
<b>Sustainability Project</b> - Identification of marketplace priority sustainable avocado production practices for California growers that align with customer requests for information	\$150,000	CAC management will work with independent contractors, as needed, to: <ul style="list-style-type: none"> <li>Develop external-facing communications that promote and differentiate California Avocados based on the California Avocado Sustainability Program</li> <li>Outreach to California Avocado customers that informs and educates about the California Avocado Sustainability Program</li> <li>Communicate with growers on additional sustainability practices</li> </ul>
<b>INDUSTRY AFFAIRS: ISSUES MANAGEMENT SUBTOTAL:</b>	<b>\$579,000</b>	



## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM:</b> Industry Affairs	<b>ACTIVITIES:</b> Legal	<b>AGENCY:</b> Creative Legal Solutions; Kahn, Soares & Conway, LLP
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
<b>Elections</b> - Routine election activities, per CAC law	\$10,000	<ul style="list-style-type: none"> <li>Conduct annual election with ballots returned no later than 10/31/23</li> <li>Fill mid-term vacancies as needed</li> </ul>
<b>Legal Support</b> - Legal support for all CAC departments	\$40,000	Retain legal-support services to assist with contracts, trademarks, registrations and other transactional matters
<b>Governance Support</b> - This program continues to refine the long-term strategic plan that will guide CAC's activities	\$55,000	<ul style="list-style-type: none"> <li>Conduct Board/Executive Committee training, as needed</li> <li>Provide strategic planning support and resources</li> <li>Refine strategic plan, as needed</li> <li>Complete exemption determination status analysis and mail producer exemption status letters to all growers no later than 9/30/23</li> <li>Present draft business plan to the Board, no later than October 2023</li> <li>Use administrative support via outside contractors as needed to fulfill governance requirements</li> </ul>
<b>INDUSTRY AFFAIRS: LEGAL SUBTOTAL:</b>	<b>\$105,000</b>	

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Industry Affairs</b>	<b>ACTIVITIES: Demonstration Grove</b>	<b>AGENCY: Cal Poly Pomona and Somis Pacific Agricultural Management</b>
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
<b>Pine Tree</b> - Rent	\$17,008	Monthly lease per lease agreement dated 7/1/13
<b>Pine Tree</b> - Grove Management	\$30,000	Annual grove management services based on 11 acres of planted avocado acreage
<b>Pine Tree</b> - Utilities	\$3,600	Split with Cal Poly Foundation based on percentage of leased acreage
<b>Pine Tree</b> - Property Tax and Insurance	\$1,680	Split with Cal Poly Foundation based on percentage of leased acreage
<b>Pine Tree</b> - Improvements and Misc. Expenses	\$5,000	<ul style="list-style-type: none"> <li>• Improvements may include the following:                             <ul style="list-style-type: none"> <li>○ Educational demonstration projects as needed including UCCE GEM Spacing Trial</li> <li>○ Replants of trees in poor health</li> <li>○ New plantings on available blocks</li> </ul> </li> <li>• Miscellaneous expenses, which may include weather station annual fees</li> </ul>
<b>Pine Tree</b> - Crop Harvesting	\$13,500	Farm labor cost to harvest 2022-23 crop at Pine Tree Ranch
<b>Pine Tree</b> - Crop Hauling	\$500	Transportation charges and/or credits associated with PTR harvest
<b>Pine Tree</b> - CAC Assessment	\$938	CAC Assessment of 1.00% of gross dollar value due on the sale of PTR fruit
<b>Pine Tree</b> - Hass Avocado Board (HAB) Assessment	\$1,875	HAB Assessment of \$0.25 per pound due on the sale of PTR fruit
<b>INDUSTRY AFFAIRS: DEMONSTRATION GROVE SUBTOTAL:</b>	<b>\$74,101*</b>	

***\*Note: Portion of expenditures potentially offset by estimated harvest revenue of \$93,750***

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Industry Affairs</b>	<b>ACTIVITIES: Education and Outreach</b>	<b>AGENCY: CAC</b>
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
<b>Field Meetings, Seminars and Workshops</b> - Events purposed to educate and update growers and industry stakeholders on pertinent industry issues	\$23,500	Conduct events that may include, but are not limited to: <ul style="list-style-type: none"> <li>• Food Safety Workshops, including Spanish translation</li> <li>• Hot Topic Seminars (pest/labor/etc.), Spanish translation as needed</li> </ul>
<b>Pine Tree Ranch Field Days</b> - Field days held at CAC's demonstration grove with the intent of providing a hands-on learning environment for the purpose of continued grower education and outreach	\$2,000	Hold at least 3 Grower Outreach and Education Field Days at Pine Tree Ranch, to be held winter 2022, summer and fall 2023
<b>Grower Outreach</b> - Provides industry with a reliable source for information on topics of vital importance to the operation of their business	\$13,500	<ul style="list-style-type: none"> <li>• Coordinate and facilitate small grower forums</li> <li>• Coordinate international researcher industry outreach and education on a hot topic to address specific industry issues (i.e., shot hole borer, high-density plantings, fire and/or heat recovery)</li> <li>• Provide CAC premiums in appreciation of industry participation in various Commission programs</li> </ul>
<b>INDUSTRY AFFAIRS: EDUCATION AND OUTREACH SUBTOTAL:</b>	<b>\$39,000</b>	

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM: Industry Affairs</b>	<b>ACTIVITIES: Other/Administrative</b>	<b>AGENCY: CAC</b>
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
<b>Dues, Sponsorships, Registrations and Reports</b> - Formation and participation in coalitions with other commodity boards and agricultural organizations to broaden support for industry-wide initiatives	\$42,600	<ul style="list-style-type: none"> <li>• Coalition dues and sponsorships may include, but are not limited to: Agriculture Coalition for Immigration Reform, Alliance for Food &amp; Farming, Avocado Brainstorming 2023, California Avocado Society, United States Agricultural Export Development Council, President’s Council and Western Growers</li> <li>• Event registrations may include, but are not limited to: World Avocado Congress, IFPA Global Produce &amp; Floral Show, IFPA Washington Conference and Urban Water Institute</li> </ul>
<b>Grant Writing</b> - Pursuit of outside-funding opportunities for industry initiatives	\$2,500	Potential funding opportunities may include: <ul style="list-style-type: none"> <li>• GAP/Food safety</li> <li>• Water quality and efficiency</li> <li>• Phytosanitary/pest management</li> <li>• Sustainability/energy efficiency</li> </ul>
<b>Travel</b> - Travel required by CAC staff to advocate on issues of importance to the industry, stay informed on industry issues and participate in industry events	\$75,000	Industry Affairs staff travel may include, but is not limited to: <ul style="list-style-type: none"> <li>• Meetings with policy/decision makers</li> <li>• Grower seminars</li> <li>• District meetings</li> <li>• Local and international industry meetings/conferences</li> </ul>
<b>Office Expense</b> - Expenses incurred by CAC non-marketing staff, in conducting day-to-day business activities	\$13,000	Examples of office expenses include, but are not limited to: <ul style="list-style-type: none"> <li>• Office furniture/computers/software/electronics</li> <li>• Paper/binders/supplies</li> <li>• Subscriptions to business publications and resources</li> </ul>
<b>Committee Meeting Expense</b> - Expenses incurred for travel, lodging and meals for committee meetings	\$5,000	Examples of committee meetings include, but are not limited to: <ul style="list-style-type: none"> <li>• Production Research Committee</li> <li>• Good Agricultural Practices Committee</li> <li>• Executive Committee</li> <li>• Governance Committee</li> </ul>
<b>INDUSTRY AFFAIRS: OTHER/ADMINISTRATIVE SUBTOTAL:</b>	<b>\$138,100</b>	

<b>2022-23 TOTAL INDUSTRY AFFAIRS BUDGET: \$1,301,451</b>
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# PRODUCTION RESEARCH

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM:</b> Production Research	<b>ACTIVITIES:</b> Research	<b>AGENCY:</b> UC Riverside; UC Cooperative Extension; and The Huntington
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**PRIORITY 3:** Support industry strategy through research and outreach

**OBJECTIVES:**

1. Enhance California Avocado grower productivity and success
2. Ensure consistently safe, high-quality production that supports CAC's market development efforts

**STRATEGIES:**

- A. Design and implement a Production Research Program focused on practical solutions to grower-defined priorities
- B. Develop a research-based outreach and education program for California Avocado growers and other industry stakeholders

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAMS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	ACTION STEPS & DELIVERABLES
<b>EXISTING RESEARCH PROJECTS</b>				
<b>Pests and Diseases</b>				
Phenology and ecology of avocado lace bug in Southern California	9/15/21	10/31/24	\$76,074	<ul style="list-style-type: none"> <li>• Comprehensive data on avocado lace bug population cycles in three different infestation zones (San Diego, Riverside and Los Angeles Counties). These data will be useful for predicting when population peaks and maximum damage is likely to occur, which in turn, will help with timing of control treatments</li> <li>• An inventory of natural enemies associated with avocado lace bug infestations in three different areas will be developed. These data may provide insight into levels of naturally occurring population suppression that is provided by natural enemies</li> <li>• Determination and quantification of avocado lace bug performance (i.e., development times and survivorship rates) on five different avocado cultivars (i.e., Hass, Lamb Hass, Fuerte, Bacon and GEM)</li> <li>• Development of temperature-driven degree-day models that will: (1) assist with interpreting population phenology data; (2) provide insight into how temperature extremes, especially high-heat events, affect avocado lace bug development and survivorship rates and (3) provide a tool for estimating temperature-based population growth trajectories that could be used to plan and time insecticide applications for suppression of damaging avocado lace bug populations</li> </ul>
<b>Breeding</b>				
Commercial-scale field testing and potential release of five elite advanced rootstocks	11/1/18	10/31/25	\$89,628	<ul style="list-style-type: none"> <li>• Establish commercial-scale field trials of PP35, PP40, PP42, PP45, and PP80 UCR advanced rootstocks before official release in cooperation with California growers</li> <li>• Collect tree health and harvest data for PP35, PP40, PP42, PP45 and PP80 UCR advanced rootstocks at Pine Tree and Bonsall rootstock trials (established June 2017)</li> <li>• Collect tree health and harvest data for PP35, PP40, PP42, PP45 and PP80 UCR advanced rootstocks at 4 previously established field trials (2019)</li> </ul>

## 2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

<b>PROGRAM:</b> Production Research	<b>ACTIVITIES:</b> Research (cont.)	<b>AGENCY:</b> UC Riverside; UC Cooperative Extension
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PROGRAMS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	ACTION STEPS & DELIVERABLES
<b>Cultural Practices</b>				
Development of Chloride Mitigation Strategies for California Avocado Groves: Technology Review and Treatment Prediction	2/1/22	1/31/23	\$24,866	<ul style="list-style-type: none"> <li>• Understand chloride ion activity and chemistry in irrigation water at California avocado groves</li> <li>• Screen viable chloride removal technologies uniquely applicable to the avocado industry</li> <li>• Predict the treatment efficacy and economic cost of the most prioritized chloride removal technologies</li> <li>• Recommend a phase two study on experimental investigation of candidate chloride mitigation technologies</li> </ul>
<b>EXISTING RESEARCH PROJECTS SUBTOTAL:</b>			<b>\$190,568</b>	
<b>NEW RESEARCH PROJECTS</b>				
<b>Cultural Practices</b>				
Developing tools and information on crop water use and effective irrigation management for more profitable and sustainable avocado production	11/1/22	10/31/25	\$95,041	<ul style="list-style-type: none"> <li>• Develop more accurate information on irrigation water needs under different conditions in South California through updated crop coefficient curves over the season for avocados</li> <li>• Evaluate irrigation tools in avocados (soil moisture, evapotranspiration (ET), drone/satellite, leaf/stem water potential, canopy temperature) for effective irrigation management</li> <li>• Evaluate irrigation strategies in avocados (grower irrigation practice vs. sensor-based irrigation and/or less water applied)</li> <li>• Evaluate satellite-based tool of IrriSAT/IrriWatch/Open ET in avocados</li> </ul>
<b>NEW RESEARCH PROJECTS SUBTOTAL:</b>			<b>\$95,041</b>	

<b>2022-23 TOTAL PRODUCTION RESEARCH BUDGET: \$285,609</b>
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HOME	REVENUE	CONSUMER ADVERTISING	ONLINE MARKETING	CONSUMER PR	CONSUMER/ TRADE LIVING WELL	RETAIL	FOODSERVICE	RESEARCH
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### KEY PERFORMANCE INDICATORS: NOVEMBER 2021 – OCTOBER 2022

**\$1.20**

**Average Selling Price**

Category Average Selling Price per Unit for the 4-weeks ending October 2, 2022

**325.5 Million**

**Consumer Media Impressions**

Includes offline, online and social media impressions through October 2022

**976.9 Million**

**Consumer PR Impressions**

Media coverage secured with print, broadcast and online media outlets, as well as retailer communications through the 2021-22 season

**52.0 Million**

**Trade Media and Public Relations Impressions**

Positive direct CAC trade media and public relations circulation through October 2022

**25.6 Million**

**Facebook Impressions**

A 45% increase versus the same period in 2021

**38**

**Retail Promotions**

Number of Retail Promotion Agreements fully executed in the 2021-22 season



HOME REVENUE CONSUMER ADVERTISING ONLINE MARKETING CONSUMER PR CONSUMER/ TRADE LIVING WELL RETAIL FOODSERVICE RESEARCH

**REVENUE: CROP MOVEMENT AND MEASURES**

California Avocado Grade and Size Distribution - This Year vs. Last Year									
		November 1, 2021 - October 31, 2022				November 1, 2020 - October 31, 2021			
Grade	Size	Size %	(millions)		Avg Lug \$	Size %	(millions)		Avg Lug \$
			Pounds	Dollars			Pounds	Dollars	
Hass #1 Conv	40	5%	11.9	31.4	\$ 65.97	8%	17.5	31.3	\$ 45.55
	48	28%	61.7	167.6	\$ 67.92	35%	74.6	134.2	\$ 45.52
	60	30%	64.6	158.8	\$ 61.47	28%	60.1	92.8	\$ 39.22
	70	21%	45.4	91.8	\$ 50.56	16%	34.1	40.2	\$ 29.90
	84	11%	25.0	41.0	\$ 40.98	8%	16.8	16.5	\$ 24.67
	Other	4%	9.2			6%	12.1		
	All	100%	217.8	490.7	\$ 58.81	100%	215.2	332.9	\$ 39.21
Hass #2s	All		19.5	36.0	\$ 46.20		19.7	23.6	\$ 30.84
Hass Organic #1	All		21.5	57.8	\$ 67.19		18.8	41.5	\$ 56.17
California Avocado Region Distribution - This Year vs. Last Year									
All Varieties		November 1, 2021 - October 31, 2022				November 1, 2020 - October 31, 2021			
Region	Region %	(millions)			Avg Lug \$	(millions)			Avg Lug \$
		Pounds	Dollars			Pounds	Dollars		
EAST CENTRAL	5%	13.9	31.9	\$ 57.44	3%	6.8	10.1	\$ 38.17	
NORTHEAST	4%	10.2	25.1	\$ 61.64	2%	6.6	11.4	\$ 43.12	
PACIFIC	79%	213.7	473.6	\$ 55.40	83%	219.3	341.9	\$ 39.68	
SOUTHEAST	4%	10.2	25.3	\$ 61.89	3%	7.8	14.1	\$ 45.43	
SOUTHWEST	4%	11.0	25.1	\$ 56.95	3%	7.6	11.9	\$ 39.75	
WEST CENTRAL	4%	10.5	25.1	\$ 59.75	3%	7.8	11.7	\$ 37.94	
EXPORT	0%	1.2	2.8	\$ 57.38	4%	9.9	16.1	\$ 41.51	



HOME	REVENUE	CONSUMER ADVERTISING	ONLINE MARKETING	CONSUMER PR	CONSUMER/ TRADE LIVING WELL	RETAIL	FOODSERVICE	RESEARCH
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**REVENUE: CROP MOVEMENT AND MEASURES**

**U.S. Hass Avocado Supply (November-October)**

	2021/22		2020/21		2019/20	
Origin	Volume (MM lbs)	Est. % Complete*	Volume (MM lbs)	% Complete	Volume (MM lbs)	% Complete
California	275	102%	257	103%	373	100%
Chile	14	140%	4	187%	9	100%
Mexico	2,047	83%	2,332	98%	2,103	100%
Peru	251	126%	177	77%	161	100%
Other	35	233%	9	134%	9	100%
<b>Total</b>	<b>2,622</b>	<b>88%</b>	<b>2,779</b>	<b>97%</b>	<b>2,655</b>	<b>100%</b>
*based on current projections						Source: CAC

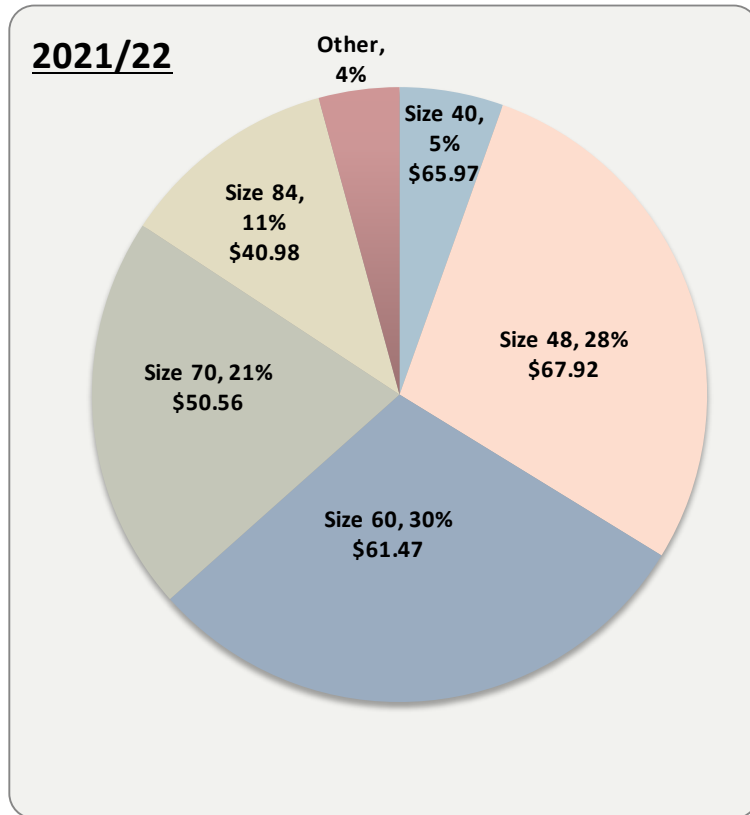


- HOME
- REVENUE
- CONSUMER ADVERTISING
- ONLINE MARKETING
- CONSUMER PR
- CONSUMER/ TRADE LIVING WELL
- RETAIL
- FOODSERVICE
- RESEARCH

## REVENUE: CROP MOVEMENT AND MEASURES

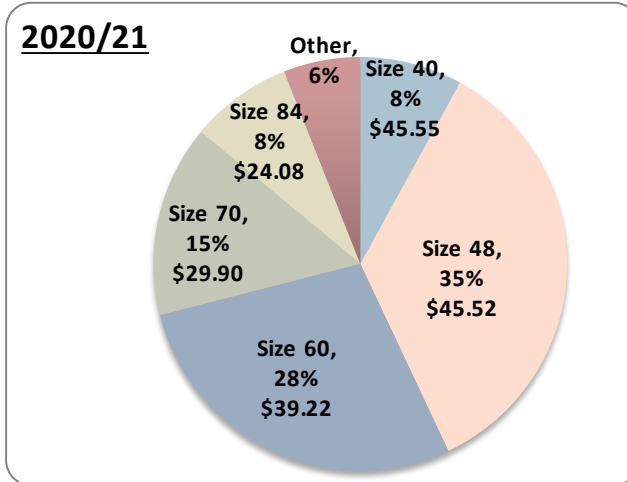
### Size Distribution and Average Lug Price

Hass #1 Conventional (November-October)

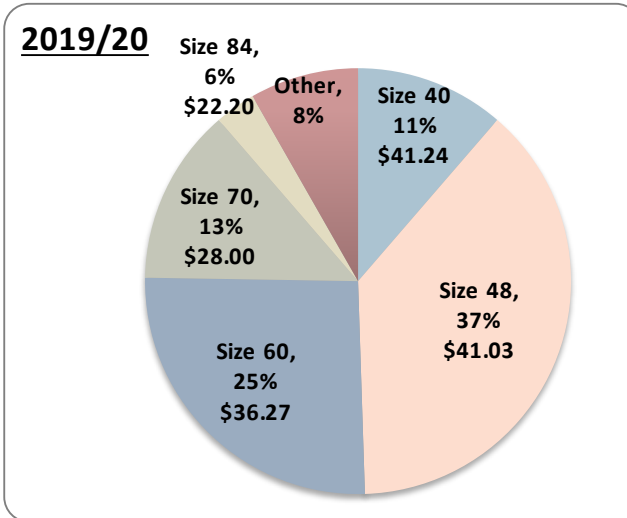


Source: AMRIC

**2020/21**



**2019/20**





HOME REVENUE CONSUMER ADVERTISING ONLINE MARKETING CONSUMER PR CONSUMER/ TRADE LIVING WELL RETAIL FOODSERVICE RESEARCH

**REVENUE: RETAIL SALES AND VOLUME**

<u>RETAIL</u> <u>(4 wks)</u>	<u>Sept21</u> <u>(9/6/21-10/3/21)</u>	<u>Sept22</u> <u>(9/5/22-10/2/22)</u>	<u>Variance</u>
Volume (Unit)	151,787,430	147,981,529	-2.5%
Dollars	\$184,568,224	\$178,196,523	-3.5%
Avg. Selling Price/Unit	\$1.22	\$1.20	-1.0%
<u>RETAIL</u> <u>California Season</u>	<u>Mar21-Aug21</u> <u>(3/1/21-8/29/21)</u>	<u>Mar22-Aug22</u> <u>(2/28/22-8/28/22)</u>	<u>Variance</u>
Volume (Unit)	1,135,375,654	993,159,020	-12.5%
Dollars	\$1,302,120,590	\$1,450,470,841	+11.4%
Avg. Selling Price/Unit	\$1.15	\$1.46	+27.3%
<u>RETAIL</u> <u>Non-California Season</u>	<u>Sep20-Feb21</u> <u>(8/31/20-2/28/21)</u>	<u>Sep21-Feb22</u> <u>8/30/21-2/27/22</u>	<u>Variance</u>
Volume (Unit)	1,143,969,549	1,000,392,990	-12.6%
Dollars	\$1,298,464,093	\$1,464,337,278	+12.8%
Avg. Selling Price/Unit	\$1.14	\$1.46	+29.0%



- HOME
- REVENUE
- CONSUMER ADVERTISING
- ONLINE MARKETING
- CONSUMER PR
- CONSUMER/ TRADE LIVING WELL
- RETAIL
- FOODSERVICE
- RESEARCH

## REVENUE: RETAIL SALES AND VOLUME

**Avg. Retail Price**  
**\$1.15**



Mar 2021 – Aug 2021  
(3/1/21 – 8/29/21)

**Avg. Retail Price**  
**\$1.46**



Sept 2021 – Feb 2022  
(8/30/21 – 2/27/22)

**Avg. Retail Price**  
**\$1.46**



Mar 2022 – Aug 2022  
(2/28/22 – 8/28/22)



HOME	REVENUE	<b>CONSUMER ADVERTISING</b>	ONLINE MARKETING	CONSUMER PR	CONSUMER/ TRADE LIVING WELL	RETAIL	FOODSERVICE	RESEARCH
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## CONSUMER ADVERTISING: OUTDOOR

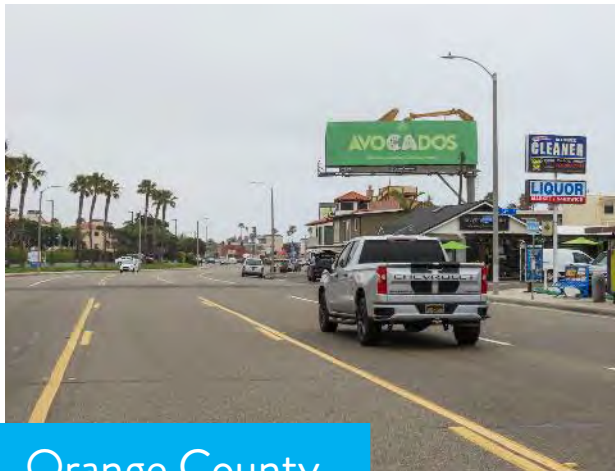
- 42,209,352 Impressions
- Seven high-impact locations throughout Los Angeles, San Francisco, San Diego and Orange County
- 155 Volta Electric Vehicle Charging Stations across multiple retail locations
- 32 units in Premium Dining and Shopping Centers in Orange County and San Francisco



Los Angeles



San Francisco



Orange County



San Diego



- HOME
- REVENUE
- CONSUMER ADVERTISING**
- ONLINE MARKETING
- CONSUMER PR
- CONSUMER/ TRADE LIVING WELL
- RETAIL
- FOODSERVICE
- RESEARCH

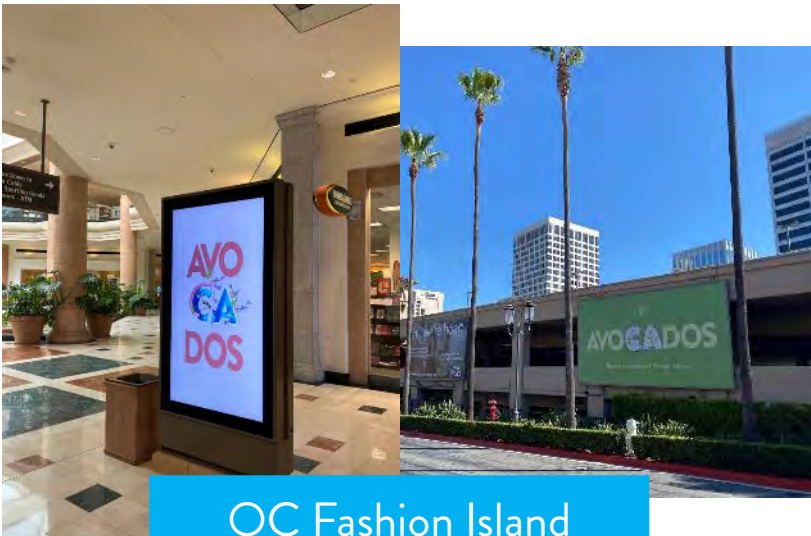
## CONSUMER ADVERTISING: OUTDOOR



Volta Charging Stations



SF Broadway Plaza



OC Fashion Island



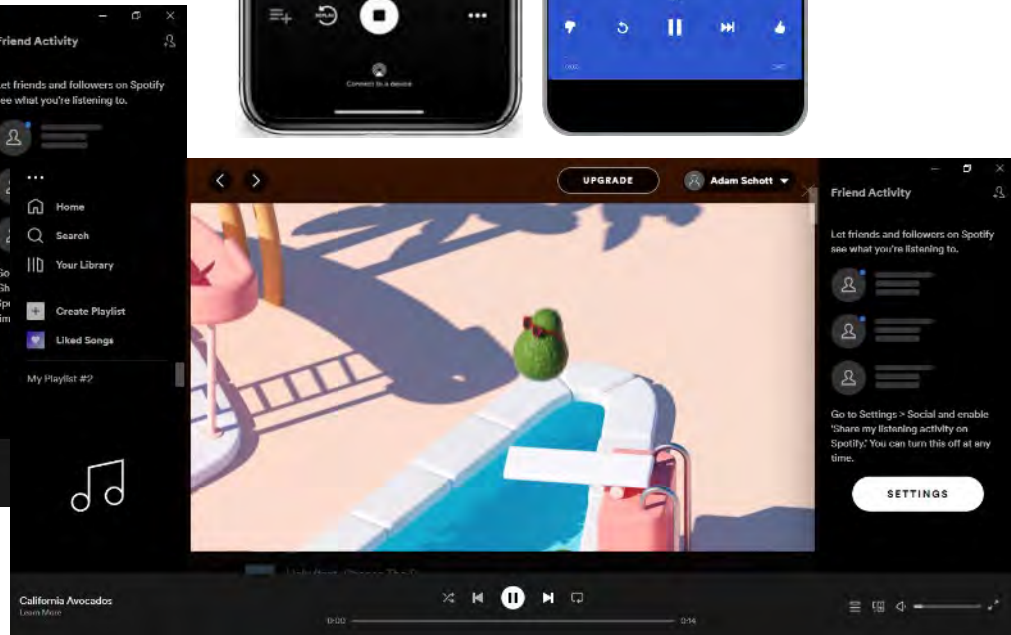
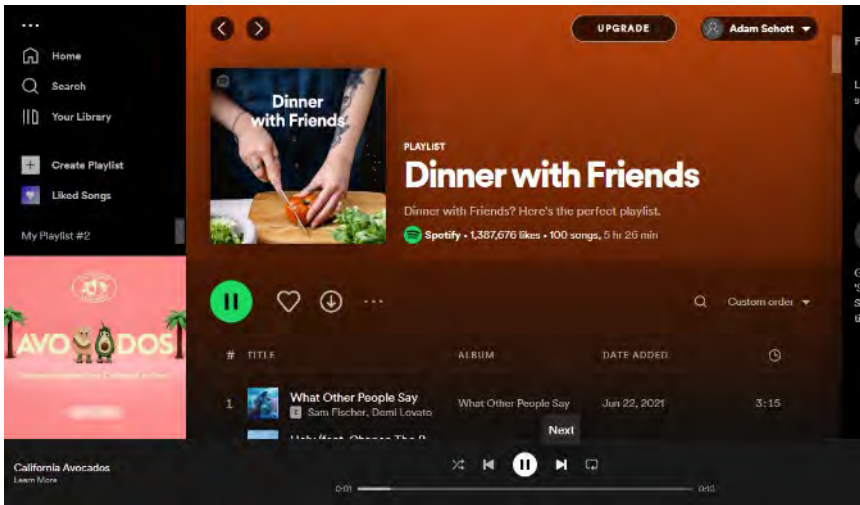
OC Irvine Spectrum





## CONSUMER ADVERTISING: AUDIO

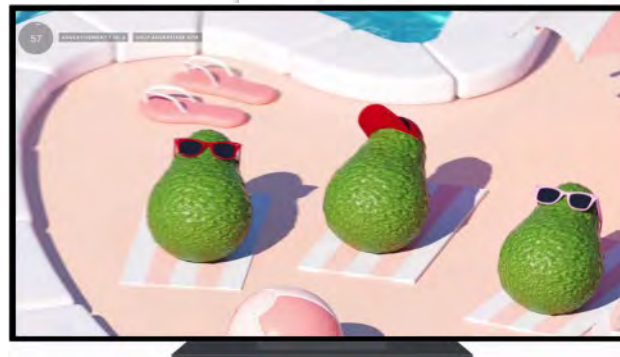
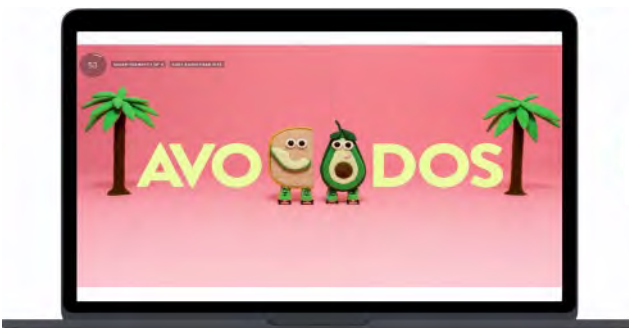
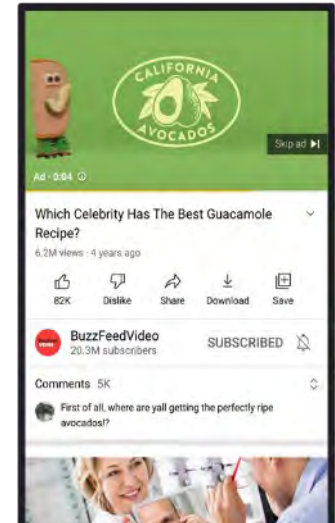
- 33,239,503 Impressions
- 36,086 Clicks with a 0.22% Click Through Rate
- 11,536,660 Video Views
- Targeted listening sessions, audio, banners, overlays, in-car audio and podcast live reads





## CONSUMER ADVERTISING: DIGITAL BRAND

- 107,315,355 Impressions
- 237,510 Clicks with a 0.29% Click Through Rate
- 56,182,780 Video Views
- Digital video, mobile and display banners

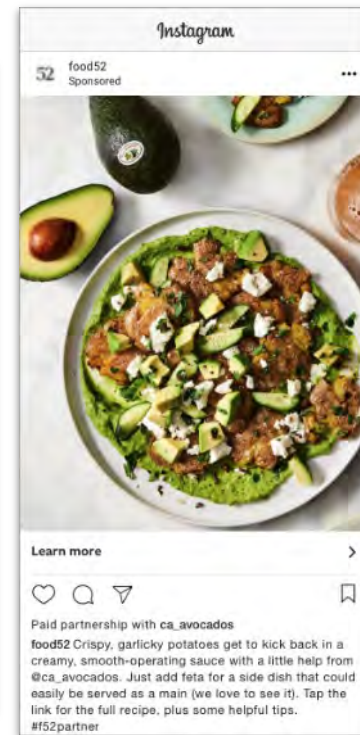
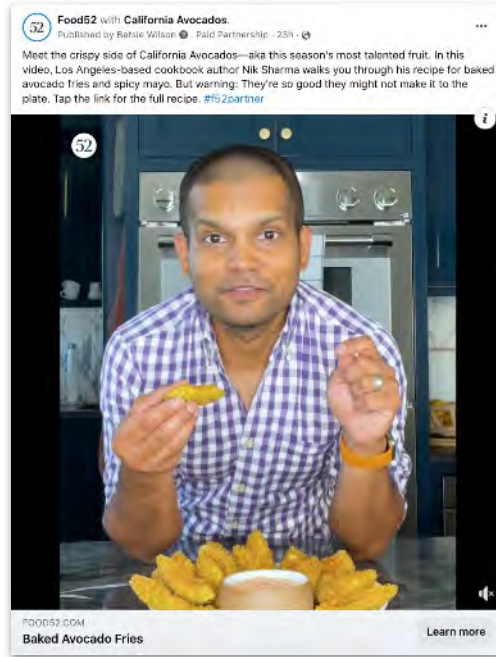
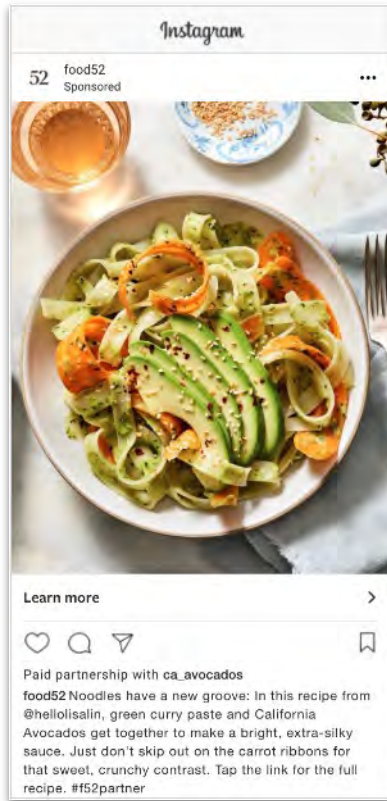




### CONSUMER ADVERTISING: DIGITAL CUSTOM CONTENT

# FOOD52

Custom content including six recipe videos and images prominently featuring California Avocados shared across Food52’s Instagram, Facebook and TikTok along with their website, email and custom “Play Me A Recipe Podcast”

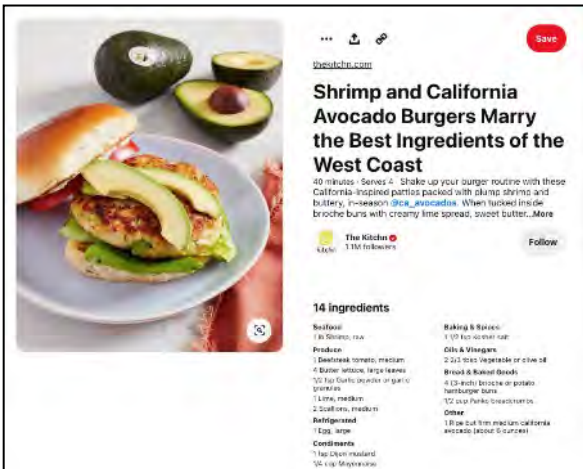
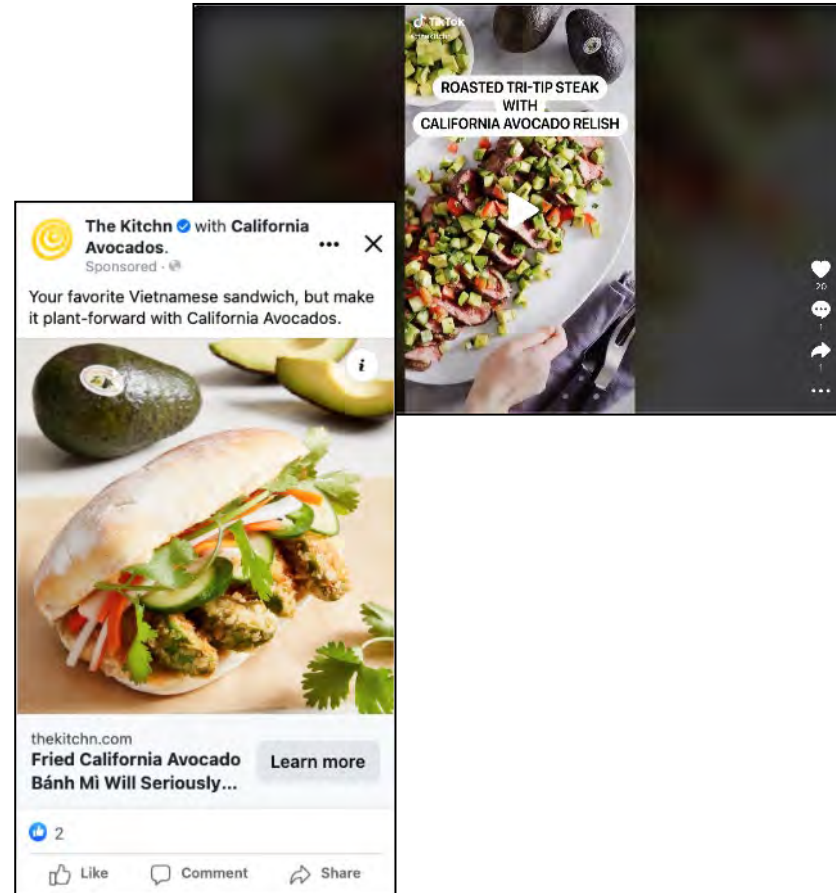
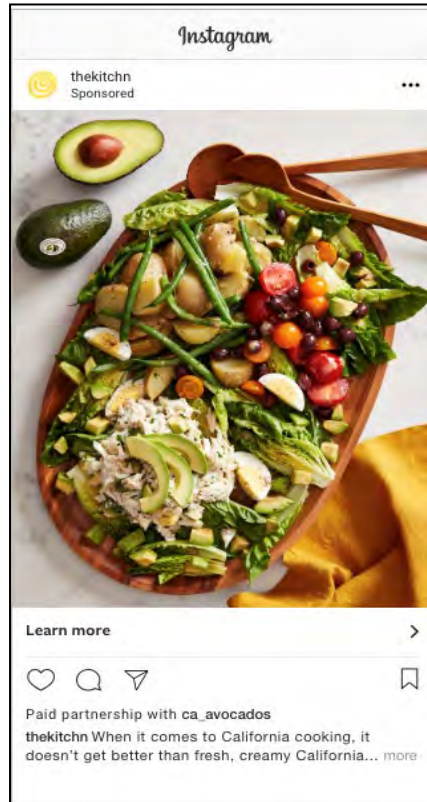
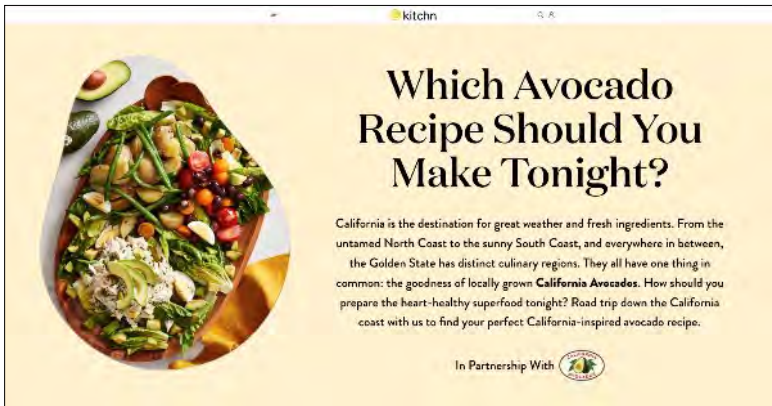




### CONSUMER ADVERTISING: DIGITAL CUSTOM CONTENT



Custom content including an interactive flowchart on The Kitchn’s site, home to five recipes that prominently feature California Avocados. Recipes were also distributed across The Kitchn’s Instagram, Facebook, Pinterest and TikTok channels as well as their daily email

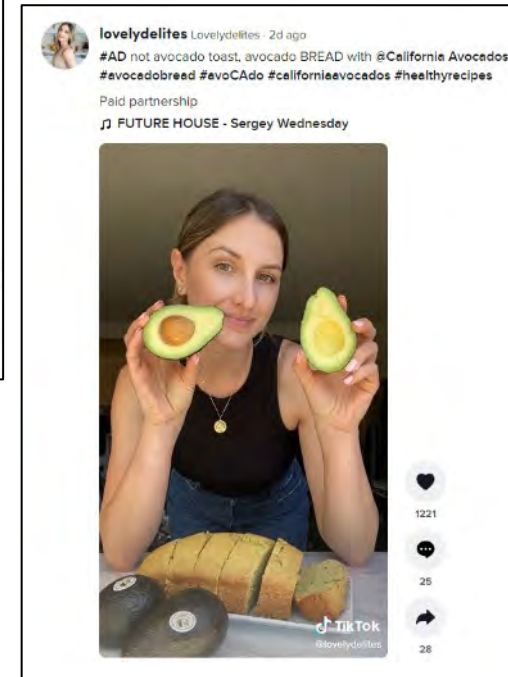
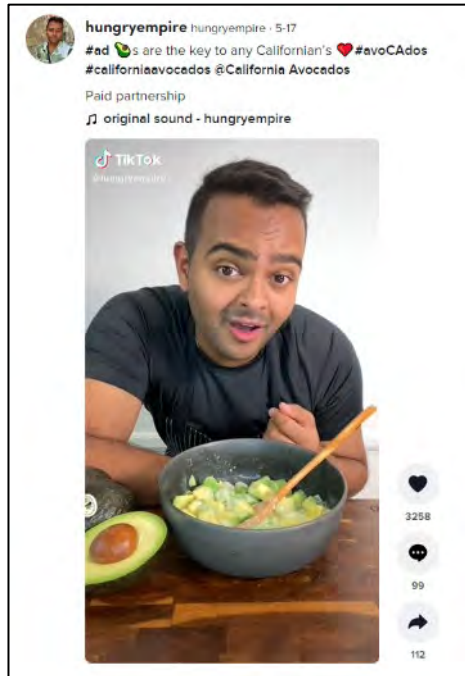




### CONSUMER ADVERTISING: DIGITAL CUSTOM CONTENT



Custom content including five Influencers on Instagram and five Influencers on TikTok posting original recipe videos in feed and in their stories

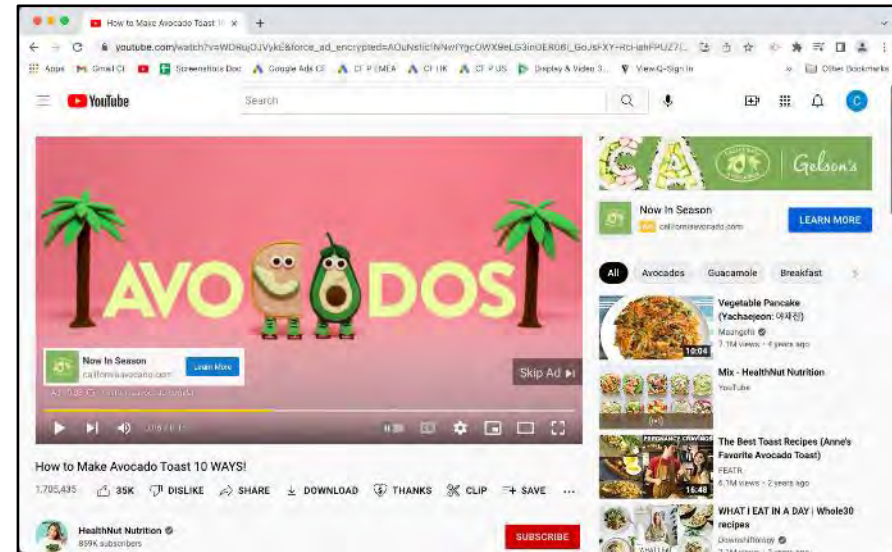
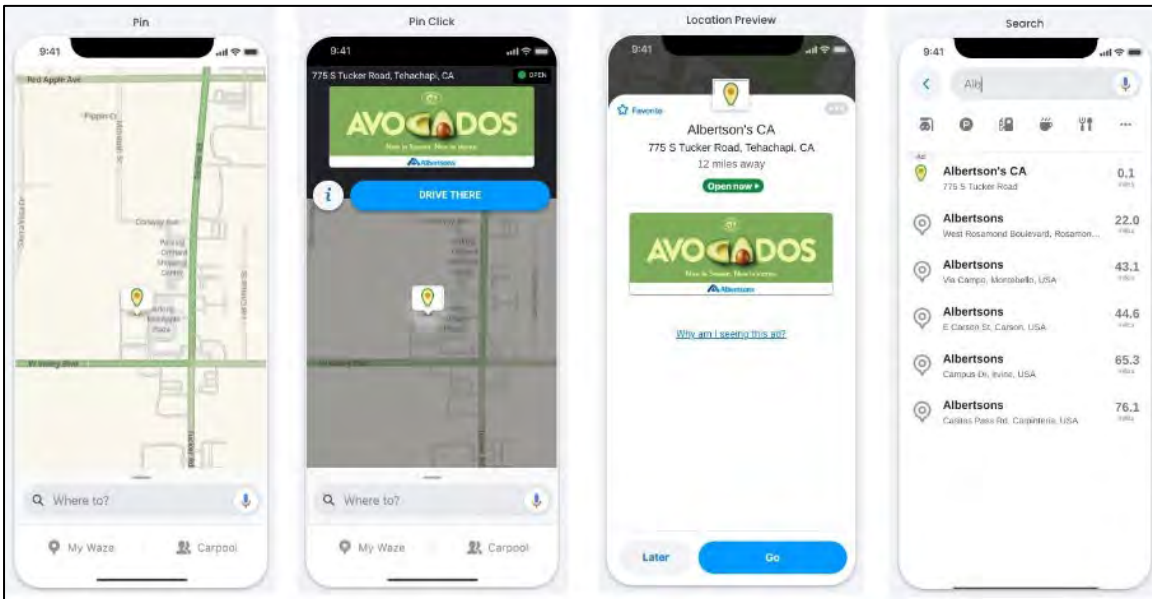




### CONSUMER ADVERTISING: DIGITAL RETAIL



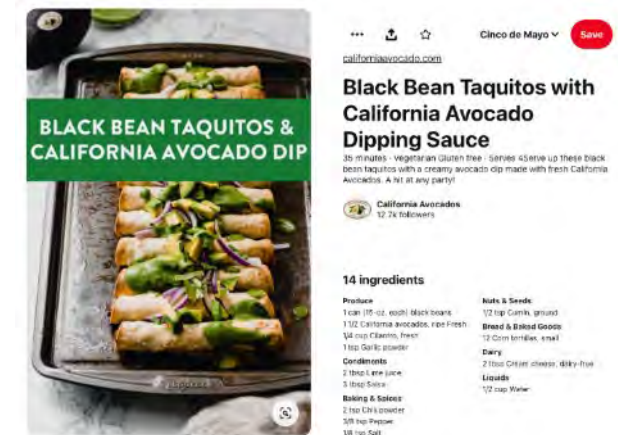
- 62,879,352 Impressions
- 375,252 Clicks with a 0.6% Click Through Rate
- 5,168,260 Video Views
- Promoted in-store availability to drive users to retailers carrying California Avocados





## CONSUMER ADVERTISING: SOCIAL BRAND

- 35,251,118 Impressions
- 1,350,673 Engagements with a 3.83% Engagement Rate
- Season-long social advertising across top platforms

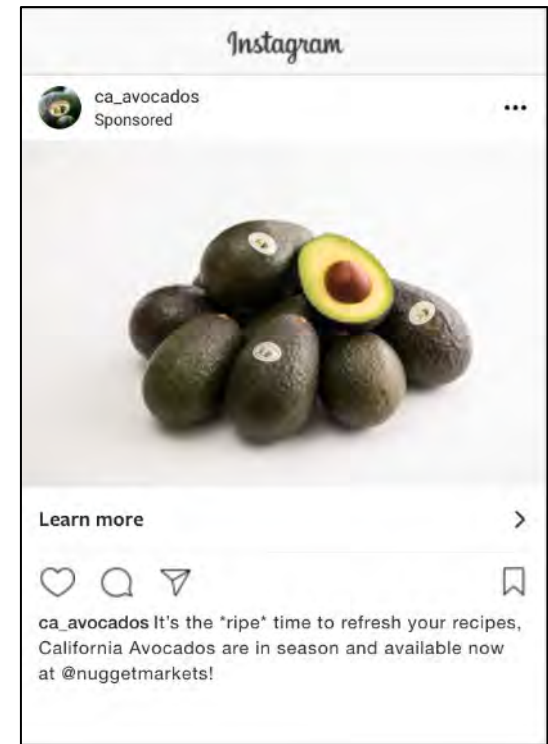




### CONSUMER ADVERTISING: SOCIAL RETAIL



- 4,803,677 Impressions
- 33,306 Engagements with a 0.69% Engagement Rate
- Promoted California Avocados in-store to drive users to retailers







### CONSUMER ADVERTISING: CALIFORNIA AVOCADO MERCHANDISE SHOP

- 29,800 visitors (208% increase YoY)
- 55,600 page views (63% increase YoY)
- 208 total orders (27% increase YoY)
- 1.95 items/order (-2% decrease YoY)
- \$82.97 average order value (-2% decrease YoY)

\* All comparisons to same time period FY21

Best selling products by quantity



Best selling products by net \$ sales





## ONLINE MARKETING: NOVEMBER 2021 – OCTOBER 2022

### SEARCH RESULTS

- Organic Search Impressions: 34.6MM
- Paid Search Impressions: 5.2MM

### SOCIAL MEDIA

- Facebook
  - Total Fans: 317.0K (0% change YoY)
  - Impressions: 25.6MM (45% increase YoY)
- Twitter
  - Total Followers: 20.8K (0% change YoY)
  - Impressions: 58.5K (54% decrease YoY)
- YouTube
  - Views: 15.2MM (13% increase YoY)
  - Subscribers: 3.1K (1% increase YoY)
- Instagram
  - Followers: 42.8K (0% change YoY)
  - Impressions: 454K (-96% decrease YoY)

### CONSUMER WEBSITE

- # of Visits: 1.18MM (-15% decrease YoY)
- Page Views / Visit: 1.32 (Flat YoY)
- Time on site: 37 seconds (-10% decrease YoY)
- Total Page Views: 1.82MM (-17% decrease YoY)

### EMAIL

- Average Open Rate: 33.1%
- Click through rate: 2.3%
- Emails Sent: 7 emails sent to 169K recipients per email



## CONSUMER PR: VIRTUAL COOKING CLASS WITH MEG QUINN

- To promote California avocado season, CAC hosted a virtual charcuterie board class in partnership with LA-based food stylist and charcuterie board expert Meg Quinn (and moderator Erica Domesek, founder of the lifestyle brand P.S.- I made this...)
- Meg was joined by 16 media attendees from national, regional and local consumer and trade outlets, as well as four retail contacts
- Through earned media relations, as well as distribution of a press release and mat release, the program resulted in **213,017,227 impressions** across national and regional media outlets, including Associated Press, *The San Diego Union-Tribune* and *Los Angeles Downtown News*, as well as organic social mentions from attendees





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## CONSUMER PR: 10TH ANNIVERSARY OF CALIFORNIA AVOCADO MONTH

- In honor of the 10th anniversary of California Avocado Month in June, the Commission partnered with southern California native Chef Nyesha Arrington to create two delicious and seasonal recipes prominently featuring California avocados (California Avocado Crab & Tuna Stack and Grilled California Avocado & Peach Salad), which were promoted via press and mat releases
- CAC also hosted a California avocado grove open house, where attendees experienced first-hand what it takes to grow California avocados – from picking California avocados directly from the trees to watching a grafting demonstration to learning how to create an avocado rose
- Through earned media relations, the program resulted in more than **695,062,896 impressions**

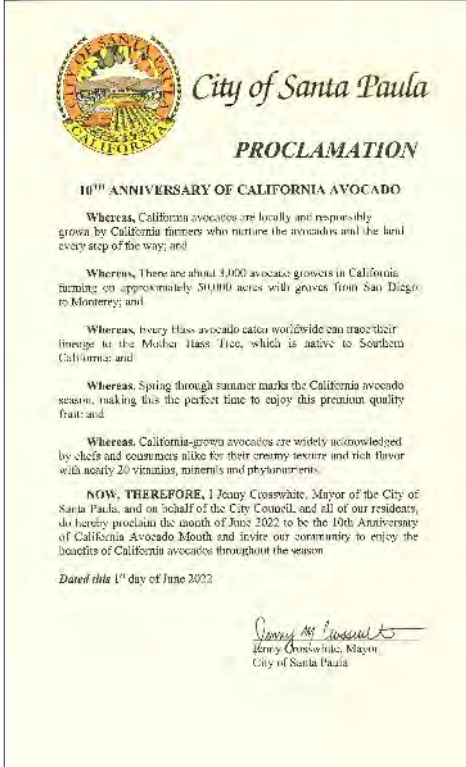




HOME	REVENUE	CONSUMER ADVERTISING	ONLINE MARKETING	<b>CONSUMER PR</b>	CONSUMER/ TRADE LIVING WELL	RETAIL	FOODSERVICE	RESEARCH
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## CONSUMER PR: CALIFORNIA AVOCADO MONTH PROCLAMATIONS

The PR team also secured four proclamations and one scroll from the following CA cities and counties, officially recognizing and celebrating June as California Avocado Month: San Diego County (districts 4 and 5), cities of Santa Paula and San Luis Obispo and Los Angeles County





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## CONSUMER PR: BRAND ADVOCATES

- To celebrate California avocado season and promote the seasonal availability of California avocados, the Commission partnered with five influencers to serve as this year's Brand Advocates. The Brand Advocates were chosen based on their significant influence on social media, large viewership on their blog channels and their vibrant content creation
  - The ask for this season was to develop unique recipes promoting California Avocados on their respective social media channels, including their blog, Instagram, Facebook, TikTok and Pinterest pages
- Between March and June, the Brand Advocate program secured **469,630 blog post impressions** and **1,258,023 social media impressions**, resulting in a total of **1,727,653 impressions**





### CONSUMER PR: NEWS BUREAU

Throughout the 2022 season, the team identified relevant story angles for CAC and leveraged its unique perspective and assets to promote with consumer media. Reactive and proactive news bureau media efforts resulted in 64,056,604 impressions.



#### 17 Foods That Are High In Vitamin B3



There are a few things that don't change in this life, but paying taxes, the laws of gravity, and the popularity of avocado are some of them. The perennial staple on dinner tables around the world is praised for its health benefits, and one of the reasons why people continue to flock to the green fruit is thanks to its vitamin B3 levels. The flesh of a single California avocado will provide around 2.6 milligrams of niacin (via WebMD). This makes it one of the best plant sources of the vitamin out there, which is typically found in meat and fish.

### TastingTable.

#### The Nutritional Difference Between Avocado And Extra Virgin Olive Oil



BY JENNIFER AMOS / SEPT. 23, 2022 3:01 PM UTC

According to California Avocados, avocado oil is made by pressing the pulp of pitted and skinned avocados. Then, oil and water are separated from the pulp using a centrifuge. Next, the oil is skimmed from the top of the water, resulting in the avocado oil we buy in grocery stores. Avocado oil and extra virgin olive oil are made using similar processes, but what's the nutritional difference between them? Let's break it down.



#### How many calories are in avocado and what are the nutritional benefits?

Eating a serving of avocado daily can lower your cholesterol and reduce risk of heart disease.



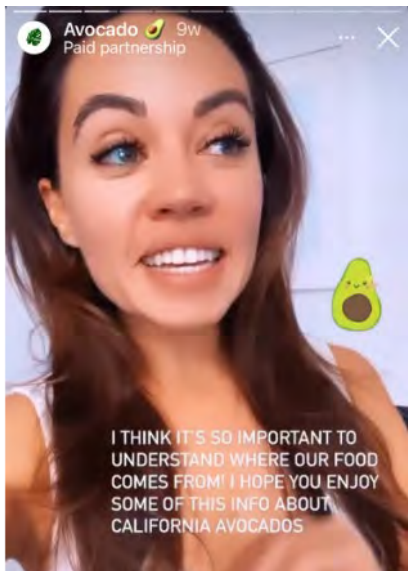
#### There are hundreds of varieties of avocados

According to California Avocados, there are hundreds of varieties of this green fruit. Yet, 95% of the avocados eaten in the United States are Hass avocados. Hass are able to be grown year round in places like California, Chile, Mexico, New Zealand, Peru, The Dominican Republic and Colombia. Hass avocados are medium sized and oval, with a minty green flesh and dark green skin.



## CONSUMER/TRADE – LIVING WELL: BRAND ADVOCATES

Living Well Brand Advocates are registered dietitians and trusted experts, whose passion for sharing tips and ideas for good health and good food is leveraged to tell the California Avocado healthy lifestyle story, as well as communicate the California fruit’s superiority and seasonal availability.



Mascha Davis, RDN, MPH



Bonnie Taub-Dix, MA, RDN, CDN



Manuel Villacorta, MS, RDN,



Liz Shaw, MS, RDN, CLT, CPT

*“Longer-term influencer partnerships increase connection and authenticity, which consumers value.” –Social Media Today, May 2022*





## CONSUMER/TRADE – LIVING WELL: BRAND ADVOCATES

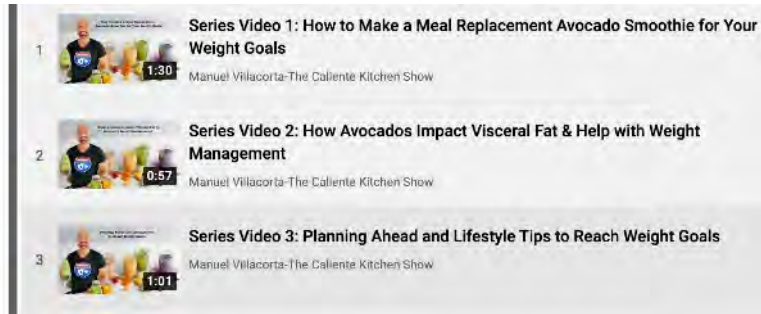
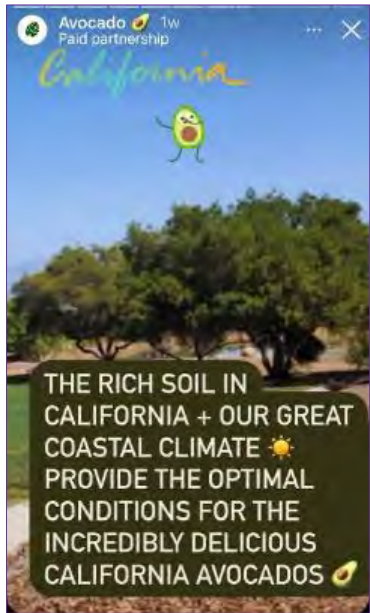
The LWBAs developed nine new recipes for use in social media, Commission website articles and recipe database, television segments and activations/events with CAC’s targeted retailers. Their recipes were developed to align with current food and nutrition trends, presenting new and inspired usage ideas for California Avocados.





## CONSUMER/TRADE – LIVING WELL: BRAND ADVOCATES

Consumers value nutrition news delivered by credentialed nutrition experts. The LWBA’s carefully craft activations to leverage their nutrition knowledge and California Avocado messages. These activations provide CAC’s and its retailers audiences with informative content.



California Avocados have many benefits when it comes to your weight goals. The right planning and the option of meal replacement avocado smoothies can help on your weight loss journey.

Manuel Villacorta produced a 3-video series on “How California Avocados Can Benefit Your Weight Goals,” which he posted to his YouTube Channel and promoted across his social media platforms, on his website and in his newsletter; he also wrote an article for the CAC website that featured additional tips and links to the videos

Mascha Davis shared an early season “Know Where Your Food Comes From” with an 11-slide Instagram Story and a California Avocado Month giveaway with her 84,600 followers



HOME REVENUE CONSUMER ADVERTISING ONLINE MARKETING CONSUMER PR CONSUMER/TRADE LIVING WELL RETAIL FOODSERVICE RESEARCH

### CONSUMER/TRADE – LIVING WELL: BRAND ADVOCATES

Throughout the California Avocado season, the LWBAs delivered a variety of activations on their social media platforms and the Commission’s, as well as regional television to help drive engagement.



Bonnie Taub-Dix shared why she loves California Avocados with her 6,000 Instagram followers



She also offered professional tips for adding California Avocado to new, different and tasty recipes



Liz Shaw demonstrated how California Avocados pair perfectly with kitchen staples to create mealtime magic on ABC 10 News, San Diego Connect



Liz shared her dairy-free and vegan recipe, California Avocado “Feta” Greek Mezze Salad, on her Instagram

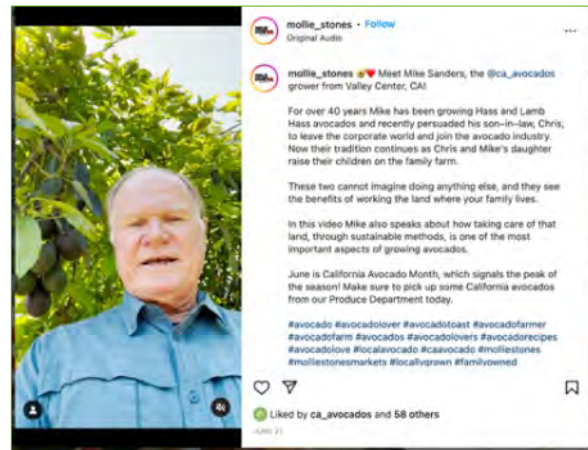


## RETAIL: TRADE RELATIONS – KEY ACCOUNT MARKETING COMMUNICATIONS

CAC worked with key accounts to secure, create and run multi-platform social media campaigns throughout the season in support of the Commission’s retail marketing promotions as well as their own initiatives. Customized content was provided to convey California Avocado-specific messages and show California Avocado branding. This messaging spoke directly to retailers’ customers at targeted top-tier accounts through their social media platforms and other digital marketing tools including social media, websites and mailers.



Early-season Big Game Day promo on Instagram



California Avocado Month – Video reel featuring Mike Sanders posted on Facebook and Instagram



California Avocado Month – Giveaway on Facebook, Instagram and in the newsletter

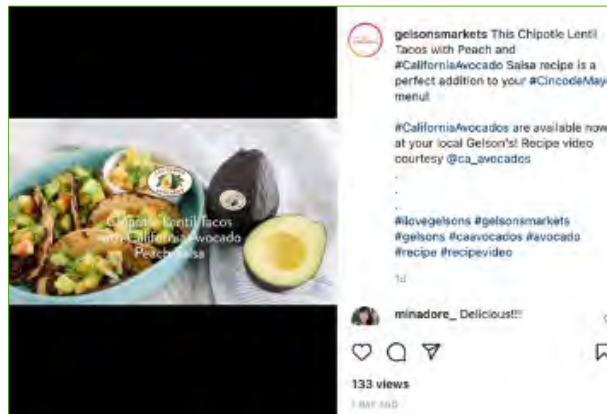


**RETAIL: TRADE RELATIONS – KEY ACCOUNT MARKETING COMMUNICATIONS**

*Gelson's*

Early-season March Madness Watch Party snacks posted to Facebook and Instagram

The Lyall family was highlighted on Facebook in Gelson's July Farmer Feature



Cinco de Mayo – Supported with CAC's Chipotle Lentil Tacos with Peach and California Avocado Salsa recipe video as well as posts for guacamole on Instagram and Facebook

Giveaway – Summer grilling on Instagram



## RETAIL: KEY ACCOUNT MARKETING COMMUNICATIONS



The California Avocado Commission was invited to participate in the grand opening event of Bristol Farms' Newfound Market; the event was attended by more than 30 bloggers and local VIPs; attendees were served fresh California Avocado guacamole and provided brochures and promotional items



### RETAIL: TRADE RELATIONS – KEY ACCOUNT MARKETING COMMUNICATIONS



Giveaway – Promoted on Instagram and featured CAC’s California Avocado Steak Sandwich



California Avocado Month – Facebook feature on Jamie Johnson

Peak season – Mike Sanders video reel featured featured on Facebook



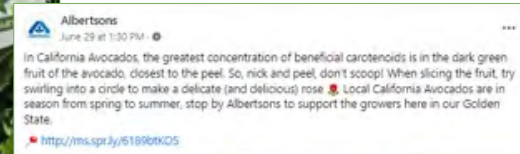
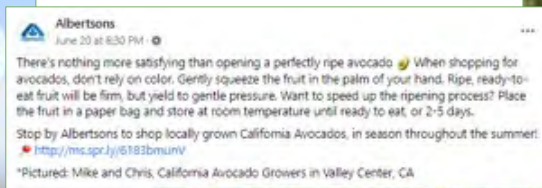
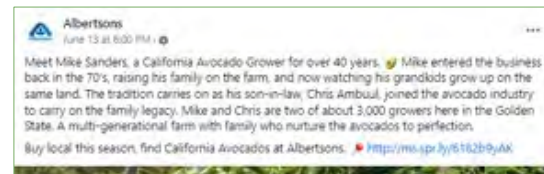
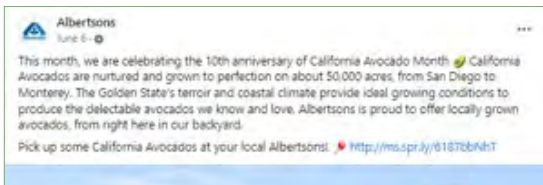
Cinco de Mayo – featured CAC’s Classic Guacamole recipe video on Instagram and Facebook



## RETAIL: TRADE RELATIONS – KEY ACCOUNT MARKETING COMMUNICATIONS



California Avocado Month was featured in a 4-week Instagram and Facebook series of posts that incorporated messaging, assets and images provided by CAC, including the 10<sup>th</sup> Anniversary logo





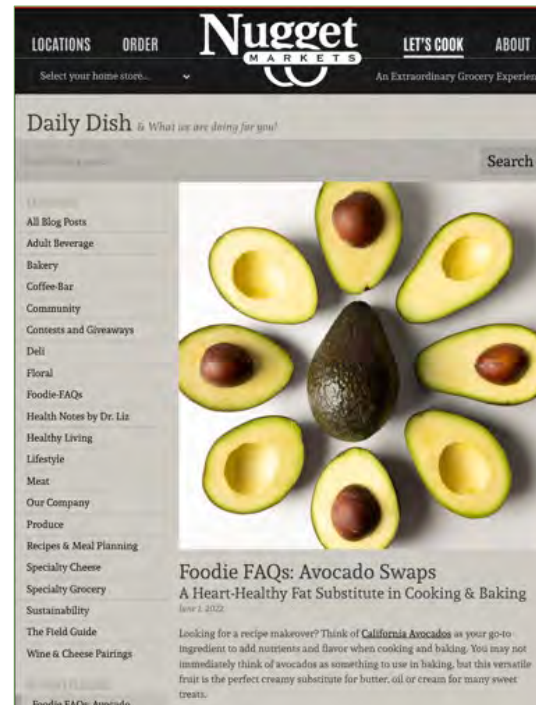


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### RETAIL: TRADE RELATIONS – KEY ACCOUNT MARKETING COMMUNICATIONS



Supported California Avocado season with a video reel on Instagram and TikTok



CAC-provided a feature article for newsletter



California Avocado Month – Two giveaways featured in newsletter and on social media platforms



## RETAIL: TRADE RELATIONS – KEY ACCOUNT MARKETING COMMUNICATIONS

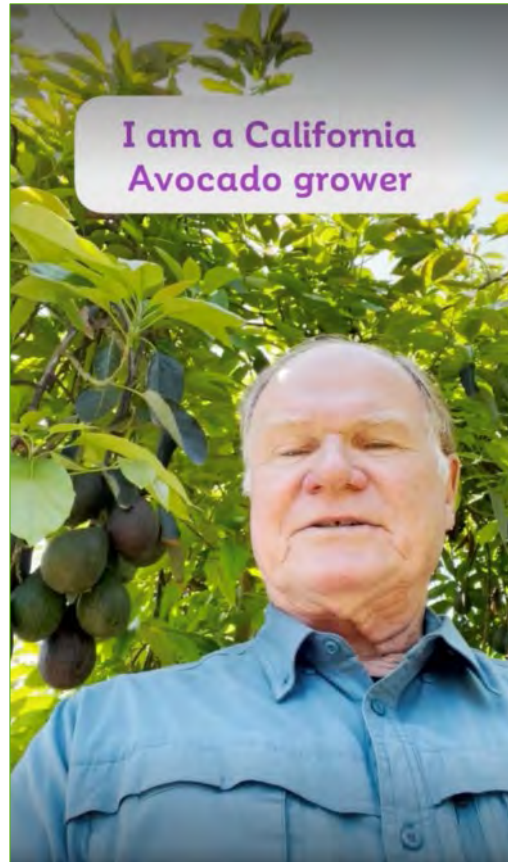
National Avocado Day – Posts featured on retailer’s Instagram/Facebook platforms using Commission-provided copy and a reel featuring Mike Sanders speaking about “two crops”



🍌 savemart 🍌 🥑 🍌 Celebrate National Avocado Day on July 31 by featuring locally grown, in season California Avocados. 🥑 🍌 What makes avocados grown right here in the Golden State so special? The Hass avocado variety is a California native. It was first discovered by Rudolph Hass in the 1920’s. Every Hass avocado in the world can trace its roots to that “Mother Hass Tree” in La Habra Heights, California. It takes 14-18 months to grow a single California Avocado. That means for a few months, avocado trees have two crop years on them! One California Avocado tree can produce up to 150 avocados (or 60 pounds of fruit) per season.

Remember, you can’t spell 🥑 without California – it’s right in the name “AvoCAdos”

For more fun facts and additional information about California Avocados, visit link in bio!

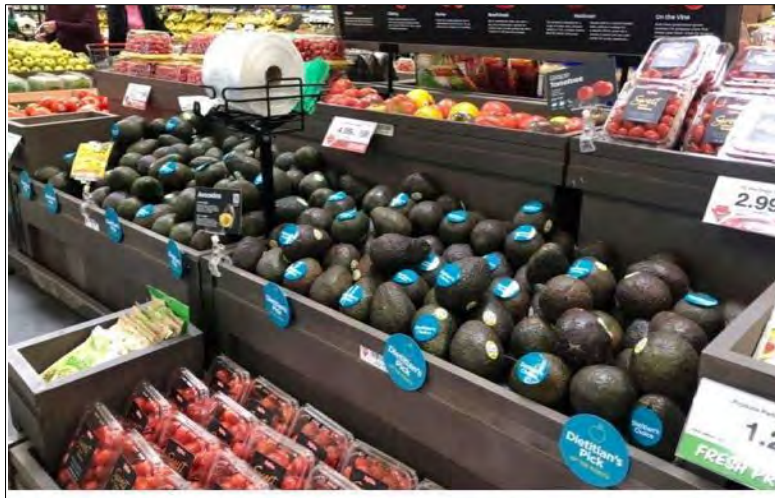




## RETAIL: RETAIL DIETITIAN RELATIONS

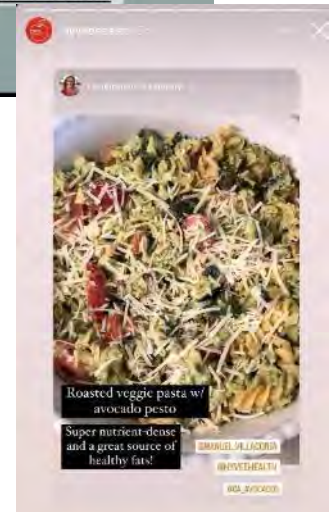
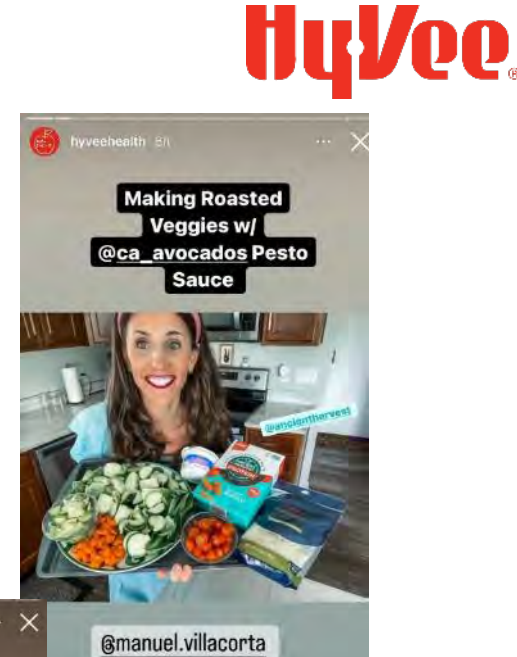
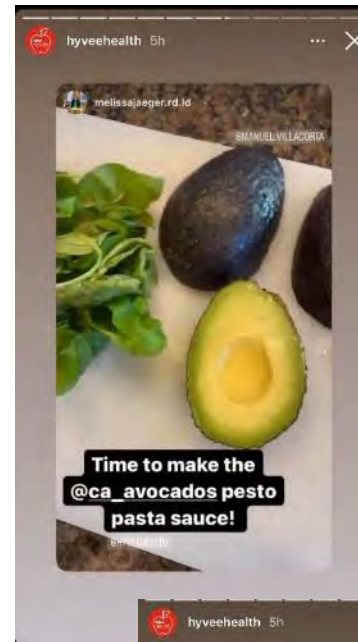


As part Hy-Vee’s April “a1C3 Screening Tour,” California Avocados were included as a recommended food for those with pre-diabetes and Type 2 diabetes. In addition to being included in local market media coverage, California Avocados were named “Dietitian’s Pick” with display signage in all Hy-Vee stores





### RETAIL: RETAIL DIETITIAN RELATIONS



The Commission was asked to present a “virtual lunch cook along” to the Hy-Vee dietitians. CAC LWBA Manuel Villacorta demonstrated his Roasted Vegetable Pasta with Avocado Pesto Sauce providing nutrition, handling and usage tips and California messaging along the way. He also responded in real time to the dietitians’ questions. Dietitians shared their progress on their social media platforms as well as @hyveehealth



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### RETAIL: RETAILER INTERACTIVE EVENTS: CAC VIRTUAL COOKING CLASS



Save Mart’s social media manager created and posted a reel documenting her experience and shared it on their Instagram and Facebook, providing call-outs of California Avocados throughout





## RETAIL: PROMOTIONS

- Month-long sales contest promoting March Madness
- California Avocado display bins & sponsored March Madness POS for use in store displays
- 3.1%-to-13% unit volume movement over previous year brand awareness

*Gelson's*





## RETAIL: PROMOTIONS

- California Avocados in Colorado February
- Front-page ad (February 23) and huge displays move good volume of early product

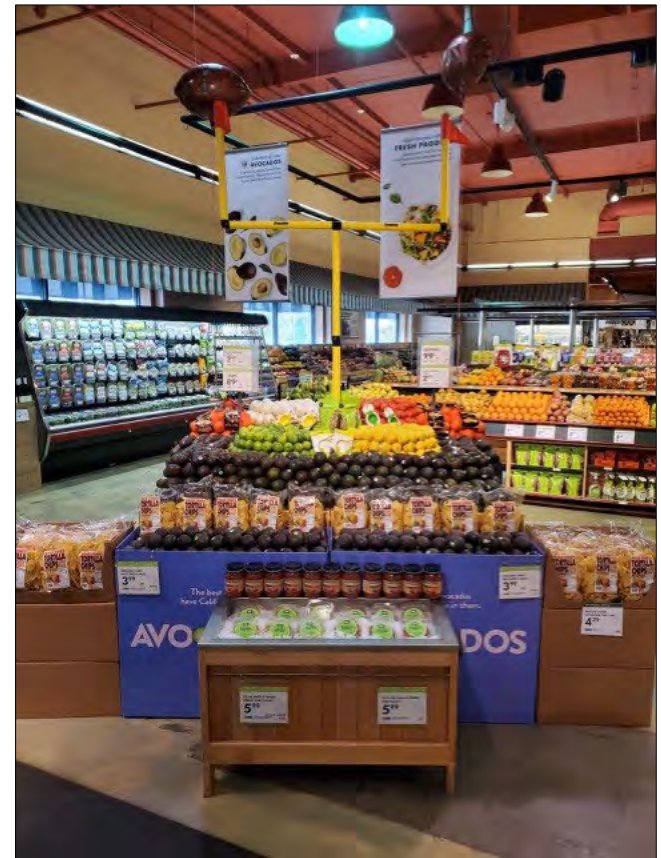




HOME REVENUE CONSUMER ADVERTISING ONLINE MARKETING CONSUMER PR CONSUMER/ TRADE LIVING WELL **RETAIL** FOODSERVICE RESEARCH

### RETAIL: PROMOTIONS

- Big Game display contest January 26 – February 16
- 18-31% Unit volume movement increase over previous year in stores







HOME	REVENUE	CONSUMER ADVERTISING	ONLINE MARKETING	CONSUMER PR	CONSUMER/ TRADE LIVING WELL	<b>RETAIL</b>	FOODSERVICE	RESEARCH
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## RETAIL: PROMOTIONS

### GEM Promotions in April



Gelson's

### There's a new organic avocado in town!



OGC is thrilled to partner with our friends at Del Rey Avocado to be their exclusive wholesaler of Gem avocado in the Pacific Northwest. California born and bred, Gem is large, nutty and delicious.

There's a lot to love about this exciting avocado!

**Share the Gem story with staff and shoppers to establish a new fanbase!** Download and print Gem POP for displays to introduce this new variety to shoppers. Use the talking points in the **Produce Profile** to educate and the merchandising tips to increase sales. Meet avocado lovers where they are! Reach them digitally by sharing **photos** and product information on your social media channels.

**Resources**

- [Produce Profile: Gem Avocado](#)

# AVOCADOS

The best avocados have California in them.

New! The GEM avocado is a variety from California growers

- Delicious, creamy flavor and thick skin making it easy to peel
- Darkens with small yellow specks as it ripens





NEW AT **MOTHER'S MARKET & RITCHEY'S**

Scan this code with the camera on your mobile device for California Avocado besties.

© 2022 California Avocado Commission

# AVOCADOS

The best avocados have California in them.

- GEM avocados are the newest variety from California
- They have a creamy, nutty flesh and medium-sized seed
- The gold-speckled skin turns black when ripe
- Available for a limited time from April - June
- Easy-to-Peel, thick skin. Peeling the skin is better than "scooping out" because the most nutrient-dense part of the fruit is next to the peel



NEW AT **PCC COMMUNITY MARKETS**

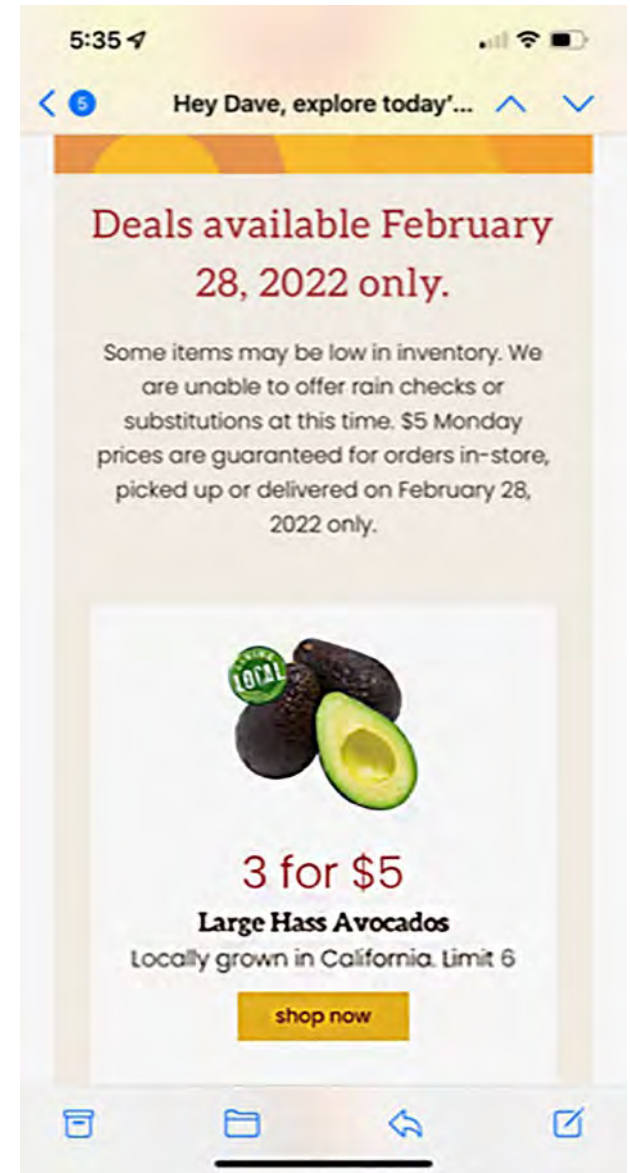
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### RETAIL: PROMOTIONS

First of Season Online Shopper Special – February 28





### RETAIL: PROMOTIONS




# AVO AVOCADOS

The best avocados have California in them.

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- The gold-speckled skin turns black when ripe
- Available for a limited time from April - June
- Easy-to-Peel, thick skin. Peeling the skin is better than "scooping out" because the most nutrient-dense part of the fruit is next to the peel

**NEW AT**  
**NEW SEASONS**  
**MARKET**



© 2022 California Avocado Commission



## RETAIL: PROMOTIONS



- Farmers Market displays with CA GROWN features California Avocados on display during April and will be back again in June
- California Avocado Sales Contest to run in June to boost additional sales





## RETAIL: PROMOTIONS

- Sales contest, Albertson/Vons for U Coupon at \$.50 off bulk California Avocados and CAC display bins
- 23.2% increase in sales
- 14,000 approximately coupons redeemed





## RETAIL: PROMOTIONS

July Local Grown Contest with CA GROWN Partner

*Gelson's*

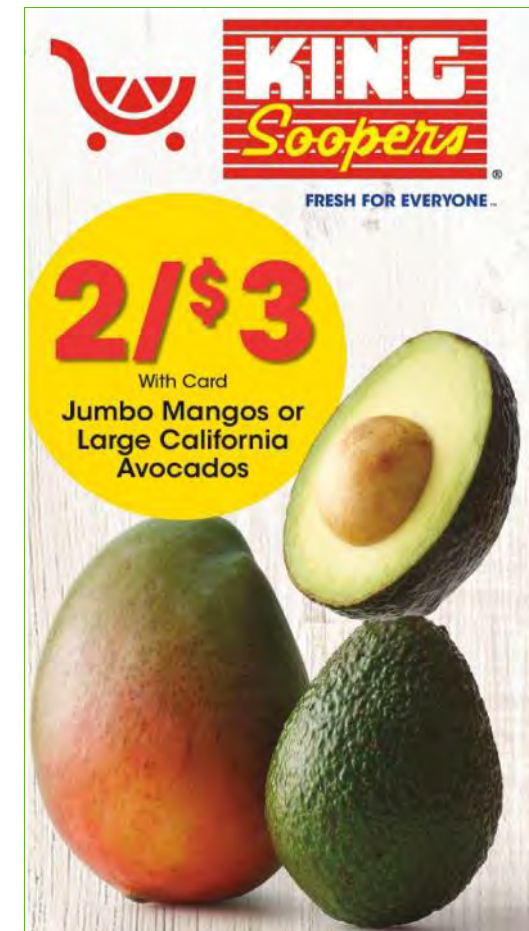




HOME	REVENUE	CONSUMER ADVERTISING	ONLINE MARKETING	CONSUMER PR	CONSUMER/ TRADE LIVING WELL	<b>RETAIL</b>	FOODSERVICE	RESEARCH
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## RETAIL: PROMOTIONS

- California Avocado ads also in May and June – all incremental to last year
- There was no California presence in the #2 Kroger division last year





## RETAIL: PROMOTIONS

- July Sales Contest on bagged California Avocados
- \$100,000 and 104% increase in units over last year







HOME REVENUE CONSUMER ADVERTISING ONLINE MARKETING CONSUMER PR CONSUMER/ TRADE LIVING WELL **RETAIL** FOODSERVICE RESEARCH

### RETAIL: PROMOTIONS

#### Independence Day Sales Contest

- 13-28% increase in sales over previous contest





## RETAIL: PROMOTIONS

### GEM Field Guide Feature and online marketing



**All About Gem Avocados**

**Gem Avocados**

- Their thick, gold-speckled skin is easy to peel and turns black when ripe. (Peeling an avocado is often better than scooping since the densest nutrients are next to the skin.)
- They have nutty, buttery flesh and a medium-sized seed.
- Available for a limited time—their season usually only runs through June!

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### California Avocado Chocolate Mousse

PREP TIME: 10 MINUTES, PLUS 2 HOURS CHILLING  
COOK TIME: 5 MINUTES  
YIELD: 4-6 SERVINGS

**INGREDIENTS**

- 1/2 teaspoon vanilla extract
- 1/2 cup Three Trees Pistachio Nutmilk
- 1/2 teaspoon salt
- 1/4 cup brown sugar
- 2 tablespoons maple syrup
- 6 ounces dark chocolate baking bars
- 3 Gem avocados (about 12 ounces)

**Preparation**

In a work bowl, combine vanilla extract, pistachio nutmilk, salt, brown sugar and maple syrup. Mix until combined and sugar is dissolved. Break up chocolate bars and place in a metal or glass bowl. Heat a small pot of water until steaming. Place the bowl of chocolate over the steaming water until melted.

Place pistachio nutmilk mixture and avocado into a blender and puree until very smooth. Transfer puree back to work bowl and fold in the melted chocolate, then chill for a minimum of 2 hours.

To serve, pipe or scoop chilled mousse into serving glasses.

**SUGAR PLUM VEGAN**

Whether you're vegan, gluten-free or both, you can have your cake and eat it, too with delicious and inspired desserts from **Sugar Plum Vegan!** Based locally in Sacramento, they craft a variety of vegan sweets like **Midnight Cake, Carrot Cake, Raspberry Almond Cake, Tiramisu Cheesecake, Lemon Cashew Cheesecake** and even **Cappcakes** for when you just need a little plant-based treat. Flavors may vary by location and season, so drop by our Bakery to see what vegan treats we have in store!

NUGGETMARKET.COM • 29



### RETAIL: PROMOTIONS

- June CA GROWN and California Avocado promotion and Farmer's Market promotion on Local Grown
- California Avocado grower feature ad
- 36-53% increase in sales for avocados alone over last July

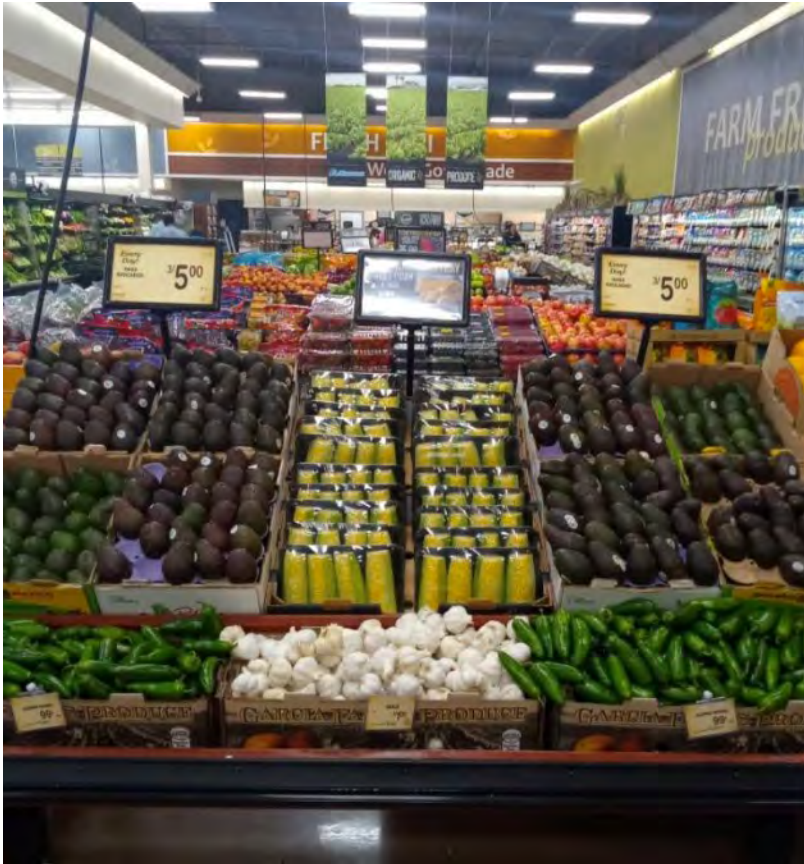




## RETAIL: PROMOTIONS

Southwest-Arizona – Sales Contest and Albertsons/Safeway for U digital coupon on bags

- 18,751 units sold





## RETAIL: PROMOTIONS

Custom display boxes in California and Arizona stores, feature ads and store training bulletin on California Avocado growing regions





## RETAIL: PROMOTIONS

- Bulk and bagged ads
- August co-promotion with Tajin sales contest





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**RETAIL: PROMOTIONS**

- Digital ads on bulk, prepared guacamole ads with in-store branding and Reed variety
- 159 stores in 19 states up and down East Coast



May 18



June 27



July 31



August 3



August 5



August 21





## RETAIL: PROMOTIONS

# Bristol Farms

- Month of August Sales and California Signage Contest
- Small Avocados, Organic Small Avocados and Organic Bags, plus house-made Guacamole
- Sales increases YOY from 9% to 24%







## RETAIL: PROMOTIONS



- Month of August Sales Contest
- Small Org Hass, Reed, Fuerte, Organic Bags, Morro Bay included in contest
- 9 out of 19 stores achieved over 10% lift in sales





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## RETAIL: CORPORATE PROMOTIONS

- Digital coupons on Branded California Bag at Key Kroger Divisions:
  - Ralphs
  - Fred Meyer
  - QFC
  - Smith's
  - King Soopers added (No Coupon)
- 265,000 downloads
- Sold 17,000 bags on promotion
- Over 90,000 bags loaded into Kroger stores
- All Tier 1 markets:
  - Seattle, Portland, San Francisco, Los Angeles, San Diego, Denver, Salt Lake City





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## RETAIL: CORPORATE PROMOTIONS



Temporary price discount on dedicated California promotion in Colorado:

- June 15 thru June 21
  - Aurora Colorado Depot
  - \$2.00 offer to Costco Members
  - This year's results:
    - ASP: \$8.76 this year vs. \$6.05 last year
    - Units: +32.5% over previous 7 days
    - Dollars: +37.7% vs. last year
- Costco Buildings Participating in:
  - Colorado
  - New Mexico



### RETAIL: CORPORATE PROMOTIONS – SPOTLIGHT RECIPE VIDEO

- Digital advertising with shop now option
- Over 10,500,000 impressions
- Delivered on and off Walmart Site
- Tracking conversions thru August
- Using CAC creative on retailer portal
- CAC advertising one step closer to purchase




**Guac state of mind**

Scoop the delicious taste of California-grown avocados.

[Shop now](#)



Guac state of mind

Sponsored



### RETAIL: CORPORATE PROMOTIONS

- Fresh California Avocados featured in digital advertising campaign, 165 clubs
- April 15 – May 16; 4.5 million impressions – new distribution in Midwest



## CREATIVE SET

The creative set includes several ad variations:

- Top Left:** A horizontal ad featuring the California Avocado Commission logo, an image of avocados, the text "The best avocados have California in them.", and a right-pointing arrow.
- Second Row Left:** A horizontal ad with the logo, text "The best avocados have California in them.", an image of avocados, and a "Shop Now" button with a right-pointing arrow.
- Top Right:** A vertical ad with the text "The best avocados have California in them." in large green font, followed by "Experience the superb texture, taste and versatility.", a "Shop Now" button, and "Available at sam's club" with the Sam's Club logo. It features images of avocados and a plate of food.
- Second Row Right:** A vertical ad with the logo, text "The best avocados have California in them.", "Experience the superb texture, taste and versatility.", a "Shop Now" button, and "Available at sam's club" with the Sam's Club logo. It features images of avocados and a plate of food.
- Third Row:** A horizontal ad with a plate of food on the left, the text "The best avocados have California in them." in large green font, "Experience the superb texture, taste and versatility.", an image of avocados, and a "Shop Now" button.
- Bottom Row:** A horizontal ad with the logo, text "The best avocados have California in them." in large green font, "Experience the superb texture, taste and versatility.", an image of avocados, and a "Shop Now" button with a right-pointing arrow.
- Bottom Footer:** A horizontal ad with the text "The best avocados have California in them. Experience the superb texture, taste and versatility.", the logo, an image of avocados, and a "Shop Now" button with a right-pointing arrow.



## RETAIL: CALIFORNIA AVOCADO MARKETING PROGRAM

Highlights from our 2022 California Avocado Marketing program which were presented to our targeted retailers by the retail marketing directors

**AVOCADOS**  
2022 | MARKETING PROGRAM

**THE BEST AVOCADOS HAVE CALIFORNIA IN THEM**

Shoppers anxiously anticipate the California season because of the consistent quality, freshness and homegrown taste of fresh California Avocados. They value the California difference and spend more when California Avocados are available. Retailers can benefit from the California season's higher sales velocity, increased dollar sales and shopper preference.\*

California Avocados are locally and responsibly grown by California farmers who nurture the avocados and the land every step of the way. Similar to the growers who take pride in supplying California Avocados, our team at the California Avocado Commission is dedicated to providing programs and supporting your sales of California Avocados with an innovative marketing program for 2022.

\*Sources:  
California Season (26-wks ending Aug '21) vs. non-California Season (26-wks ending Mar '21)  
2021 California Avocado Tracking Study Q9. If given a choice, which avocados would be your preference? Answers: Avocados grown in...  
Sales Velocity = Dollar Sales per Million ACV. California Season (26-wks ending Aug '21) vs. non-California Season (26-wks ending Mar '21)

**2022 | MARKETING PROGRAM**

**CALIFORNIA IS THE PREFERRED GROWING REGION**

**AVOCADO SALES GROW WHEN CALIFORNIA AVOCADOS ARE IN SEASON**

- WEEKLY DOLLAR SALES INCREASE BY 10% A LIFT OF NEARLY \$800K PER WEEK!
- IN THE WEST, 70% OF AVOCADO SHOPPERS WITH A PREFERENCE WOULD CHOOSE CALIFORNIA AVOCADOS!
- INCREASED SALES VELOCITY OF 4% MEANS MORE DOLLARS FOR RETAILERS!

**SAFETY, FAIRNESS AND FRESHNESS PERCEPTIONS**

In 2021, avocado shoppers in the West said that being grown in safe conditions is one of the most important factors when choosing avocados to buy (in addition to perceived taste and price). California Avocados continue to be perceived as safer than avocados from other regions.

	CALIFORNIA	MEXICO
BEST FOOD SAFETY PRACTICES	56%	5%
HAS THE FRESHEST AVOCADOS	50%	13%
MOST ENVIRONMENTALLY FRIENDLY FARMING	46%	6%

REGION IS THE BEST: 2021 California is significantly higher than Mexico 2020

Fig Aug '20 vs. non-California Season (26-wks ending Mar '21)  
Tracking Study Q9. If given a choice, which avocados would be your preference? Answers: Avocados grown in...  
Sales Velocity = Dollar Sales per Million ACV. California Season (26-wks ending Aug '21) vs. non-California Season (26-wks ending Mar '21)





## RETAIL: MASTERS OF MERCHANDISING 2022

A full page of editorial content and full-page ad ran in the March issue of *Produce Business*



**CALIFORNIA AVOCADO COMMISSION  
AVOCADOS**






### 2022 MARKETING PROGRAM


**The best avocados have California in them.**  
Shoppers value the California difference and spend more when California Avocados are available. Retailers can benefit from the California season's higher sales velocity, increased dollar sales and shopper preference.\*

California Avocados are locally and responsibly grown by California farmers who nurture the avocados and the land every step of the way. Similar to the growers who take pride in supplying California Avocados, our team at the California Avocado Commission is dedicated to providing programs and supporting your sales of California Avocados with an innovative marketing program for 2022. In addition to our awareness-building advertising campaign, we offer promotions that work for you.



**TARGETED, CUSTOMIZED MARKETING SUPPORT**  
Innovative, branded California Avocado customized social, digital and geo-targeted promotions throughout the season drive shoppers to your stores. Social media retail assets can be customized for your store banners and are paid for by the California Avocado Commission in support of our retail partners.


**RETAIL DIETITIAN RELATIONS**  
From helpful how-to tips to news-you-can-use nutritional information to delicious recipes for virtual demos and more, we have inspiration for your dietitians.




**CUSTOMIZED RETAIL COMMUNICATIONS PROGRAMS**  
New and complimentary customized offerings include social posts and blogs with and without video, seasonal story ideas for retailer-use in local media markets, on your website, in customer sweepstakes and California Avocado giveaways. We are ready to support you!


**MERCHANDISING MATERIALS**  
Generate impulse purchases and promote fresh California Avocados in your stores.



Visit [CaliforniaAvocado.com/Retail](http://CaliforniaAvocado.com/Retail) to order your PDS material. Contact your Retail Marketing Director for customized marketing programs and reports.  
California Avocado Commission  
[CaliforniaAvocado.com/Retail](http://CaliforniaAvocado.com/Retail)  
[dcruz@avocadocm.org](mailto:dcruz@avocadocm.org)



Scan the QR Code for more information or visit [CaliforniaAvocado.com/Retail](http://CaliforniaAvocado.com/Retail)



**CALIFORNIA AVOCADO COMMISSION**  
[CaliforniaAvocado.com/Retail](http://CaliforniaAvocado.com/Retail)

\*California Season (21) and ending Aug. 20; 22. 2021 California Season (20) ends ending Mar. 21.  
2021 California Avocado Training (2021) ends Mar. 20. If you are a retailer, please contact us for your guidelines!  
Research: Avocado.com/2021-22  
Data: Ministry — Retail Sales and Market (MCA) California Season (21) and ending Aug. 20; 22. 2021 California Season (20) ends ending Mar. 21.

**XX**  
 MARCH 2022 / PRODUCE BUSINESS / MASTERS OF MERCHANDISING



- HOME
- REVENUE
- CONSUMER ADVERTISING
- ONLINE MARKETING
- CONSUMER PR
- CONSUMER/ TRADE LIVING WELL
- RETAIL**
- FOODSERVICE
- RESEARCH

## RETAIL: TRADE PRINT AD

To launch the season, a two-page spread ran in the February issue of The Snack magazine with a special vellum overlay to reveal how California Avocados grow sales when in season

**AVOCADOS**  
The best avocados have California in them.

**AVOCADOS**  
Avocado Sales Grow When California Avocados are in Season!

**Avocado Sales Grow When California Avocados are in Season!**

Weekly Dollar Sales increase by 10%, a lift of nearly \$800k per week

In the West, 70% of avocado shoppers with a preference would choose California Avocados\*

Increased sales velocity of 4% means more dollars for retailers\*

Your shoppers anxiously anticipate the California season because of the consistent quality, freshness and non-agenetic taste of fresh California Avocados. They also see the California difference and spend more when California Avocados are available. You can give them what they're asking for and benefit from California season's higher sales velocity, increased dollar sales and shopper preference.

Keep up with demand, carry California Avocados. Contact us for customized marketing programs and POS material.

Scan the QR Code for more information or visit [CaliforniaAvocado.com/Retail](http://CaliforniaAvocado.com/Retail)

\*2018-2019 Retailer Survey by Nielsen. \*\*2018-2019 Retailer Survey by Nielsen. \*\*\*2018-2019 Retailer Survey by Nielsen. \*\*\*\*2018-2019 Retailer Survey by Nielsen. \*\*\*\*\*2018-2019 Retailer Survey by Nielsen. © 2021 California Avocado Commission. All rights reserved.





## RETAIL: TRADE PRINT AD

17 print ads ran from February through October generating 1,966,901 impressions



**AVOCADOS**  
The best avocados have California in them.

- Weekly Dollar Sales increase by 10% a lift of nearly \$800 k per week<sup>1</sup>
- In the West, 70% of avocado shoppers with a preference would choose California Avocados<sup>2</sup>
- Increased sales velocity of 4% means more dollars for retailers<sup>3</sup>

**Avocado Sales Grow When California Avocados are in Season!**

Your shoppers anxiously anticipate the California season because of the consistent quality, freshness and homegrown taste of fresh California Avocados. They value the California difference and spend more when California Avocados are available. You can give them what they're asking for and benefit from California season's higher sales velocity, increased dollar sales and shopper preference.

Keep up with demand, carry California Avocados. Contact us for customized marketing programs and POS material.

Scan the QR Code for more information or visit [CaliforniaAvocado.com/Retail](http://CaliforniaAvocado.com/Retail)

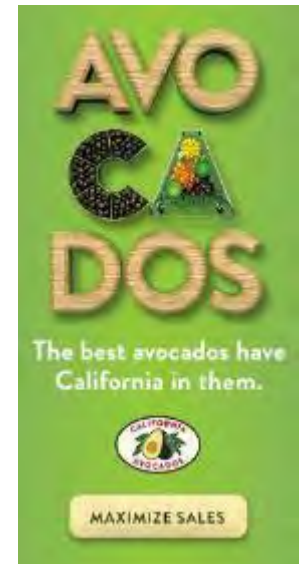
<sup>1</sup>California Season (25-uk-ending Aug 21 vs. non-California Season (25-uk-ending Mar 21)  
<sup>2</sup>2021 California Avocado Tasting Study Q3. If given a choice, which avocados would be your preference? Answer: Avocados grown in...  
<sup>3</sup>Sales Velocity: Dollar Sales per Million ACV, California Season (25-uk-ending Aug 21) vs. non-California Season (25-uk-ending Mar 21)

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## RETAIL: TRADE DIGITAL ADS

- 689 digital ads ran from February through October generating 34,012,052 impressions
- Total print and digital impressions: 35,978,953

The digital ads featured a “Maximize Sales” button. The button/ad linked to CAC’s retail website page where the Infographic represented information that supported the sales data of how retailers can grow their sales when California Avocados are in season.



## RETAIL: TRADE DIGITAL ADS

A video trailer ran on AndNowUKnow in April





### RETAIL: LINKEDIN



From November 1, 2021 through October 31, 2022, 75 posts garnered 568,363 Impressions. Additionally, the posts received 5,177 engagements with a 4% engagement rate (average engagement rate is 2% for LinkedIn). Overall, the page has a follower growth rate of 44% with over 750 new followers and a total of 1,690 followers

**California Avocado Commission**  
1,690 followers  
1mo • 🌱

Hass Avocados are a California native, Rudolph Hass discovered the Hass variety in the mid-1920s in La Habra Heights, California. Today the Hass Avocado accounts for 80% of all avocados eaten worldwide, including over 90% of California Avocados. To learn more about the origin of the famous fruit and it's humble beginnings, visit <https://lnkd.in/dvpeEirg>.

This year is looking to be an excellent year for California Avocados, with an estimated 306 million pounds to be harvested from spring through early fall. Read more about this year's harvest and the avocado season, <http://ow.ly/R7Kt50lgg71>.

Congratulations to Zac Benedict, CAC's online marketing director, for a well-deserved recognition as a 40 Under 40 rising leader shaping the produce industry. Click the link to read the *Produce Business Magazine* article <https://lnkd.in/gw6c66pG>.

The California Avocado Commission will be attending the Global Produce and Floral Show in Orlando Florida this week. Stop by and meet the team!

**OCT. 27-29, 2022**  
ORLANDO, FLORIDA

**California Avocado Commission**  
1,690 followers  
1mo • 🌱

Bagged avocado sales are on the rise. Research shows bagged avocado sales in 2021 increased by 22% over the previous year. Additionally, bagged avocado volume has increased, up 7% (Source: IRI)

The Commission recently created a California Avocado bagged avocado packaging design to share with shippers and bring awareness for California fruit to retail.

Bagged avocado sales increased 22% in 2021 over the previous year.

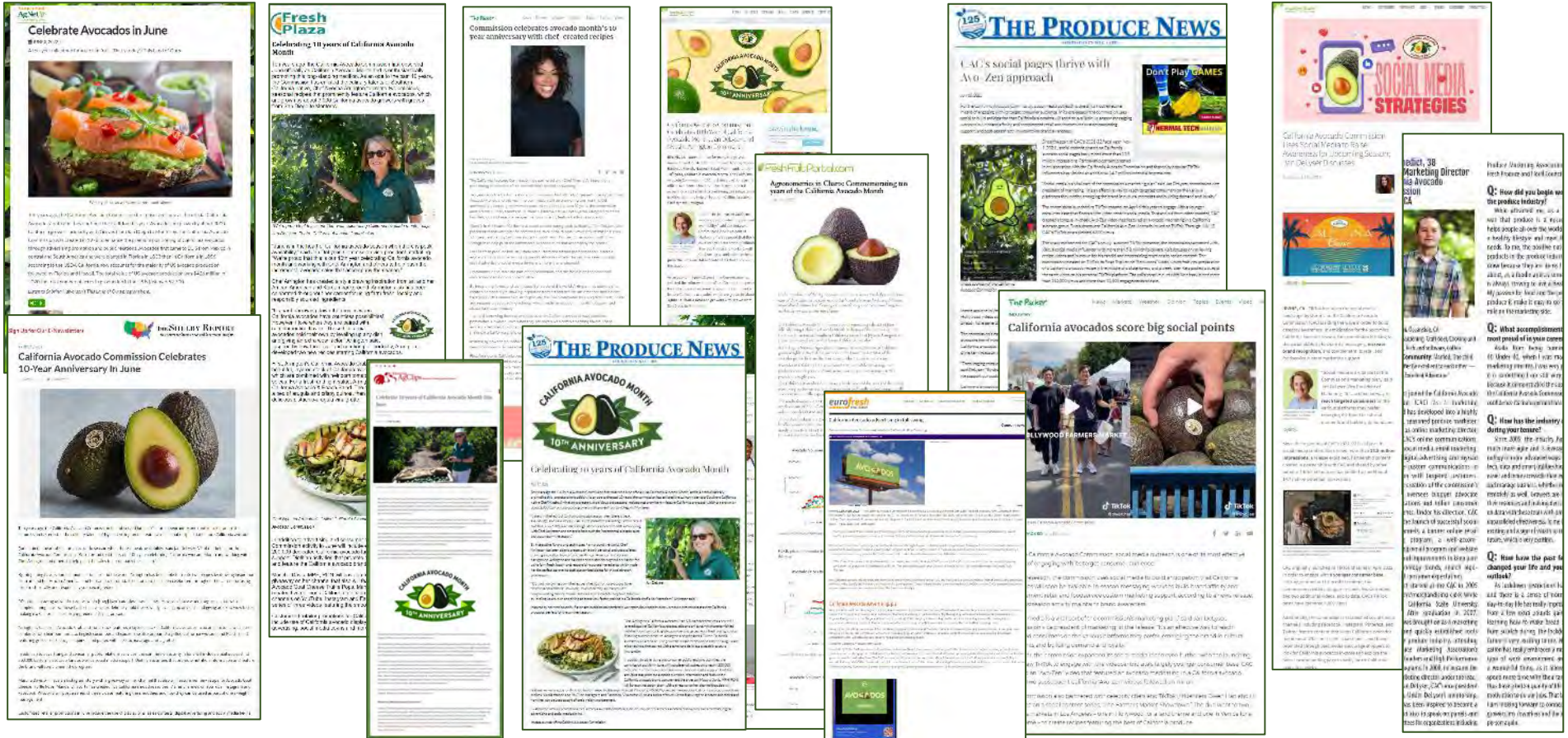
Additionally, bagged avocado volume has increased 7%.





## RETAIL: TRADE PUBLIC RELATIONS – OTHER FY 2021-22 HIGHLIGHTS

- 10<sup>th</sup> Anniversary of California Avocado Month pick up was very strong – 900K+ impressions
- Social + awards coverage (Benedict 40 under Forty, Produce Business Marketing Excellence Award and HAB 20<sup>th</sup> anniversary awards to growers + DeLyser) complemented releases





**FOODSERVICE: CHAIN PROMOTIONS**



- 27 units (NorCal/Bay Area)
- April 1 – May 31
- California Avocados on the menu
- Over 1,000 pounds per location



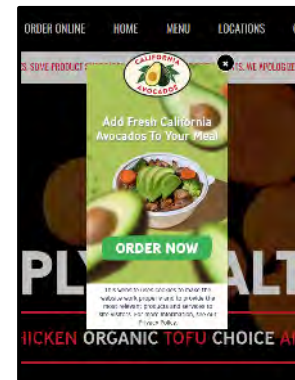
- 99 units (CA, AZ)
- April 1 – April 29
- California Avocado upsell
- 294 pounds per location



Website logo placements



1 of 5 social media posts





**FOODSERVICE: CHAIN PROMOTIONS**



- 43 units (CA, NV)
- April 1 – May 31
- Kahuna-style upsell
- Over 330 pounds per location



Sunset Chopped Chicken Salad 11.99

Charbroiled or blackened chicken, romaine lettuce, avocado, red cabbage, tomato, roasted corn, green onion, cilantro, queso fresco, pepitas and tortilla strips with Honey Lime Vinaigrette (649-871 cals)



- 400 units (CA, AZ, NV, OR, UT, WA)
- April 14 – June 8
- California Avocados on the menu
- Over 1,300 pounds per location



Website logo placements







**FOODSERVICE: CHAIN PROMOTIONS**



- 14 units (NorCal/Bay Area)
- April 18 – May 31
- California Avocados on the menu
- 616 pounds per location



**BUCKHORN**  
BBQ + GRILL

- 8 units (NorCal/Bay Area)
- April 22 – June 3
- California Avocados on the menu
- 415 pounds per location

**SALADS**



We proudly serve Fresh California Avocados.

**SANDWICHES**



We proudly serve Fresh California Avocados.

**BURGERS**



We proudly serve Fresh California Avocados.

Website logo placements

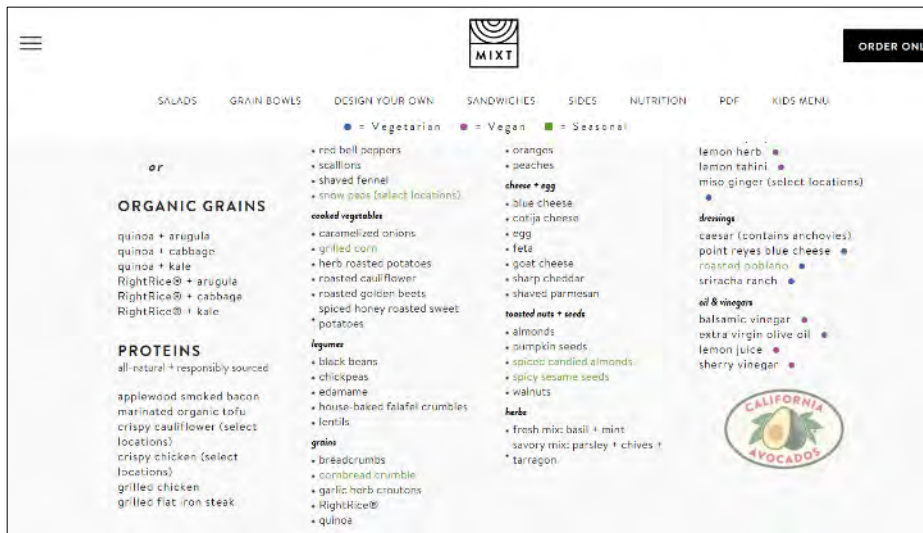




## FOODSERVICE: CHAIN PROMOTIONS



- 16 units (12 Mixt; 4 Split)
- May 23 – July 1
- Northern California/Bay Area
- California Avocados on menu
- Over 1,100 pounds per location



- 20 units
- May 30 – July 5
- Southern California chain
- Seasonal celebration and California Avocado upsell
- 415 pounds per location





HOME REVENUE CONSUMER ADVERTISING ONLINE MARKETING CONSUMER PR CONSUMER/ TRADE LIVING WELL RETAIL **FOODSERVICE** RESEARCH

**FOODSERVICE: CHAIN PROMOTIONS**



- 60 units (CA, AZ, CO, OH)
- June 1 – 30
- Avocado Toasts
- 134 pounds per location

**ROBEKS** HOME MENU FIND A ROBEKS SEND E-GIFT REWARDS FRANCHISING ORDER ONLINE

**TOASTS**

**ACAI ALMOND BUTTER TOAST**  
Savory Almond Butter with a layer of Acai Greek Yogurt topped with sliced Bananas, dried Blueberries and drizzled with Honey on a thick slice of sourdough toast.  
[\(MORE INFO\)](#)

**CLASSIC AVOCADO TOAST**  
Avocado drizzled with Lemon and Olive Oil, topped with chili flakes, Pink Himalayan Salt and pepper on a thick slice of sourdough toast.  
[\(MORE INFO\)](#)

**EVERYTHING AVOCADO TOAST**  
Avocado and Tomato sprinkled with a blend of everything seasoning (think Everything Bagel) on a thick slice of sourdough toast.  
[\(MORE INFO\)](#)

**AVOCADO & EGG TOAST**  
Our signature sourdough toast is the base layer for creamy avocado, tender hard-boiled egg, savory plant-based bacon crumbles, all topped with a drizzle of olive oil, cracked black pepper and Himalayan salt.  
[\(MORE INFO\)](#)

**PEANUT BUTTER & BANANA TOAST**  
A creamy comfort, featuring smooth peanut butter, fresh sliced banana, a drizzle of pure honey and a scattering of chia seeds all nestled on our crunchy and satisfying sourdough toast. Make a toast to day  
[\(MORE INFO\)](#)

**CALIFORNIA AVOCADOS**  
\*where available

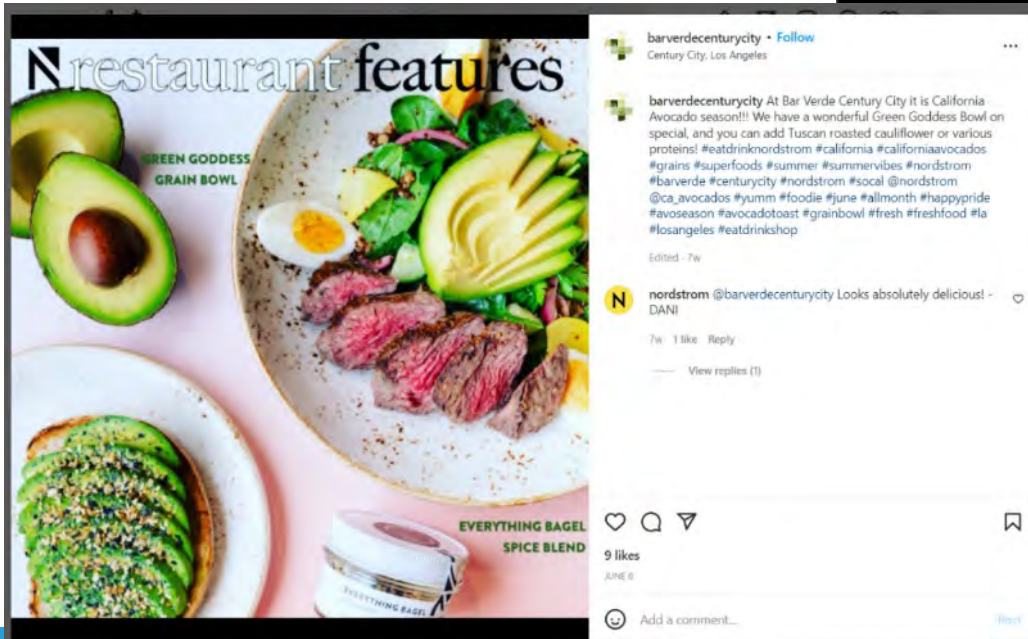
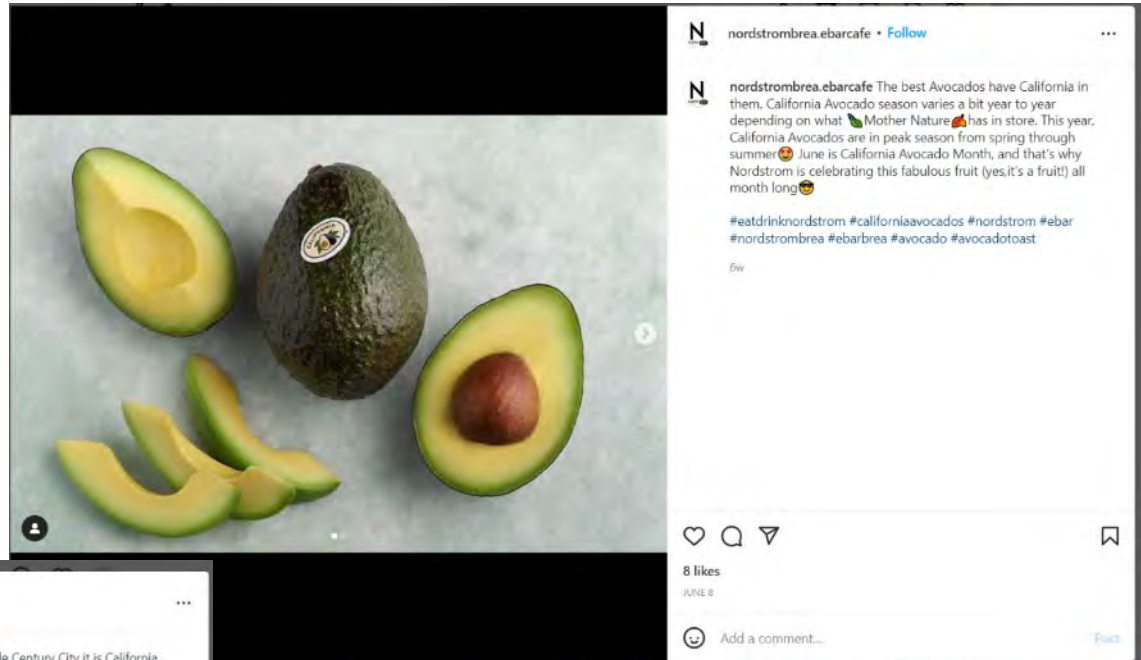


- HOME
- REVENUE
- CONSUMER ADVERTISING
- ONLINE MARKETING
- CONSUMER PR
- CONSUMER/ TRADE LIVING WELL
- RETAIL
- FOODSERVICE**
- RESEARCH

**FOODSERVICE: CHAIN PROMOTIONS**

# NORDSTROM

- Approximately 100 units
- 12 brands across the western states
- May 31 – July 4
- Celebrate California Avocado Month
- 89 pounds per location



#californiaavocados  
 #California  
 @ca\_avocados



## FOODSERVICE: MENU IDEATION SESSIONS

Utilizing a chain's current inventory of items, provide menu concepts featuring California Avocados, on innovative dishes

Concepts based on chain's menu strategy and operational setup

- California-based chain, 22 units in LA, Orange County and San Diego
- Plans to launch California Avocado Toast pizza in spring 2023





## FOODSERVICE: MENU IDEATION SESSIONS

- 20 units, California-based chain
- Presented 8 concepts, requested recipes for 4
- Launch spring 2023





## FOODSERVICE: EVENTS

- National Association of Colleges & Universities Food Service: Continental/Pacific Region
- March 3-5, Reno, NV
- Colleges and Universities foodservice directors, culinary managers, chefs, purchasing, RDs





HOME REVENUE CONSUMER ADVERTISING ONLINE MARKETING CONSUMER PR CONSUMER/ TRADE LIVING WELL RETAIL **FOODSERVICE** RESEARCH

**FOODSERVICE: EVENTS**

# NORDSTROM

- AvoTour and Flavor Building – Fallbrook, CA
- April 6-7
- Customized educational tour

# FOODOVATION EXCHANGE

- FoodOvation Exchange #27 – Sun Valley, ID
- April 10-13
- One-on-one 40-minute meetings with 13 operators







HOME	REVENUE	CONSUMER ADVERTISING	ONLINE MARKETING	CONSUMER PR	CONSUMER/ TRADE LIVING WELL	RETAIL	FOODSERVICE	RESEARCH
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## FOODSERVICE: EVENTS

### Chain Gang

- May 3, Long Beach, CA
- A business networking food show event with one-on-one access sharing information and creating a ‘community’ of supply chain executives and suppliers
- Engaged with chain culinary and marketing executives to generate awareness and interest in Fresh California Avocados





HOME

REVENUE

CONSUMER  
ADVERTISINGONLINE  
MARKETINGCONSUMER  
PRCONSUMER/  
TRADE  
LIVING WELL

RETAIL

FOODSERVICE

RESEARCH

## FOODSERVICE: EVENTS

National Restaurant Association (Chicago, IL):

- Marketing Executive Group (MEG), May 18-20
- NRA Brunch, May 22
- IFEC Bubble Reception, May 23



- Engaged with chain culinary and marketing executives to generate awareness and interest in Fresh California Avocados
- Served innovative dishes that reinforces “California-style”



## FOODSERVICE: EVENTS

### Food News Media Orange County Meet-Up

- July 19
- Lido Bottleworks Newport Beach
- Engaged with local and emerging chain owners, culinary and marketing executives to generate awareness and interest in Fresh California Avocados





## FOODSERVICE: EVENTS



INTERNATIONAL  
FRESH PRODUCE ASSOCIATION

- July 28-29, Monterey, CA
- Restaurant chains and K-12 schools
- Produce purchasing and menu planners/developers





## FOODSERVICE: EVENTS

- Flavor Experience Conference
- August 15-17, San Diego, CA
- Restaurant chains, Universities, Contract Management Companies
- Produce purchasing and menu planners/developers





**FOODSERVICE: EVENTS**

# FOODOVATION EXCHANGE

- FoodOvation Exchange #29 – Sun Valley, ID
- September 18-20
- One-on-one 40-minute meetings with 13 operators





### FOODSERVICE: PRINT ADVERTISING

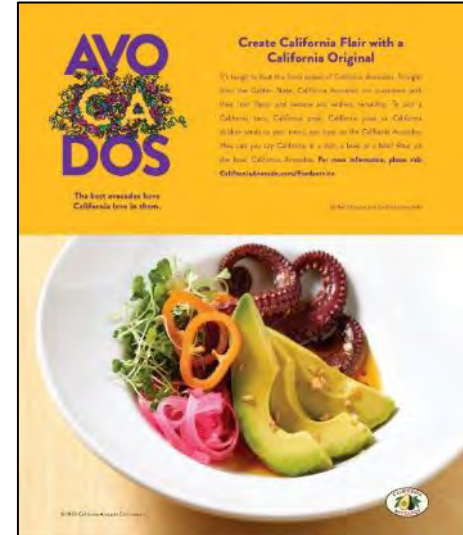
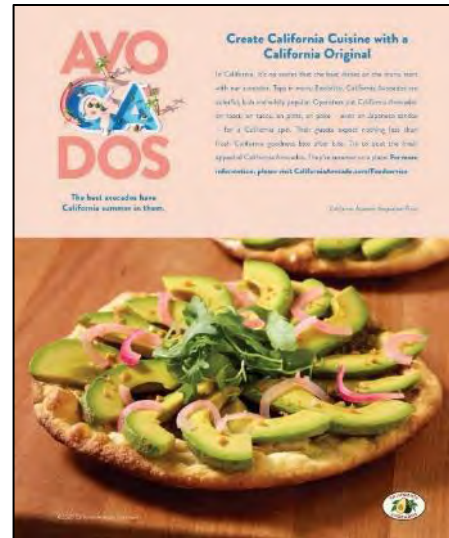
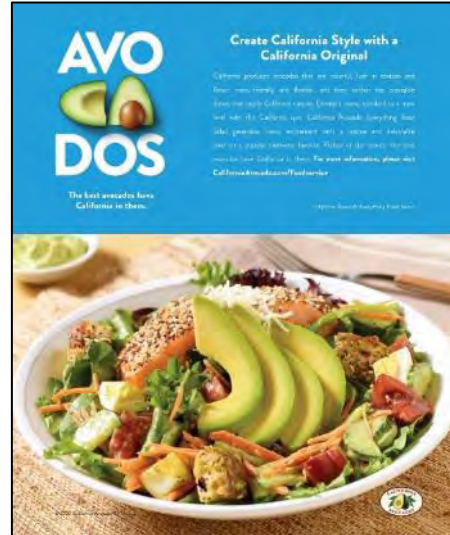
- Focus on California Avocado season and California cuisine and style
- 3 print publications (*Flavor & The Menu*, *FSR* and *Plate*); 7 insertions
- 207,358 impressions

# FLAVOR & the menu

# FSR

# plate

Take food further.

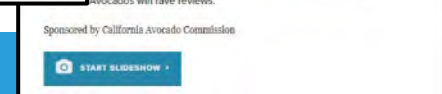
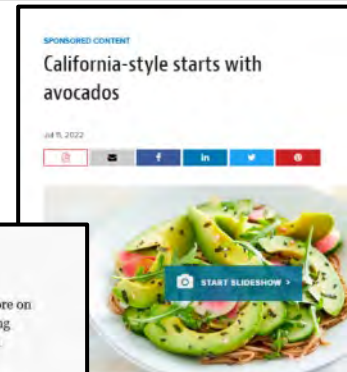




HOME REVENUE CONSUMER ADVERTISING ONLINE MARKETING CONSUMER PR CONSUMER/ TRADE LIVING WELL RETAIL **FOODSERVICE** RESEARCH

### FOODSERVICE: DIGITAL ADVERTISING

- Leverage insertion dates in season to build awareness of California Avocado season
- 20 digital ads appeared on five platforms (Informa: *Recipe Watch*, *NRN A.M.*; *NRA SmartBrief* and *Winsight Recipe Report*, *Plate* )
- Delivered to over 1,250,000 readers
- With almost 300,000 impressions







## FOODSERVICE: ENEWSLETTER

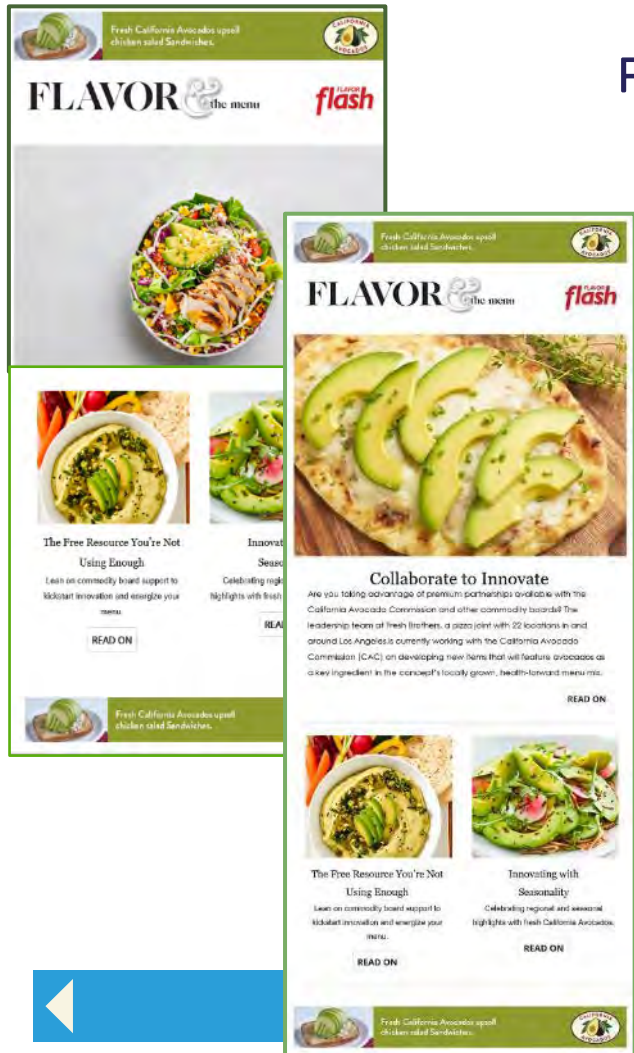
- Leverage media publications' databases with custom content newsletters
- Deliver message of the benefits of seasonal, local ingredients

### Flavor & The Menu

- April 6 and July 13 deployments
- Delivered to 7,957 and 7,774 recipients
- 41% average Open Rate
- 6,529 Impressions
- Received 340 Clicks to feature articles and foodservice recipes on [CaliforniaAvocado.com](http://CaliforniaAvocado.com)

### FSR magazine

- May 2 deployment
- Delivered to 21,578 recipients
- 31% Open Rate
- 21,702 Impressions
- Received 79 Clicks to foodservice recipes on [CaliforniaAvocado.com](http://CaliforniaAvocado.com)

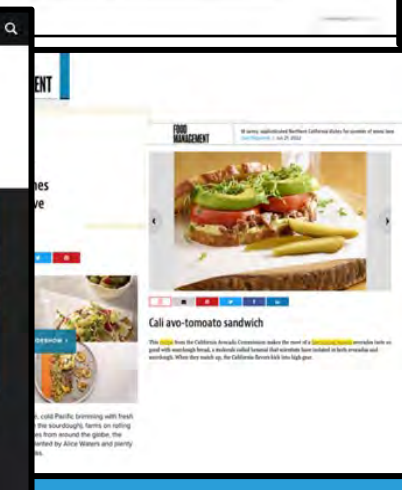
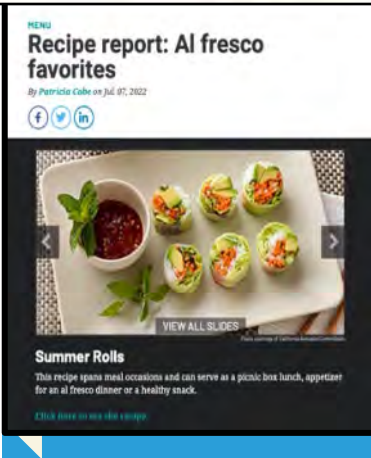




HOME REVENUE CONSUMER ADVERTISING ONLINE MARKETING CONSUMER PR CONSUMER/ TRADE LIVING WELL RETAIL **FOODSERVICE** RESEARCH

## FOODSERVICE: PUBLIC RELATIONS

- Over 4.0 million Foodservice PR impressions to-date
- Key topics: Avocados, California style, Plant-Based, Local





HOME

REVENUE

CONSUMER  
ADVERTISINGONLINE  
MARKETINGCONSUMER  
PRCONSUMER/  
TRADE  
LIVING WELL

RETAIL

FOODSERVICE

RESEARCH

## RESEARCH: STUDIES COMPLETE AND IN DEVELOPMENT

### Report on Inflation and its Impact at Retail

- Scope: a look at rising prices and the impact on avocado dollar sales and volume. Also includes an overview of the current state inflation is having on food, energy, etc.
- Original and update complete; presented to CAC Marketing Committee

### 2022 California Avocado Tracking Study

- Objectives: to monitor performance vs. plan objectives, to better understand consumer attitudes and to showcase reasons why retailers should merchandise California Avocados
- Methodology: quantitative study of nearly 1,400+ avocado purchasers
- Timing: fielding in July-August, full report delivered in September; presentation to CAC Board 11/17

### 2022 Nielsen Advertising Study

- This study measures the brand impact of the California Avocado online campaign against the intended audience across multiple equity metrics and provides creative diagnostics
- Methodology: responses are gathered from a third-party survey panel
- Timing: fielding occurred during media campaign, full report by 11/15



**EXPORT: SOUTH KOREA**

California Avocado Virtual Cooking Class (April 19)

- Celebrity Chef Boeun Lee
- Rice wrapped in greens with California Avocado sauce
- California Avocado Banana Smoothie
- Nearly 10,000 views through April



California Avocado In-Person Cooking Class (April 27-28)

- Celebrity Chef Young Bin Kim
  - California Avocado Tuna Salad
  - California Avocado Spring Roll
  - California Avocado Chocolate Chip Cookies



California Avocado Verbal Demos:

- 35 Emart stores
  - April 15-17, 21-23





HOME	REVENUE	CONSUMER ADVERTISING	ONLINE MARKETING	CONSUMER PR	CONSUMER/ TRADE LIVING WELL	RETAIL	FOODSERVICE	EXPORT
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## EXPORT: SOUTH KOREA

### Chef Marketing – Recipe Videos

Collaborated with five renowned chefs who have a YouTube presence to create recipe videos featuring California Avocados for their viewers

- Edward Kwon: California Avocado Open Sandwich, California Avocado Tomato Tartar & Garlic Crostini and Crab Roulade with California Avocados
- Gerrard Park: Open Sandwich with Soft Chicken Breast Steak and Creamy California Avocado Mousse
- Leo Kang: California Avocado & Lobster Cannelloni
- Minjoo Yoo: California Avocado Cheesecake & Ice Cream
- Yeongbok Lee: Braised Scallops with California Avocados



Over 115,000 views and 2,700 likes

