



2022-23 BUSINESS PLAN

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

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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 of \$1.50 or greater

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

PROGRAM: Consumer Marketing	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	AGENCY: MullenLowe + Mediahub
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PRIORITY 1: Position California Avocados to be the world’s most-valued and desired avocados *
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OBJECTIVES:

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- F. Communicate superiority and premium quality of Fresh California Avocados
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2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

****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

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Creative Development and Production	AGENCY: MullenLowe
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Brand Campaign Creative Development 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"> • 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 • Manage efficient, innovative asset production for paid and owned media • Facilitate alignment across agencies in premium, targeted approach and execution • Develop creative content that communicates superiority and premium quality of California Avocados along with prominent California Avocado branding • Develop creative for integrated programs, as required of paid media plan • Develop creative that champions diversity, equity and inclusion for strategic seasonal program promotions 	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"> • Evolution of current brand campaign artwork and animations by 2/1/23 (up to 4 total) • Season Opener assets as determined by the media plan by 2/15/23 • New campaign partnerships developed by 4/1/23 • Static digital banners using existing creative (non-video) for retail program by 6/1/23 (up to 20 retailers) <p>NOTE: Final campaign deliverables and number of assets to be determined by approved media plan and approved additional creative opportunities</p>
CONSUMER MARKETING: CREATIVE DEVELOPMENT AND PRODUCTION (MULLENLOWE) SUBTOTAL:			\$125,000	

**Digital banners and creative updates for retail*

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

***Site maintenance for retail**

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Email Program		AGENCY: MullenLowe	
ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Email Optimization 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)
Email Content 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"> Finalized annual email themes calendar by 11/12/22, including launch dates and review dates Up to 8 regular emails (1 during pre-season, 1 thematic email per month from March through August, 1 additional California Avocado Month email) 1 holiday merch push email 1 spring/summer merch push email 3 social posts (Twitter, Instagram, Facebook) driving to email subscription sign up page
CONSUMER MARKETING: EMAIL PROGRAM (MULLENLOWE) SUBTOTAL:			\$30,000	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Social Media and Content Marketing	AGENCY: MullenLowe
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Social Media Strategy and Planning <ul style="list-style-type: none"> 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 Update creative best practices and social specs for partners based on latest platform formats 	11/1/22	10/31/23	N/A	<ul style="list-style-type: none"> Opportunistic cultural calendar recommendations by 11/10/22 2023 social goals, strategy, initial annual cultural moments and KPI's by 12/3/22

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Social Media and Content Marketing	AGENCY: MullenLowe
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Social Media Content Production Implement social strategy that differentiates between California Avocados and avocados of other origins</p> <ul style="list-style-type: none"> • 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 • Content creation and optimizations for social channels, including developing platforms like TikTok • Develop and execute ongoing social content that supports brand campaign, communicates seasonality, emphasizes the California difference and promotes usage of California avocados in season • Develop ongoing contextual cultural content with relevance to Premium Californians' passions and interests <ul style="list-style-type: none"> ○ 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 	11/1/22	10/31/23	Consumer: \$90,500 Retail: \$10,500*	<ul style="list-style-type: none"> • Continued community management, social monitoring, engagement and measuring against our goals and KPIs as identified in social media brief • Social production concepts recommendations by 4/1/23 • Ongoing cultural content recommendations based on CAC priorities and audience affinities • Monthly content ideation, development and execution based on CAC priorities • 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"> ○ Up to 20 tagged retailers ○ 1 copy recommendation for Twitter and 1 copy recommendation for Facebook/Instagram per retailer deck, with 2-3 static photography options

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Social Media and Content Marketing	AGENCY: MullenLowe
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Social Media Monitoring and Analytics 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"> Ongoing community management, monitoring and engaging with consumers using SproutSocial tool 1 California Avocado Month social performance report due 7/12/23 1 wrap-up report due 10/30/23, including learnings from pre-season, peak season and season wind-down Ongoing contributions to Marketing Dashboard updates
CONSUMER MARKETING: SOCIAL MEDIA AND CONTENT MARKETING (MULLENLOWE) SUBTOTAL:			\$105,000	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Online and Social Media Support (cont.)	AGENCY: Rockwell Morrow
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Digital Integration and Review 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"> Timely response and delivery to ongoing requests, including email newsletters Support photo shoots and web team meetings as requested
CONSUMER MARKETING: ONLINE AND SOCIAL MEDIA SUPPORT (ROCKWELL MORROW) SUBTOTAL:			\$14,750	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Marketing	ACTIVITIES: Program Administration	AGENCY: MullenLowe
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Business Planning Contribute to the 2023-24 CAC Planning process as determined by CAC <ul style="list-style-type: none"> • Perform research on consumer and industry trends that will help inform future programs • Provide input on business plan elements, along with program development and integration for 2023-24 • Review SEO, analytical data, CAC wish list, business goals and overall strategy • Define a high-level digital roadmap for 2024 enhancements and optimization 	11/1/22	10/31/23	(cont.)	Support including: <ul style="list-style-type: none"> • Consumer and industry trends as requested by CAC • Input on draft objectives, strategies and performance measures • Program ideas and territories presentation • SEO review and digital roadmap per CAC 2023-24 business plan timeline
Marketing Support <ul style="list-style-type: none"> • Contribute to CAC grower and handler communications, 'GreenSheet' and 'From the Grove' • Contribute to Board and Marketing Committee presentations • Contribute to Press Releases as needed by CAC • Naturally incorporate considerations of diversity, equity and inclusion when developing programs, sourcing vendors and in appropriate communications 	11/1/22	10/31/23		Support including: <ul style="list-style-type: none"> • Contribute to 2 GreenSheet and 2 From the Grove outlines • Creative content as needed for Board and Marketing Committee meetings and Dashboard updates • Imagery and input for press releases as requested • Report on diversity, equity and inclusion by 10/31/23 <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>
CONSUMER MARKETING: PROGRAM ADMINISTRATION (MULLENLOWE) SUBTOTAL:			\$1,361,799	

TOTAL CONSUMER MARKETING BUDGET: \$4,736,549



CONSUMER PUBLIC RELATIONS

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer Public Relations	ACTIVITIES: Public Relations; Brand Advocates; and Program Administration	AGENCY: Golin
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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 of \$1.50 or greater

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

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

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
News Bureau <ul style="list-style-type: none"> • 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 • Respond to media requests/inquiries, and vet opportunities accordingly • 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 	11/1/22	10/31/23	\$60,000	<ul style="list-style-type: none"> • Project brief to CAC by 11/18/22 • Positive California Avocado coverage with an estimated minimum of 580 million consumer media impressions
Media Tracking/Reporting <ul style="list-style-type: none"> • Maintain a news clip reporting system • Monitor information and news affecting California Avocados; provide analysis and results of media coverage • Purchase clips as needed 	11/1/22	10/31/23	\$70,000	<ul style="list-style-type: none"> • Project brief to CAC by 11/8/22 • Media Tracking and Reporting contract renewal by 12/15/22 • Timely monitoring, as needed, on specific issues, as directed by CAC • Up to 5 Dashboard reports and presentations • Up to 10 clips for use in wrap-up reports and presentations to the Board
CONSUMER PUBLIC RELATIONS: PUBLIC RELATIONS PROGRAM (GOLIN) SUBTOTAL:			\$225,000	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

TOTAL PUBLIC RELATIONS BUDGET: \$440,500



CONSUMER/TRADE LIVING WELL

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Consumer/Trade Living Well	ACTIVITIES: Living Well Brand Advocates; Industry Membership; and Program Administration, Tracking, Reporting and Strategic Planning	AGENCY: PJ/PR
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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 of \$1.50 or greater

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

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

TOTAL CONSUMER/TRADE LIVING WELL BUDGET: \$88,430
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TRADE MARKETING – RETAIL

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	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
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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 of \$1.50 or greater

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

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Trade Relations – Retail Communications	AGENCY: PJ/PR
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>California Avocado Retail Resources 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</p>	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
<p>Key Account Marketing Communications 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</p> <ul style="list-style-type: none"> • Secure, schedule and lead meetings with retail marketing/social media teams and CAC • Present California Avocado Retail Resources program • Develop custom social and traditional marketing programs with advertising campaign elements and/or brand identification that support RMDs' promotions • Support targeted retailer initiatives with California Avocado branded assets • Develop and provide customized social media posts for retailers' platforms • Submit supplemental elements to RMDs for inclusion in their promotion agreements • Coordinate and manage day-to-day operations of program 	12/1/22	9/8/23	\$125,500	<ul style="list-style-type: none"> • Marketing/social media promotion plans with up to 12 key accounts by 6/30/23 • Up to 15 social copy recommendations for retailer-owned social channels by 8/31/23 • Up to 24 activations by 8/31/23 • Results report upon completion of individual retailer activations
TRADE MARKETING - RETAIL: TRADE RELATIONS – RETAIL COMMUNICATIONS (PJ/PR) SUBTOTAL:			\$133,500	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Trade Relations: Key Account Coverage – Retail Marketing Directors	AGENCY: Retail Program Support
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
<p>Contracted Key Account support in the West</p> <ul style="list-style-type: none"> 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 Set up promotions with targeted retailers 	11/1/22	10/31/23	\$150,000	<ul style="list-style-type: none"> Customer meetings and calls that create anticipation and readiness for fresh California Avocado season and communicate their superiority and premium quality Customized marketing opportunities and promotions with retailers who are demonstrating a willingness to pay a premium for California Avocados 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 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
<p>Contracted Key Account support for Corporate and the Midwest Territory</p> <ul style="list-style-type: none"> 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 Set up promotions with targeted retailers 	11/1/22	10/31/23	\$94,800	<ul style="list-style-type: none"> Retail call reports summarizing meetings with targeted retailers within 5 days of the meeting Meetings with handlers confirming promotions and timing with key accounts prior to sending promotion agreements Signed Promotion Agreements securing handler and retailer commitments for CAC promotions featuring customized California Avocado marketing support at least 3 weeks before promotion

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

2022-23 MERCHANDISING RETAIL PROMOTIONS SUBTOTAL: \$1,107,916
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2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Data, Research and Analysis	AGENCY: Avocado Marketing Services, Inc.
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Avocado Marketing Research Information Center 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"> Market Trends Reports AMRIC Data Report Market's Analysis Report
TRADE MARKETING - RETAIL: DATA, RESEARCH AND ANALYSIS (AVOCADO MARKETING SERVICES, INC.) SUBTOTAL:			\$2,700	

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Marketing Administration – Grower Communications	AGENCY: GingerRoot
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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"> • Marketing copy for 24 GreenSheet editions • Copy and editing of marketing articles for 4 From the Grove editions as requested
TRADE MARKETING - RETAIL: MARKETING ADMINISTRATION – GROWER COMMUNICATIONS (GINGERROOT) SUBTOTAL:			\$11,000	

PROGRAM: Trade Marketing - Retail	ACTIVITIES: Marketing Administration	AGENCY: Marketing Program Support
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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"> • Support merchandising programs • Naturally incorporate considerations of diversity, equity and inclusion when developing programs, sourcing vendors and in appropriate communications 	11/1/22	10/31/23	\$35,000	<ul style="list-style-type: none"> • Shipping supplies, shipping costs, office equipment, meeting expenses, etc. • Report on diversity, equity and inclusion by 10/31/22
TRADE MARKETING - RETAIL: MARKETING ADMINISTRATION (MARKETING PROGRAM SUPPORT) SUBTOTAL:			\$62,500	

2022-23 MARKETING ADMINISTRATION SUBTOTAL: \$73,500
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2022-23 TRADE MARKETING - RETAIL TOTAL BUDGET: \$2,416,646



TRADE MARKETING: FOODSERVICE

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Foodservice	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	AGENCY: Kurata Communications
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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 of \$1.50 or greater

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

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Foodservice	ACTIVITIES: Events	AGENCY: Kurata Communications		
ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Events 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"> • 10 Event briefs by 12/31/22 • 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 • 12-15 menu concepts for sampling
AvoGrove Open House <ul style="list-style-type: none"> • 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 • Extend invitations to marketing, culinary and purchasing team members of commercial and non-commercial foodservice operations, primarily in the southern California region • 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 • Invite and offer stipend for key chain partners located in Northern California • Secure 1-2 flavor pairing sessions from chain contacts for the culinary team 	11/1/22	7/31/23	\$30,300	<ul style="list-style-type: none"> • Event brief by 12/31/22 • Participation by and engagement with 12-15 chain contacts including 8 new contacts • Educational format for 12-15 key foodservice top-tiered accounts and editors • Flavor pairing session with Open House guests • Iconic California-style dish concepts from 1-2 local chefs by 5/31/23 for presentation to tour guests • Event B-roll and photos • Event summary reporting on deliverables by 7/31/23
TRADE MARKETING - FOODSERVICE: EVENTS			\$260,500	
(KURATA COMMUNICATIONS) SUBTOTAL:				

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Trade Marketing - Foodservice	ACTIVITIES: Chain Promotions and Menu Ideation	AGENCY: Kurata Communications
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Chain Promotions <ul style="list-style-type: none"> 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 Secure merchandising support for customized chain programs that build high-value distribution opportunities among foodservice operators willing to pay a premium for California Avocados Coordinate prominent California Avocado brand identification at point-of-purchase and other touchpoints 	11/1/22	10/31/23	\$180,000	<ul style="list-style-type: none"> 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 4-6 new chain partner promotions 10 returning/continuing partner promotions 10 chains based in California/Western region
Chain Menu Development <ul style="list-style-type: none"> Create customized menu concepts for existing and new top-tier foodservice operators Inform chains of the halo value California Avocados bring to the menu and their operations Focus on menu concepts that leverage California Avocado-style Deliver presentations onsite or virtually 	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
TRADE MARKETING - FOODSERVICE: CHAIN PROMOTIONS AND MENU IDEATION (KURATA COMMUNICATIONS) SUBTOTAL:			\$191,000	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

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

TOTAL FOODSERVICE BUDGET: \$725,000
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MARKETING ACTIVITIES SUPPORT

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Marketing Activities Support	ACTIVITIES: Buy California Marketing Agreement; Marketing Planning; Marketing Research and Export Program	AGENCY: Marketing Program Support
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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 of \$1.50 or greater

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

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

PROGRAM: Marketing Activities Support	ACTIVITIES: Marketing Planning	AGENCY: CAC
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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
MARKETING ACTIVITIES SUPPORT: MARKETING PLANNING (CAC) SUBTOTAL:			\$1,000	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Marketing Activities Support	ACTIVITIES: Marketing Research	AGENCY: Marketing Program Support
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ACTION STEPS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	DELIVERABLES
Marketing Research 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"> Needs analysis by 2/28/23 Project proposal by 4/30/23 Research report by 10/31/23
MARKETING ACTIVITIES SUPPORT: MARKETING RESEARCH (MARKETING SUPPORT) SUBTOTAL:			\$39,000	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

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



CALIFORNIA AVOCADO MERCHANDISE SHOP

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

**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

PROGRAM: Industry Affairs	ACTIVITIES: Industry Statistics and Information; Grower Communications; Issues Management; Legal; Demonstration Grove; Education and Outreach; and Other/Administrative
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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

PROGRAM: Industry Affairs	ACTIVITIES: Industry Statistics and Information	AGENCY: Mohammadpour; Fishhook Development; and LandIQ
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
<p>AMRIC Operation - 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"> • Collect bin counts daily through automated online system • 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"> ○ Review data requests from industry and implement enhancements ○ Track daily data reporting by handlers on an ongoing basis ○ Conduct detailed AMRIC handler audits by 10/31/23 • Ensure secure and reliable data storage and monitoring <ul style="list-style-type: none"> ○ Maintenance of AMRIC website and data tools ○ Keep current with supported technology and platforms
<p>Crop Forecasting and Analysis - 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"> • Develop pre-season crop estimate prior to 12/31/22 • 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 • Conduct acreage inventory and spatial analysis and update 2023 California Avocado acreage no later than August 2023 • Perform an ongoing age classification to assign an age to all avocado polygons spatially mapped • Execute an ongoing grove density analysis of all avocado polygons spatially mapped • Complete the 2023 special condition assessment of areas impacted by the Thomas Fire • Conduct a mid-season grower crop survey no later than May 2023 • Perform “ground-truthing” and verify accuracy of current crop/acreage information

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Industry Statistics and Information (cont.)	AGENCY: Mohammadpour; Fishhook Development; and LandIQ
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Grower Database - 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"> • Complete annual update of database based on handlers' grower/grove information received from handlers no later than 2/28/23 • Perform database processing of 2023-24 grower exemption status using 2020, 2021 and 2022 production data • Update database on an as-needed basis, based on information received via returned mail, grower sign-ups, etc.
Grove Database System - 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"> • Maintain web-based grove database platform • 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 • Purchase data on parcel ownership based on Assessor's Parcel Number, when necessary
INDUSTRY AFFAIRS: INDUSTRY STATISTICS AND INFORMATION SUBTOTAL:	\$173,250	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Grower Communications	AGENCY: GingerRoot; Fishhook Development; Inclusive Web; Champ Publications and Rockwell Morrow
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Online Information - Expands the reach of effective industry communications through CAC's grower site, www.californiaavocadogrowers.com	\$46,000	<ul style="list-style-type: none"> • Provide timely updates to CAC's grower site with continual enhancement, maintenance and content development • Conduct ongoing website accessibility reviews to meet Web Content Accessibility Guidelines (WCAG) 2.1 AA compliance standards
Publications - 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"> • CAC GreenSheet (semi-monthly) • Food Safety Manuals, including Spanish translation • CAC From the Grove magazine (quarterly) <ul style="list-style-type: none"> ○ Advertising revenue expected to offset budget line item by \$70,000
Annual Meetings - CAC conducts annual meetings that generate industry awareness of CAC programs	\$20,000	Conduct annual meeting no later than 4/30/23
Annual Report - 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
INDUSTRY AFFAIRS: GROWER COMMUNICATIONS SUBTOTAL:	\$193,000	

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Issues Management	AGENCY: Law Offices of Edward M. Ruckert; McDermott Will & Emery LLP; Spann Ag Research & Consulting, LLC; and Kahn, Soares & Conway, LLP
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Water Issues - 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"> • Monitor water issues (including rates) that potentially impact agriculture and represent interests of industry stakeholders, before local and regional water agencies and industry associations • Identify improved water use efficiency technologies for industry utilization • Work to improve the Metropolitan Water District water efficiency agricultural program • Continue to develop programs with MWD and/or other water agencies that work toward lower agricultural water costs • Analyze and evaluate current water issues and develop recommended programs • Explore possible federal actions that would improve water supply reliability and/or mitigate water rates; if possible initiate pursuit of said actions
Field/Technical Support - 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"> • Phytosanitary security • Section 18 emergency exemptions • Identification and communication to growers of opportunities to improve grower profitability based on Grower Profitability study • Support peer-to-peer factual based messaging to growers on the GEM variety
Research Program Coordination and Outreach - 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"> • Production Research Committee meetings • Communications with researchers • Review and approval of milestone reports • Communicate research progress to CAC Board and growers

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Issues Management (cont.)	AGENCY: Law Offices of Edward M. Ruckert; McDermott Will & Emery LLP and Spann Ag Research & Consulting, LLC; and Kahn, Soares & Conway, LLP
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Legislative and Regulatory Advocacy - 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"> • California agricultural laws • Adjacency Issue • Food Safety Modernization Act and other food safety related regulation • Animal and Plant Health Inspection Service Agricultural Research Service funding for Invasive Species • Immigration Reform • Conservation/water efficiency programs • Free Trade Agreements – both new and modification of existing • Foreign Market Development activities (United States Department of Agriculture- Foreign Agricultural Service) • Emerging Markets Program activities (USDA-FAS)

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Issues Management (cont.)	AGENCY: Law Offices of Edward M. Ruckert; McDermott Will & Emery LLP; The Tootelian Company; ERA Economics; and Rockwell Morrow
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Production Registrations - 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"> Special Local Needs registrations, as needed
Sustainability Project - 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"> Develop external-facing communications that promote and differentiate California Avocados based on the California Avocado Sustainability Program Outreach to California Avocado customers that informs and educates about the California Avocado Sustainability Program Communicate with growers on additional sustainability practices
INDUSTRY AFFAIRS: ISSUES MANAGEMENT SUBTOTAL:	\$579,000	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

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

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

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Education and Outreach	AGENCY: CAC
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Field Meetings, Seminars and Workshops - 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"> • Food Safety Workshops, including Spanish translation • Hot Topic Seminars (pest/labor/etc.), Spanish translation as needed
Pine Tree Ranch Field Days - 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
Grower Outreach - 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"> • Coordinate and facilitate small grower forums • 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) • Provide CAC premiums in appreciation of industry participation in various Commission programs
INDUSTRY AFFAIRS: EDUCATION AND OUTREACH SUBTOTAL:	\$39,000	

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Industry Affairs	ACTIVITIES: Other/Administrative	AGENCY: CAC
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PROGRAMS	BUDGET	ACTION STEPS & DELIVERABLES
Dues, Sponsorships, Registrations and Reports - 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"> Coalition dues and sponsorships may include, but are not limited to: Agriculture Coalition for Immigration Reform, Alliance for Food & Farming, Avocado Brainstorming 2023, California Avocado Society, United States Agricultural Export Development Council, President's Council and Western Growers Event registrations may include, but are not limited to: World Avocado Congress, IFPA Global Produce & Floral Show, IFPA Washington Conference and Urban Water Institute
Grant Writing - Pursuit of outside-funding opportunities for industry initiatives	\$2,500	Potential funding opportunities may include: <ul style="list-style-type: none"> GAP/Food safety Water quality and efficiency Phytosanitary/pest management Sustainability/energy efficiency
Travel - 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"> Meetings with policy/decision makers Grower seminars District meetings Local and international industry meetings/conferences
Office Expense - 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"> Office furniture/computers/software/electronics Paper/binders/supplies Subscriptions to business publications and resources
Committee Meeting Expense - 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"> Production Research Committee Good Agricultural Practices Committee Executive Committee Governance Committee
INDUSTRY AFFAIRS: OTHER/ADMINISTRATIVE SUBTOTAL:	\$138,100	

2022-23 TOTAL INDUSTRY AFFAIRS BUDGET: \$1,301,451



PRODUCTION RESEARCH

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Production Research	ACTIVITIES: Research	AGENCY: 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
EXISTING RESEARCH PROJECTS				
Pests and Diseases				
Phenology and ecology of avocado lace bug in Southern California	9/15/21	10/31/24	\$76,074	<ul style="list-style-type: none"> • 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 • 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 • 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) • 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
Breeding				
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"> • Establish commercial-scale field trials of PP35, PP40, PP42, PP45, and PP80 UCR advanced rootstocks before official release in cooperation with California growers • 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) • Collect tree health and harvest data for PP35, PP40, PP42, PP45 and PP80 UCR advanced rootstocks at 4 previously established field trials (2019)

2022-23 CALIFORNIA AVOCADO COMMISSION ACTION PLAN

PROGRAM: Production Research	ACTIVITIES: Research (cont.)	AGENCY: UC Riverside; UC Cooperative Extension
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PROGRAMS	START DATE	SCHEDULED COMPLETION DATE	BUDGET	ACTION STEPS & DELIVERABLES
Cultural Practices				
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"> • Understand chloride ion activity and chemistry in irrigation water at California avocado groves • Screen viable chloride removal technologies uniquely applicable to the avocado industry • Predict the treatment efficacy and economic cost of the most prioritized chloride removal technologies • Recommend a phase two study on experimental investigation of candidate chloride mitigation technologies
EXISTING RESEARCH PROJECTS SUBTOTAL:			\$190,568	
NEW RESEARCH PROJECTS				
Cultural Practices				
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"> • Develop more accurate information on irrigation water needs under different conditions in South California through updated crop coefficient curves over the season for avocados • Evaluate irrigation tools in avocados (soil moisture, evapotranspiration (ET), drone/satellite, leaf/stem water potential, canopy temperature) for effective irrigation management • Evaluate irrigation strategies in avocados (grower irrigation practice vs. sensor-based irrigation and/or less water applied) • Evaluate satellite-based tool of IrriSAT/IrriWatch/Open ET in avocados
NEW RESEARCH PROJECTS SUBTOTAL:			\$95,041	

2022-23 TOTAL PRODUCTION RESEARCH BUDGET: \$285,609
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