



2026-2030 Strategic Plan

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The Board of Directors, in collaboration with the Hass Avocado Committee, has established a new vision for the U.S. Avocado industry to guide the decisions of the Hass Avocado Board (HAB) going forward. **The vision is as follows:** Hass Avocados will be America’s preferred healthy food for every meal, driving growth in per capita consumption and providing value to consumers and stakeholders.

HAB’s new mission remains focused on the areas that have driven value for consumers and stakeholders in the U.S. **Our mission is:** Hass Avocado Board strengthens the global avocado industry and its stakeholders in our collective efforts toward market expansion in the U.S. through key **strategic priorities:** nutrition research and marketing, sustainability, industry engagement, and business support tools and information.

Tracking our progress

We will work towards our mission daily and track our progress toward the new vision by establishing benchmarks and measuring our achievements against them.

VISION STATEMENT	MEASUREMENT/METRICS
Hass Avocados will be America’s preferred healthy food for every meal	Yearly changes compared to the 2025 benchmark in American consumers' awareness, understanding, perception, and behavior regarding avocados as a healthy food for every meal.
Driving growth in per capita consumption	Yearly changes compared to the 2025 benchmark in U.S. per capita consumption measured in pounds and dollars.
Providing value to consumers	Yearly changes compared to the 2025 benchmark in American consumers' survey responses to the following question: “I feel that avocados are a good value for the money”.
Providing value to stakeholders	Yearly changes compared to the 2025 benchmark in assessment payer awareness, understanding, perception of HAB’s value, and whether HAB is aligned with the vision.

NUTRITION

Strategies:

- I. Align the long-term nutrition research pipeline with new target audience insights, scientific feasibility, and demographic trends to optimize health impact and value.
- II. Build the leading body of credible nutrition science on fresh Hass avocados to generate relevant new insights that HAB can leverage, providing industry stakeholders with valuable, science-backed communication on the health benefits of avocados at every meal.
- III. Ensure key opinion leaders and US government websites reflect scientific research on fresh avocados' health benefits across life stages, supporting their inclusion in dietary guidance and regulatory frameworks that allow health-focused marketing and inform health professionals.

5-Year Working Goals:

Goal 1: The nutrition research pipeline generates studies that inform health guidance, resonate with consumers and health professionals, and shape future research priorities.

Measurement:

- Complete qualitative & quantitative consumer & Health Professional awareness, perceptions & motivations studies.
- Scientific Advisory evaluation of study outcomes and existing research to refine future priorities.
- Delivery of an updated Nutrition Science Pipeline long-term strategy to the Board.

Goal 2: Expand the nutrition science pipeline by initiating new research projects, increasing collaboration with external researchers, funding clinical research, and supporting scientific publications annually.

Measurement:

- New research projects initiated & tabulated by type of research (epi, secondary, primary clinical).
- Number of unique external research collaborations resulting in publications.
- Scientific papers published.

Goal 3: Government websites, resources, and guidance reflect an increased understanding of the science-backed health benefits of fresh Hass avocados, contributing to their inclusion in public health recommendations for any meal.

Measurement:

- Number of stakeholders engaged in meetings & briefings.
- Improvement in government website avocado content scores.
- Number of government resources, fact sheets, or dietary guidelines positively mentioning avocados.
- Number of public comments submitted to the Federal Register.

NUTRITION MARKETING

Strategies:

- I. Strengthen health professional's (HP) awareness, understanding, trust, and perception by implementing key projects and tactics that highlight the growing body of evidence across relevant health pillars as well as usage ideas to support avocado consumption in the United States market.
- II. Increase targeted HP recommendations to include avocados in their patients/clients' diets.
- III. Promote new and existing insights on the growing body of avocado nutrition science across health pillars and usage ideas among target GM and HM target audiences.

5-Year Working Goals:

Goal 1: Sustain or increase target health professional (HP) awareness, understanding, and perception levels of the scientific body of evidence supporting avocado health/nutrition benefits across all health pillars and versatility of avocado in everyday meals, from 2025 benchmark.

Measurement:

- Changes in awareness, understanding, perception metrics for health and versatility outcomes against 2025 benchmark.

Goal 2: Sustain or increase target HP recommendations for avocados to patients/clients from 2025 benchmark.

Measurement:

- Changes in recommendation metrics against 2025 benchmarks.

Goal 3: Sustain or increase target General Market (GM) and Hispanic Market (HM) consumer awareness, understanding, perception, behavior and recommendation outcome metrics about the health/nutrition benefits and versatility of avocados in everyday meals.

Measurement:

- Changes in awareness, understanding, perception, behavior, and recommendation metrics against 2025 benchmarks.

SUSTAINABILITY

Strategies:

- I. Continue to build and strengthen the Avocado Sustainability Center (ASC) as a credible, relevant, and trustworthy source of Avocado sustainability research and information. Contribute to our future understanding of water management, carbon footprint and economic and social impact associated with the Hass avocado industry.
- II. Develop a methodology to collect, organize, and communicate our industry's societal impacts. Execute research to quantify and support the HAB sustainability aspiration of “Good for People and Good for the Planet”.
- III. Communicate the avocado sustainability messages and information generated by the ASC to the industry.
- IV. Encourage industry coordination of sustainability initiatives through the Avocado Sustainability Advisory, support efforts to engage in collaboration.

5-Year Working Goals:

Goal 1: Update the ASC research library annually with the most up to date published research on Avocado Sustainability for the following areas: Water management, Carbon footprint and Economic and social impact.

Measurement: Increase in the number of publications published in the ASC research library from the benchmark set in 2025.

Goal 2: Work with the ASA to define the methodology to quantify, and communicate to industry stakeholders, the environmental impact assessment, and any future societal impact studies of the Hass Avocado industry.

Measurement: Impact studies funded, and results published on the ASC website by 2030.

Goal 3: Industry stakeholders are aware, understand, trust, and use environmental and societal impact data from our research projects and overall HAB's sustainability messages.

Measurement: Awareness, understanding, perceived value, and use of HAB's environmental and societal impact studies and overall sustainability messages are measured through industry surveys conducted biennially, against 2024/2025 survey metrics.

INDUSTRY ENGAGEMENT AND LEADERSHIP

Strategies:

- I. Encourage engagement with the Hass Avocado Board by the industry.
- II. Strengthen support among U.S. assessment payers by demonstrating the value of HAPRIO and the programs directly implemented by HAB. Cultivate a pipeline of future avocado leaders to serve on the HAB and HAPRI association's Boards.

5-Year Working Goals:

Goal 1: Facilitate industry engagement by hosting avocado forums.

Measurement:

- Voice Reach and Engagement (VRE) metrics will be used for measuring the success of the event, including number of people that were aware of the forum (voice), number of people within the industry, e.g. marketers and producers that we reached about the forum, and lastly number of producers and marketers that attended the forum. In addition, exit surveys will be conducted to measure the following outcomes: Awareness, Understanding, Perceptions, Behavior and Recommendations.

Goal 2: Increase familiarity, understanding, perceived value, and support towards HAB and its programs.

Measurement:

- Develop industry survey to measure familiarity, understanding, perceived value, and support towards HAB measured through industry surveys conducted biennially, against 2024/2025 survey metrics.

Goal 3: The BOLD program will support up to 15 applicants per year, at least half of those participants will apply for a HAPRIO board seat within 2 years of graduation from the program.

Measurement:

- Number of applicants per year, number of participants applying for HAPRIO board seats within 2 years of graduation.

BUSINESS SUPPORT TOOLS AND INFORMATION

Strategies:

- I. Develop with, and provide to industry stakeholders, updated and relevant data, research, and information to facilitate:
 - a. A more efficient and orderly supply.
 - b. A thorough understanding of demand and its drivers.
 - c. Fluency in the societal trends affecting the performance of the Hass avocado industry; and
 - d. Implementation of quality and handling best practices throughout the supply chain.

5-Year Working Goals:

Goal I: Strengthen, against the benchmark metrics set in 2026, the industry's awareness, understanding, trust, behavior, and recommendation of HAB's:

- Supply and demand research and information.
- Shopper, foodservice, and consumer trends.
- Quality and handling best practices.

Measurement:

- Use industry survey to assess awareness, understanding, trust, behavior, and recommendation metrics. Establish a benchmark for these metrics and measure progress against the established benchmark annually.

FINANCE AND ADMINISTRATION

Strategies:

- I. Maintain fiscal integrity through annual audits and periodic management reviews.
- II. Maintain trust, transparency and adhere to fiduciary responsibility practices by publishing timely financial reports.
- III. Maintain adequate and balanced asset protection measures.
- IV. Maintain HR practices that support a healthy working environment, mission-driven and engaging workplace culture, while ensuring the efficiency and effectiveness of our people.

5-Year Working Goals:

Goal 1: HAB's financial reports will be materially flawless, transparent and accessible to stakeholders, maintaining high levels of trust in the organization's fiduciary duties.

Goal 2: HAB assets, members and staff will be protected through adequate insurance coverage

Goal 3: Maintain compliance with HAB and USDA policies and ensure accuracy in the processing of assessments and rebates.

Goal 4: HAB will be recognized for its mission-driven, healthy and engaging workplace culture. Over 85% of staff will report that HAB is a great place to work and give it their best every day.

OPERATIONS

Strategies:

- I. Provide professional board service experience for Hass Avocado producers and importers, from recruitment and nominations to onboarding, communications, and meetings.
- II. Operate as a highly functioning organization, prioritizing effective governance and industry collaboration.
- III. Support organizational efficiency and operational effectiveness of various HAB departments.

5-Year Working Goals:

Goal 1: Make the annual nominations process widely known among U.S. producers and importers and exceed the requirement of having two names for each open seat before voting.

Measurement:

- Nomination and ballot materials will be distributed digitally by the deadlines. Ensure that news outlets and social media outlets post the open seat announcement. Ensure at least two qualified nominees per open board seat.

Goal 2: Effectively onboard new members within six months of board service commencement.

Measurement:

- Completion of governance reviews and policy updates as directed by the Board. Ensure new board members read and acknowledge their understanding of board policies. Post-nomination survey from newly appointed board members regarding the nomination process.

Goal 3: Host hybrid board meetings in accessible locations in the U.S. with amenities that foster industry networking and collaboration among local and international stakeholders. Provide accurate, timely, and accessible board meeting materials.

Measurement:

- Track the number of in-person vs. remote attendees per meeting, aiming for consistent attendance across both formats. Regularly seek feedback from participants on how to improve the format and logistics of meetings, ensuring that they remain valuable and impactful. Hold meetings in at least three different Southern California locations annually to ensure broad regional access. Stay within a predefined budget for each meeting. Track total meeting costs (travel, venue, technology) and compare them to budgeted expenses while providing high-quality remote access.

OPERATIONS continued

Goal 4: Conduct regular board governance evaluation and training.

Measurement:

- Post-board meeting surveys, every other meeting, designed to obtain outcome metrics on board meeting awareness, understanding, perception, and recommendations. Board Service Kick-Off meeting surveys, designed to obtain outcome metrics on new board members' understanding, awareness, and knowledge of HAB's corporate story, strategic plan, governance, policies, committees, and meetings. Percentage of member participation in committees, initiatives, or feedback programs. Survey feedback from new members on clarity, usefulness, and accessibility of materials.

Goal 5: Provide comprehensive internal operations support across all departments and their teams.

Measurement:

- Ensure internal support requests from departments are addressed and resolved in a timely manner and deadlines are met (this includes the BOLD program, fulfillment of promotional materials, and some scheduling of events and meetings). Complete key operational tasks and initiatives outlined by the Executive Director within the agreed-upon timeframes. Schedule meetings with the executive team to review and align on key initiatives, ensuring timely communication of organizational priorities.