AVOCADO GROWTH eTOOLKIT

HASS AVOCADO BOARD

eTOOLKIT – PURPOSE & USE IN DETAIL

- To be used by account leads to open a dialog on how to drive eCommerce growth with key retailers
- Contains many potential tactical solutions in a toolkit format, not intended to present all solutions
- Account leads to determine which subset of solutions are relevant to discuss with their key account based on a Digital Experience Review (DER)
- At this session, share and brainstorm together to identify the right handful of solutions for avocado, and produce category eCommerce growth at the retailer
- Create tactical plan and begin to execute

AVOCADO eTOOLKIT: BENEFITS TO SALES TEAMS

1. Helps increase eCommerce IQ of retailer sales teams
2. Positions you as thought leader
3. Growth in Avocado Sales online
4. Avocado growth in-store via digital pre-shopping
5. Accelerated Avocado Sales ahead of overall Produce Category

KEY TOPICS

Avocados Online = Primed for Growth

Digital Experience Review – Identifying Opportunities for Growth

The Avocado eCategory Toolkit of Solutions

Plan on a Page Discussion

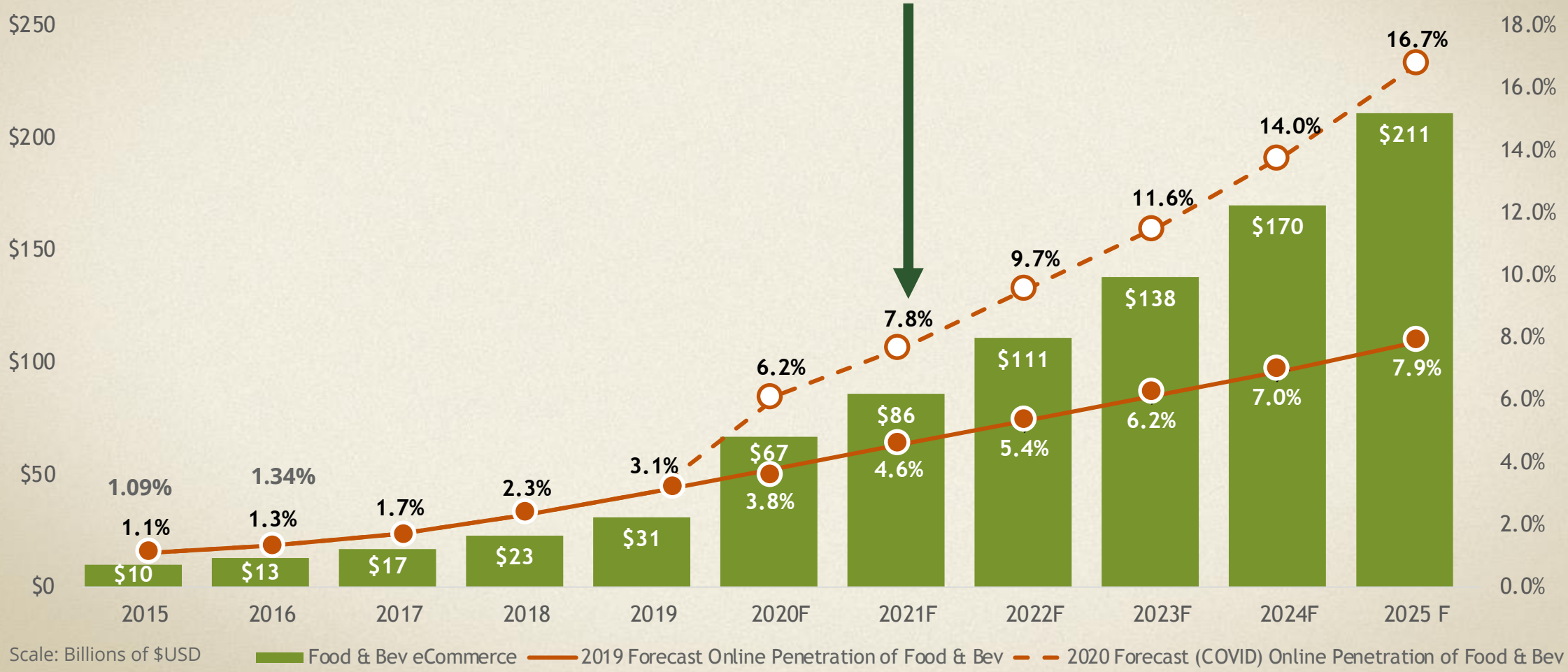
Next Steps

AVOCADOS ONLINE

=

OPPORTUNITIES FOR GROWTH

eCOMMERCE—US FOOD & BEVERAGE EXPERIENCED MASSIVE SHIFT WITH COVID



Source – KANTAR 2019 Forecast + TPG Analysis

ONLINE GROCERY IS NOT "GOING BACK TO NORMAL"

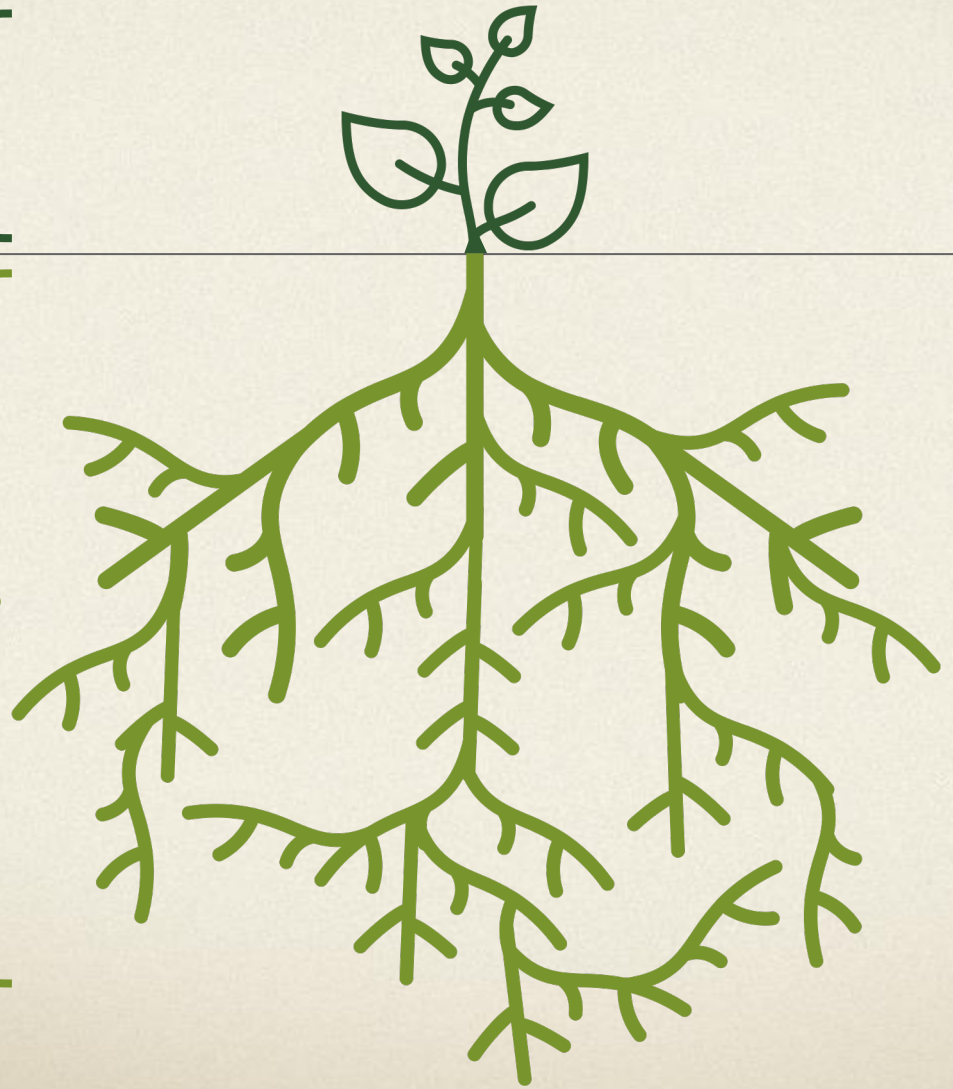
Total U.S. Online Grocery Sales: August 2021

Source: Brick Meets Click/Mercatus Grocery Shopping Survey, Aug 2021; Brick Meets Click Grocery Survey Jul, Jun, May, Apr, Feb, Jan 2021; Nov, Aug, Jun, May, Apr, Mar 2020, and Aug 2019
Delivery includes first and third-party providers (e.g., Amazon Fresh, Albertsons, FreshDirect, Instacart, Shipt) | **Pickup** includes in store, curbside, lockers and drive up | **Ship-to-Home** includes common (e.g., Fedex, UPS, USPS) & other parcel couriers

eCOMMERCE SALES IS ONLY THE BEGINNING

~8% eCommerce

of avocados were sold via eCommerce in 2020



More than half Digital Influence

of grocery sales are digitally-influenced*

Source: *Deloitte LLP "The Digital Divide" 2017

eCommerce Impacts Store Sales

35% WM Shoppers check WM app before going to store (WALMART MEDIA GROUP)

56% of shoppers check mobile sites while in store (ThinkGoogle)

8

SALES OF AVOCADOS VIA eGROCERY ARE ACTUALLY AHEAD OF THE TOTAL eGROCERY SALES

	P 52 W Dollar Sales | Pounds
Total US Avocados Sales*	$2,628,232,471 | 1,015,823,506 lbs.
Total US Avocado eCommerce (est.)**	$208,000,000 | 85,000,000 lbs.

6.2% Total Industry Food & Beverage eCommerce Penetration for 2020

~7.9% Avocado's P52W eCommerce Penetration

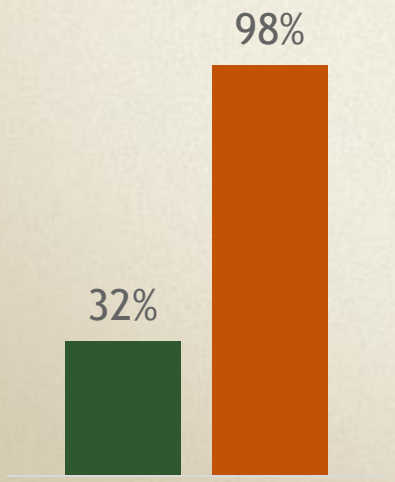
*Source: AFM Nielsen POS ending 6/7/2020 **Actual Retailer ePOS sales (84.51 (Kroger), Walmart, Instacart, P52W 7/7/20); Remaining projected based on industry benchmarks

WHILE ALMOST ALL SHOPPERS BUY AVOCADOS IN STORE - MANY ARE AS COMFORTABLE BUYING AVOCADOS ONLINE

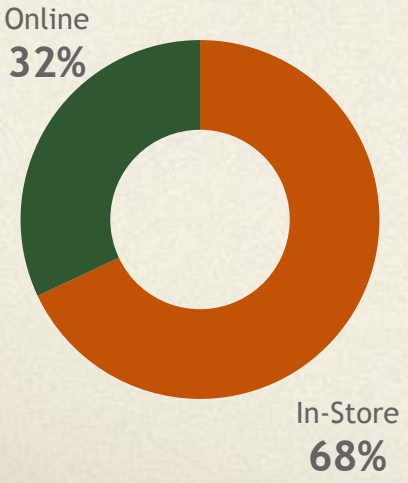
Online In Store

- About one-third purchase their avocados online, with a similar proportion very likely to do so in the future.
- On average, a 32% share of avocado purchases is done through an online retailer.

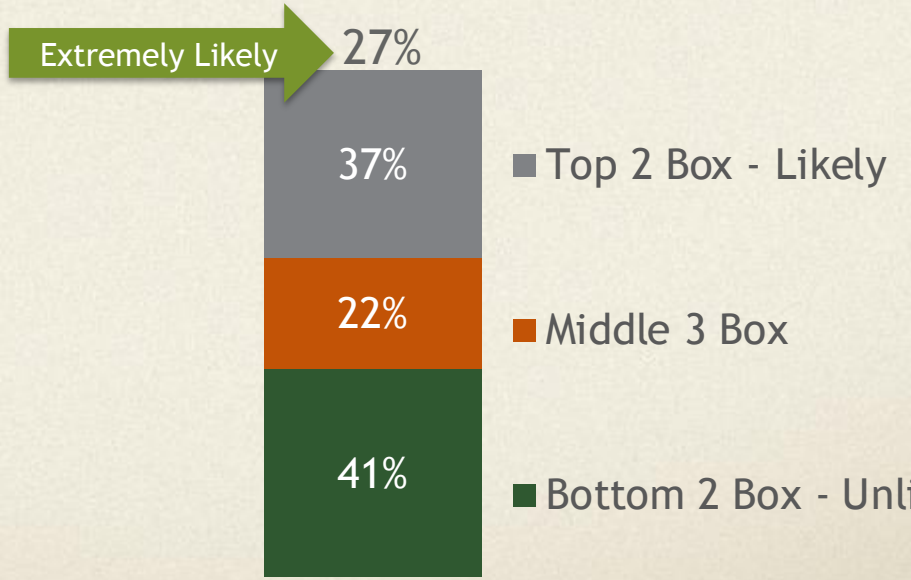
% Who Purchase Avocado by Channel



% Share of Purchase by Channel



Likelihood of Purchasing Avocados Online in the Next 12 Months



Heavy purchasers of avocados (3+) are more likely than those purchasing fewer per shopping trip to make their avocado purchases online (26% vs. 19%-1 avocado, 17%- 2 avocados)

Base = Total Respondents (n=500)
Q25. What percentage of your overall avocado purchases are made…?/Q26. How likely are you to continue purchasing/purchase avocados online for yourself or your household in the next 12 months?

MOTIVATORS FOR UNPLANNED AVOCADO PURCHASES ONLINE

- While no single tactic dominated the ability to motivate unplanned purchases of avocados, a combination of different digital engagement tactics would **influence nearly half** of all respondents

	Total (n=500)
Being able to add them directly to an online shopping cart from a recipe via a hyperlink	23%
Emails featuring avocados from a cooking site or blog	17%
Emails featuring avocados from an avocado association	16%
Seeing a banner ad or popup	12%
Other	4%
None of the above	51%

Caution: Small Base Size (n<50)
Base = Total Respondents
Q38.Which, if any, have or might prompt you to make an unplanned avocado purchase online?

AVOCADOS ONLINE = PRIMED FOR GROWTH IN SUMMARY

Back to Overview

Avocados is already ahead of “Food eGrocery”
and still has **untapped eCommerce growth potential**

32% of shoppers already buy avocados online
over 50% will in the next 12 months

Invest now to capture the new **eGrocery shoppers’**
first online purchase and lock in repeat purchase

Opportunity to collaborate with Retailers to optimize
all phases of the shopper journey to drive sales

DIGITAL EXPERIENCE REVIEW

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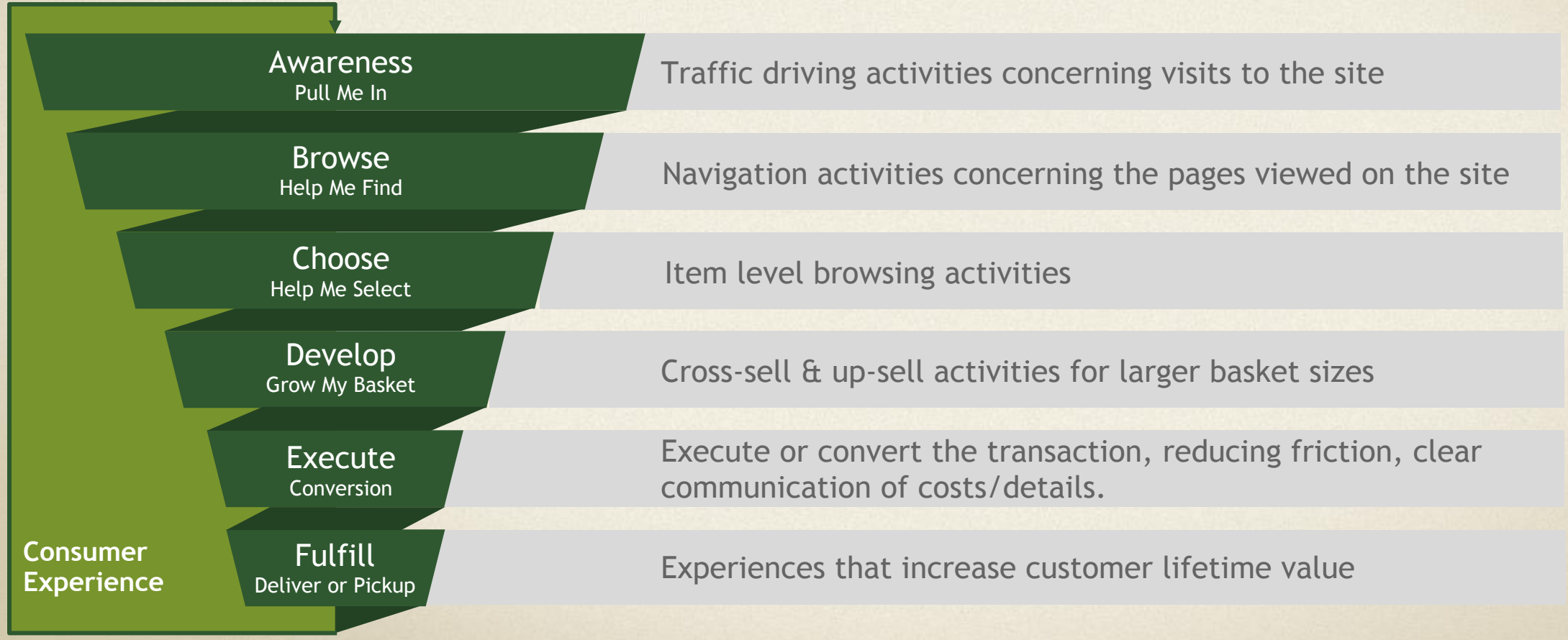
DIGITAL EXPERIENCE REVIEW (DER) OUTCOMES PLACEHOLDER PAGE

- Account team conducts a Digital Experience Review for their retailer prior to visit
- Evaluate each step of the consumer journey (A-B-C-D-E) to identify opportunities for improvement.
- Account team should ad screen shots and other findings from that audit to this section
- Account team uses those findings to select several “priority” solutions from the toolkit (put others in an appendix)
- Ready to present a customized execution to your retailer

eCOMMERCE CATEGORY LEADERSHIP DIGITAL SHOPPER JOURNEY

We have researched each phase to uncover growth solutions



Shopper & Category Trends

Macro trends impacting eCommerce & the category

eCOMMERCE CATEGORY LEADERSHIP DIGITAL SHOPPER JOURNEY

In-store and Online comparison of key drivers

	In-store	eCommerce
Awareness Pull Me In	• Ad Circular • TV / Radio • Front Window Signage	• Google (paid /organic) Searches • Email Campaigns/Digital Coupons • Homepage Placement
Browse Help Me Find	• Displays • In Store Flow and Category Adjacencies	• Featured Category Placement • Site Navigation
Choose Help Me Select	• Right Items at Eye Level on Planogram • On Shelf Availability • Clear and Engaging Product Packaging	• Right Search Results on Top Keywords • On Site Availability • enhanced Product Page Content
Develop Grow My Basket	• Displays of Interrelated Items • Bundle Promos	• Cross-sell and up-sell recommendations for larger basket sizes
Execute Conversion	• Checkout lanes • At checkout promos	• Checkout process – promo and price clarity • Free shipping hurdles and promos
Fulfill Deliver or Pickup	• Bag Stuffer Coupons • Register Receipt Coupons • Loyalty Programs	• Post order confirmation offers • Retargeting display ads triggered post purchase • Messaging at pickup

eCOMMERCE CATEGORY LEADERSHIP STRATEGY FRAMEWORK

Evaluate Your Retailer's Execution for Avocados across Each of these 5 Pillars

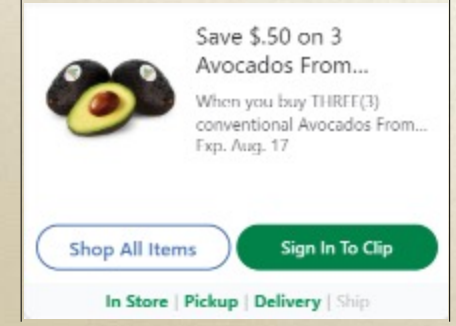
Strategy	**A**wareness Pull Me In	**B**rowse Help Me Find	**C**hoose Help Me Select	**D**evelop Grow My Basket	**E**xperience Lock Me In
Objective	Build Traffic	Increase Purchase Desire, Navigate to Category & Create Impulse	Choose & Buy Product	Cross sell & up sell to build transactions	Increase Customer Value
Tactics	• SEO & Paid Search • Digital Display Ads (offsite) • Retailer Website • Online Video • Mobile • Social Marketing • Influencers & Affiliates • Email Marketing • Brand Website	• SEO on Retailer Website • Navigation • Filters • Paid Search Product Promotion • Retailer Website Digital Ads • Mobile • Content Management	• Content Management • SEO on Retailer Website • Paid Search Product Promotion • Retailer Website Digital Ads • Digital Coupons • Video • Reviews	• Retailer Website Digital Ads • SEO on Retailer Website • Cross Sell banners/recos • Email Marketing • Digital Coupons • Content Management • Reviews	• Email Marketing • Social Marketing • Digital Display Ads (retarget) • Online Video • Mobile • Influencers & Affiliates • Loyalty Programs

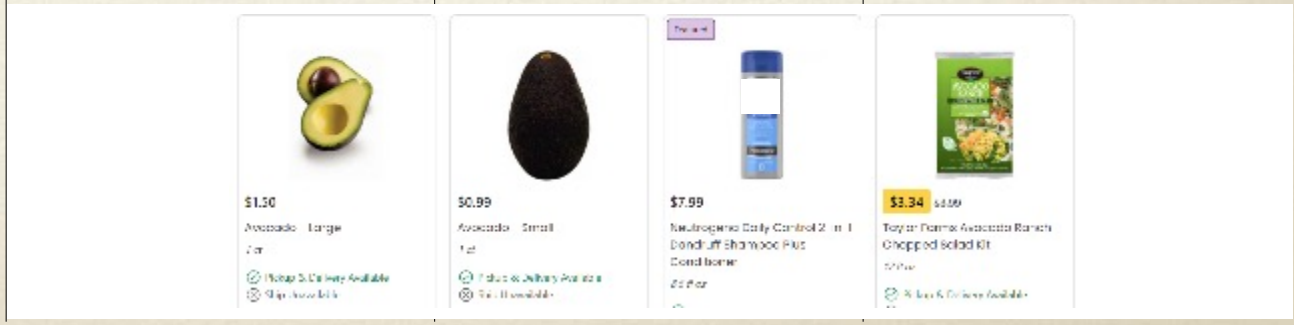
EVALUATION FOR AUDIT ACROSS 5 PILLARS

Metrics	Criteria
Awareness (Traffic driving to category from off-site & Home Page**)**	External traffic being driven to Retailer site from relevant category digital destinations. Google avocados – does retailer show up? Any social posts on Facebook from retailer about avocados?
	Are avocados featured on Retailer Home Page or Produce department pages?
Browsing (Navigation & Search results drive to relevant category results**)**	Left Hand Navigation from the Home Page leads directly to the Produce? Can you use left hand navigation to get to avocados?
	Keyword searches from retailer Home Page yield relevant results (shows avocados)
	Type in "fruit" and "vegetable" – do avocados show up in page 1 (or 2)?
Choosing (Robust Images & content**)**	Product Detail Page has multiple product image slots to highlight product form, size, ingredients, etc.
	Images are "Mobile Hero" – allowing for product benefits/lifestyle images
	Enhanced content on Product Detail Page (e.g., videos, charts, graphics) to illustrate features & benefits of the product
	Ratings & Reviews on the shelf page & Product Detail Page
Developing (Building the basket with adjacent or regimen recommendations**)**	Incremental/Regimen building recommendations on Product Detail Page (e.g., "People who bought this have also bought"). Shows recipes or inspiring other uses for avocados. Other highly affiliated product pages feature avocados (e.g. bagged salad page has avocados)
Experience (Lock Me In)	Able to add items to cart without issue
	Items are in-stock
	Ability to choose the right product and add to cart (do they have a ripeness selector)

EXAMPLE EVALUATION: KROGER DIGITAL AUDIT

Strategy	**Awareness** Pull Me In	**Browse** Help Me Find	**Choose** Help Me Select	**Develop** Grow My Basket	**Experience** Lock Me In
	• No Home Page or Seasonal Placements • Dept page presence with offer	• #180 for "fruit" (pg. 7) • #240 for "vegetable" (pg. 11)	• Confusing Shelf – shampoo & other items on "Avocados" shelf before all the avocados • 1 SKU with good 1st image. No content/ inspirational images	• No content. No inspiration for recipes or multiple uses	• Able to fulfill with no issues • Not able to select ripeness





AVOCADO eCOMMERCE GROWTH TOOLKIT

SOLUTIONS FOR GROWTH

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AVOCADO SOLUTIONS FOR GROWTH

Strategy	Awareness	Browse	Choose	Develop	Experience
Foundation	➢ Avocados highlighted on the Homepage ➢ In-store Promos Executed Boldly Online ➢ Digital Banners for Awareness	➢ Intuitive Produce Taxonomy & Attribution	➢ Product Detail Page Content ➢ Images – Best practices ➢ Customer Reviews	➢ Cross Merchandising Banners	➢ Thank You Email ➢ Clear Satisfaction Guarantee
Advanced	➢ Social Posts as Product Awareness Builder ➢ Recipe & Influencer content with "Where to Buy"	➢ About Avocados: Landing Page	➢ Enhanced Content & Video To Drive Conversion	Cross Sell On Affinity Items' Product Detail Pages "Try This" Pop Up Modal	➢ Digital Retargeting ➢ In-box Offers
Leadership	➢ Utilize Retailer Shopper Database ➢ Mobile Messaging & Push Notifications	➢ Digital Content Communicating Recipes & Health-Related Content	➢ Ripeness Indicator	➢ "Impulse" & "Add On" in Cart	➢ Order By Text/Voice

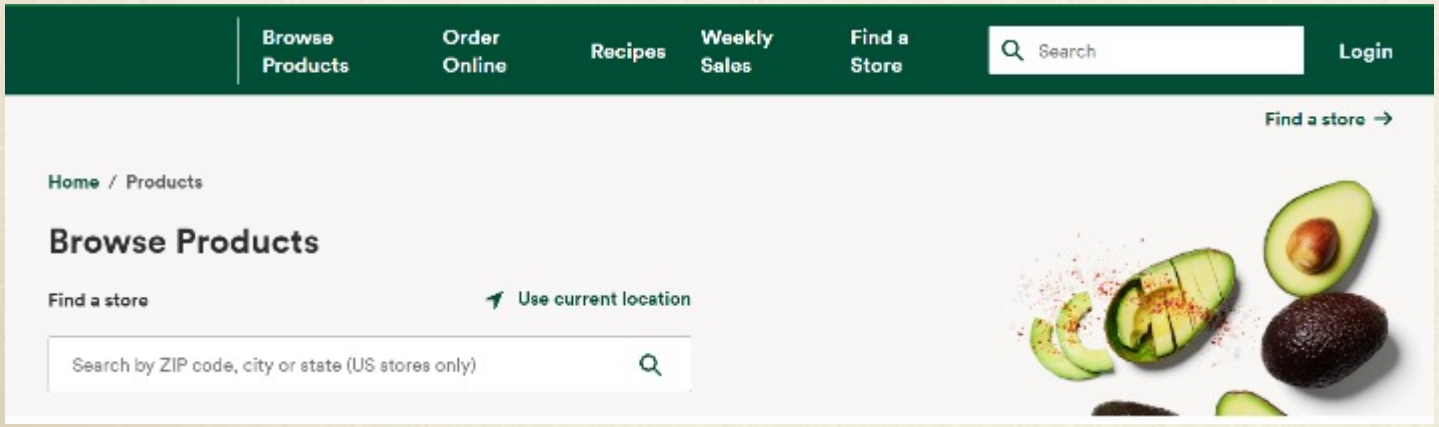
eCOMMERCE CATEGORY LEADERSHIP DIGITAL SHOPPER JOURNEY

We have researched each phase to uncover growth solutions

Traffic building activities to, and through, the retailer's site and app that drive awareness & traffic

AVOCADOS FEATURED ON THE HOMEPAGE

Example:
Whole Foods Using Avocados as a Product Search Header



Opportunity:
- Prompt reminder and stock up

Key Facts:
- Homepage is key to driving awareness
- Most visited page on retail sites

Solutions:
- Always on or promotion aligned banner placement
- Merchant placement – especially seasonally relevant
- Banner ad takes shopper to avocado shelf page

KPIs:
- Avocado homepage banner click-through rate
- Increase in Avocado searches & add-to-carts
- Increased avocado category shoppers & reoccurring purchases

IN-STORE/ONLINE PROMOS & OFFERS SHOULD EXECUTE BOLDLY ONLINE

Example:
Full omnichannel approach for “Fiesta del Fuego” campaign

Opportunity:
- Leverage in-store/online promotions tied to key seasonal/occasion windows to drive traffic and frequency
- Integrate the physical and digital experience

Key Facts:
- Top stated shopper frustration is “not finding an in-store promotion online”
- Shoppers will choose a product 3x more often when getting an extra incentive
- 75% would be more likely to purchase a product if the package featured a coupon

Solutions:
- Shoppable promo banners leveraging theme
- Ease of promotion finding via filters/navigation
- Deal flags on product images on search results
- Execution of promotions both in-store and brought to life on homepage/category pages

KPIs:
- Clicks from banners to landing pages increased
- Increased traffic to item pages
- Increased units per total grocery/retail basket
- Redemption

DIGITAL BANNERS FOR AWARENESS: CALL TO ACTION FOR CONVERSION

Example:

Opportunity:

- Drive awareness of avocado health benefits and differences in origins.
- Share inspirational ideas for how to use avocados

Key Facts:

- A “call to action” can increase conversion rates 50-85%.
- Transforms a “awareness” tactic into a sales driving tactic

Solutions:

- Execute digital banners in high traffic areas…Homepage and category pages that over index with avocados (chips, salsa, burgers)
- Explore opportunities to promote in “pre-shop” vehicles (email/social) to promote awareness

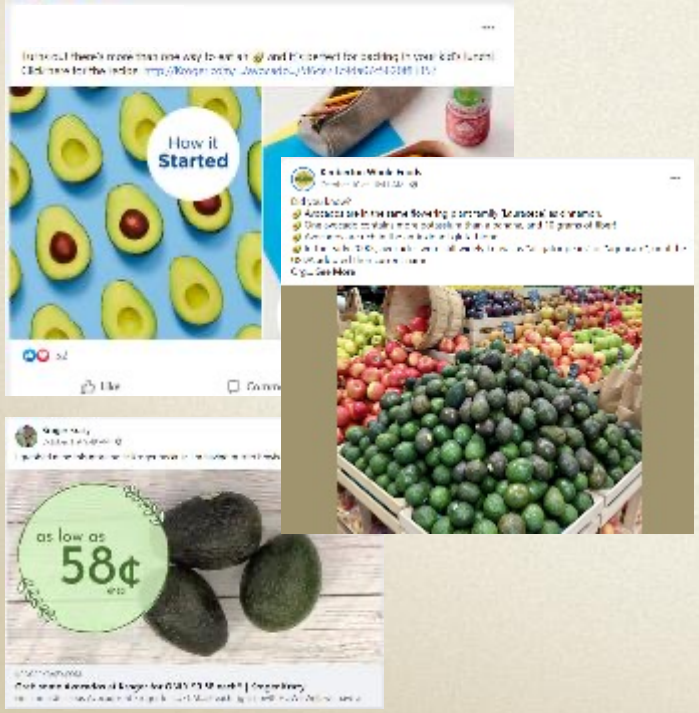
KPIs:

- Click-throughs from banners to avocado shelf page
- Revenue from those campaign click-throughs (clickstream data)

USE RETAILER SOCIAL POSTS

Engage & Inspire New/Existing Avocado Purchasers To Buy More

Example:



*GlobalWebIndex 2020 **2021 HAB Consumer Study; Base = 500

Opportunity:

- Use social media to create inspiration for new recipes and uses for avocados – link to opportunity to buy

Key Facts:

- Social Media continues to be a major pre-shopping influencer
- 23% of consumers said they would purchase more avocados if there were links to retailers from recipe ideas**
- 42% of consumers use social media to research the health benefits of avocados**
- 54% of social media users use social media to research products*

Solutions:

- Extend in-store avocado programs with social media posts
- Boost on Facebook
- Leverage Instagram

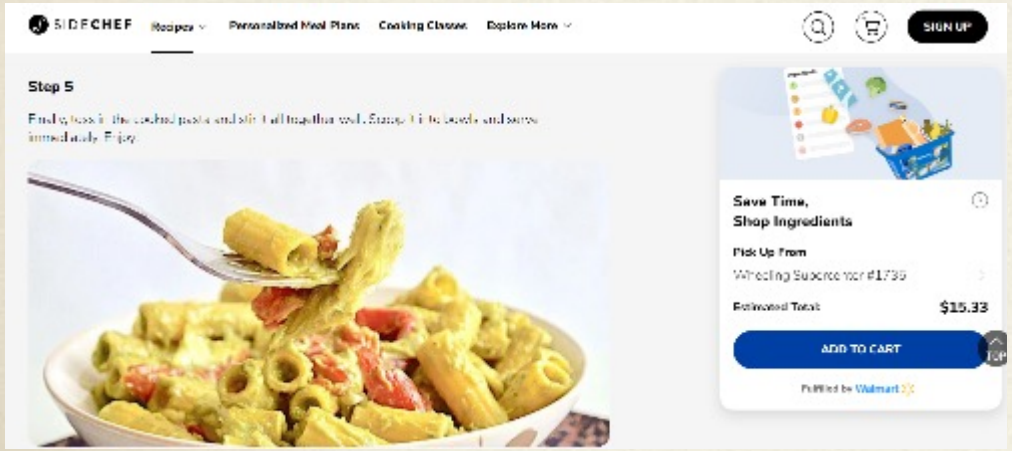
KPIs:

- Increased % of traffic from Social Media
- Increased revenue sourced from social media

CREATE/CONNECT RECIPES & INFLUENCER CONTENT

To Retailers Using "Where To Buy" Links

Example:



Opportunity:

- Use technology partners like SideChef or MikMak to find relevant influencer & recipe content – and link to local or online stores to buy – when the consumer is engaged

Key Facts:

- 44% of consumers seek new avocado recipes from recipe sites & apps*
- 22% of consumers seek new avocado recipe ideas from Foodie/recipe blogs
- 23% of consumers said they would purchase more avocados if there were links to retailers from recipe ideas*

Solutions:

- Partner with technologies like MikMak, SideChef, Chicory
- They find the relevant content and connect recipes & products to local & online stores where avocados are available and in-stock

KPIs:

- # of engagements on identified content
- # of click-throughs to retailer sites from content

UTILIZE RETAILER SHOPPER DATABASE

To Email Targeted Offers & Messaging

Example:

Opportunity:

- Utilize existing online shopper database & purchase history to create targeted emails or coupon offers – especially around major seasonal events

Key Facts:

- 33% of consumers said emails from retailers or avocado associations would trigger an unplanned avocado purchase*
- eMails continue to have high open rate – especially when from a known/shopped retailer with targeted messaging & offer
- Retailers have robust database with rich insights of shoppers' preferences & purchase history

Solutions:

- Associations partner with retailers to identify shopper targets & relevant messages for key segments
- Ideally, provide offers with email

KPIs:

- eMail open rates & click-throughs – by segment & messaging/offers
- Conversion rate from email click-throughs
- Avocado sales around event (store + online)

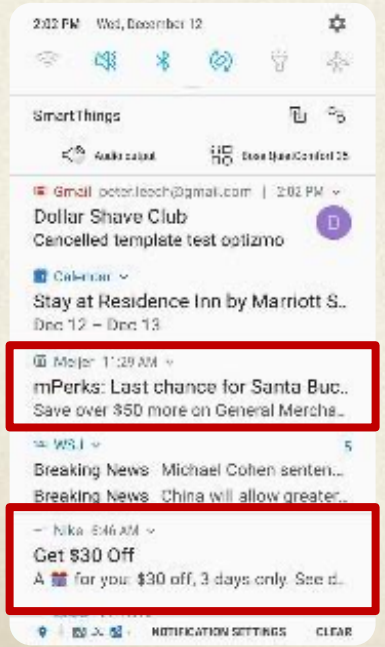
MOBILE MESSAGING & PUSH NOTIFICATIONS

To Drive Avocado Unplanned Purchases

Example:

Text Message MMS

Push Notification



*eMarketer 2020
**2021 HAB Consumer Study; Base = 500

Opportunity:

- Remind consumers of health benefits, upcoming seasonal event, and/or promote offers via mobile push messaging or text

Key Facts:

- 26% of consumers say avocados are too expensive – 19% say they're rarely on sale. Informing these shoppers of deals can drive incremental sales**
- 82% of shoppers research on mobile before making an in-store purchase decision.*
- 36% of consumers check their phones for product info while at the store*
- Mobile Commerce is growing 300% faster than traditional eCommerce.*

Solutions:

- Targeted based on Purchase, or Geo Targeted using the retailers' database & targeting capabilities

KPIs:

- Impressions + Engagement
- Click-throughs
- Coupon utilization

eCOMMERCE CATEGORY LEADERSHIP DIGITAL SHOPPER JOURNEY

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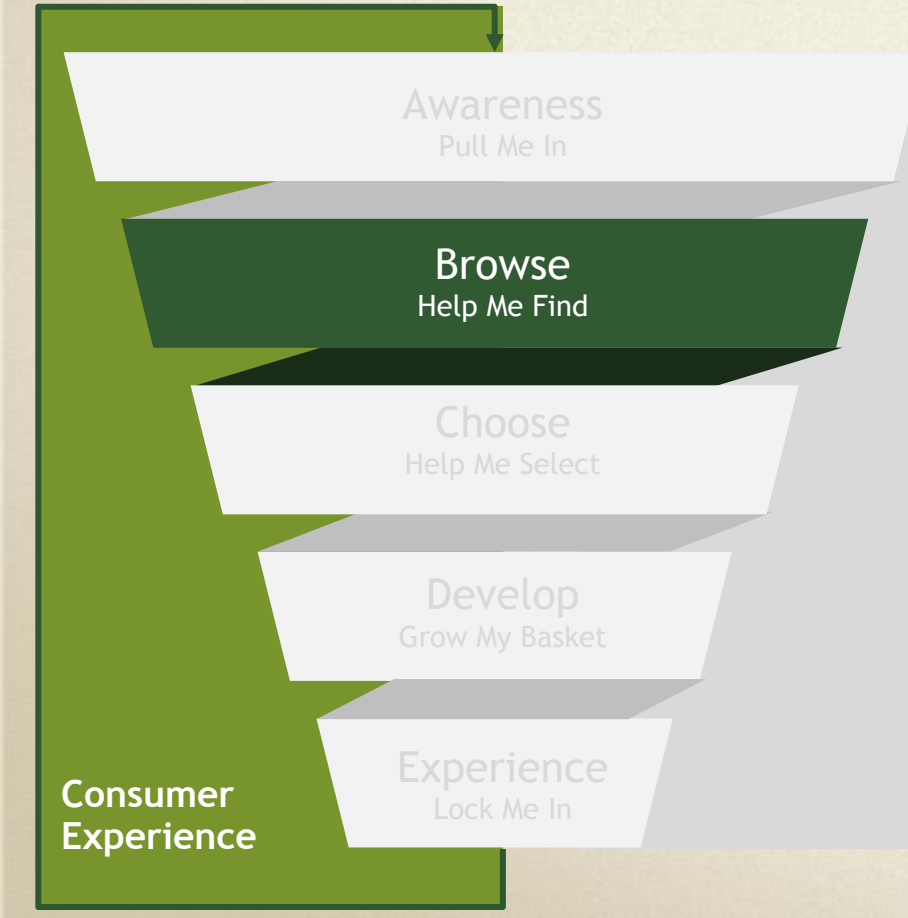
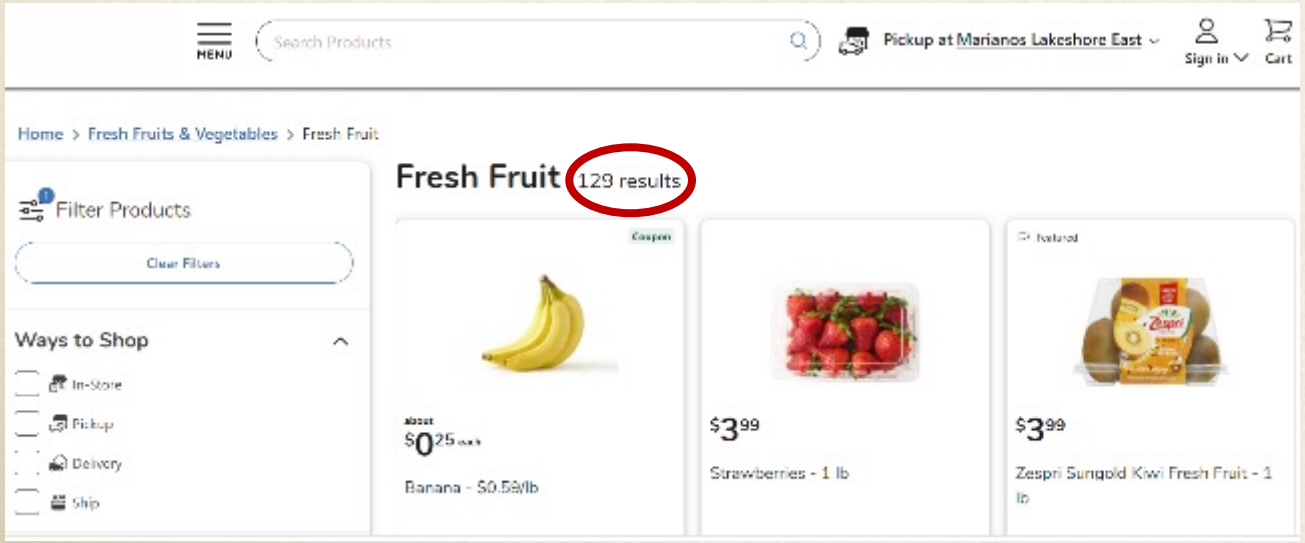


Search and Navigation activities of the pages viewed on the site

INTUITIVE TAXONOMY FACILITATES EXPLORATION & IMPROVES THE CONSUMER EXPERIENCE

Example:
Too many results to manage



Potential Additional Filters:

Organic | In Season | Best Sellers/Top Rated | Price | Major Diet Types

Opportunity:
- Delight shoppers by giving them options to navigate based on their key decision criteria for selecting produce

Key Facts:
- Many of the attributes' shoppers are looking for are not available to navigate/filter at most retailers
- Little consistency across how retailers set up navigation

Solutions:
- Consumer research done by HAB to understand what criteria shoppers want to browse produce
- Attribute design provided by HAB
- Partner with retailers to implement new navigation paths
- A/B or Pre-Post Test and Learn

KPIs:
- Increased use of navigation and filters
- Increased produce category page traffic
- Increased produce conversion & sales

"ABOUT AVOCADOS" LANDING PAGE TO EDUCATE AND INSPIRE CONSUMERS

*Source: *2021 HAB Consumer Study; Base = 500*

Opportunity:

- Develop a holistic & engaging avocado landing page that address common questions & concerns
- Allow for consumers to explore and learn about new recipes & uses of avocados

Key Facts:

- 40% of consumers say a barrier to purchase is that avocados go bad too quickly*
- 30% of consumers say a barrier is it's hard to select the correct ripeness*
- 42% of consumers said that recipe ideas would encourage them to buy more avocados*

Solutions:

- Create a category page for avocados that educates consumers on how to select avocados and store them to maintain freshness
- Utilize the page to also provide seasonally relevant recipe/usage ideas

KPIs:

- Traffic to the About Avocados page
- Higher avocados sales on site
- Improved avocado conversion rates

PROVIDE ROBUST AVOCADO EDUCATIONAL HEALTH & RECIPE CONTENT SECTION

Be a destination for Shoppers to research Avocados - then buy

*Source: *2021 HAB Consumer Study; Base = 500*

Opportunity:

- Consumers are seeking trusted sources of information to learn about avocados and the many health benefits and recipe ideas

Key Facts:

- 57% of consumers said additional nutritional & health information would drive increased avocado purchases and consumption*
- 42% of consumers said recipe ideas would drive increased avocado purchases & consumption*

Solutions:

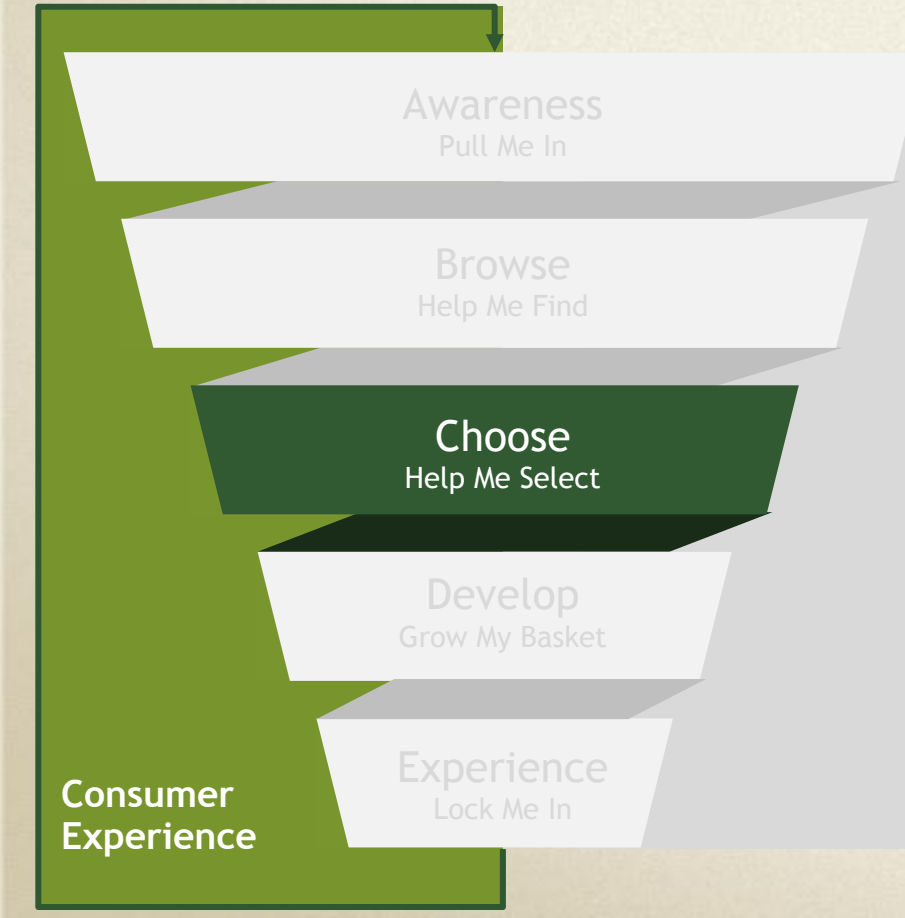
- Utilize articles and "blog" style content to allow consumers to learn and research.
- Connect with external publishers to link from their content. Or create & ingest content to host within your own site. This also helps with SEO

KPIs:

- Engagement with content
- Increased site traffic – new & returning shoppers
- SEO improvements

eCOMMERCE CATEGORY LEADERSHIP DIGITAL SHOPPER JOURNEY

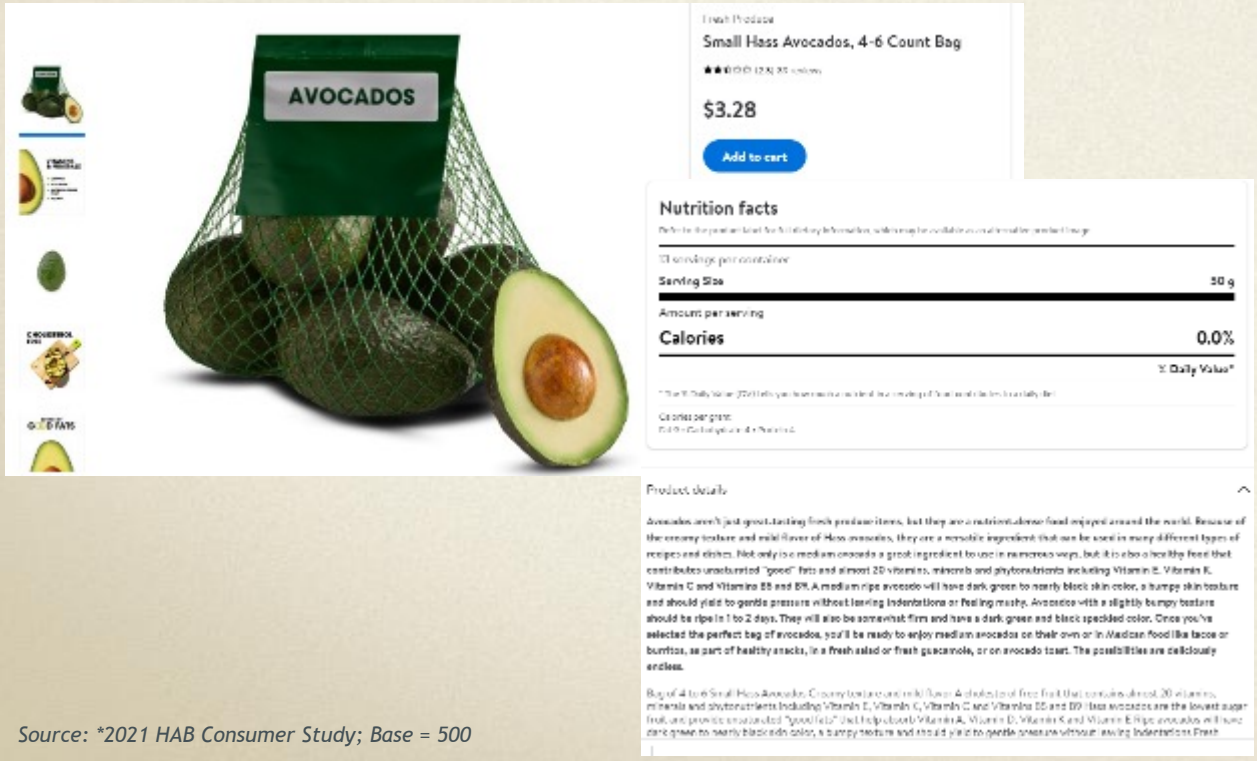
We have researched each phase to uncover growth solutions



Provide critical avocado item content and inspiration to convert browsers into buyers

DELIVER A POSITIVE CONSUMER EXPERIENCE THROUGH BASIC CONTENT

Perfect Basic Content on Product Detail Pages



*Source: *2021 HAB Consumer Study; Base = 500*

Opportunity:

- Improving Product Detail Page content will help findability, improve the customer experience and increase conversion

Key Facts:

Top reasons consumers will purchase more avocados:*

- Nutritional information
- Recipe and usage ideas
- Health benefits

Solutions:

Develop best in class content (title, bullets & descriptions) that are keyword optimized and provide to all associations to give to their retailers

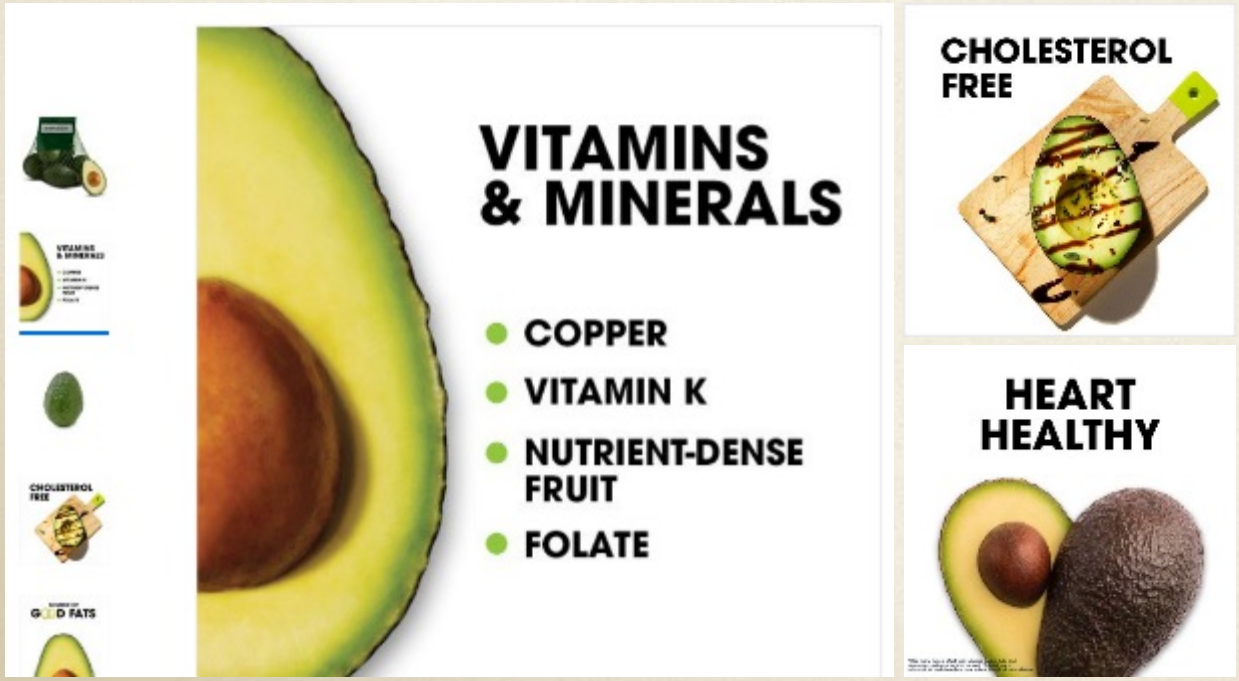
- Product titles including size, and count
- Long description and bullet format consistency

KPIs:

- Increased traffic to department and item pages
- Increased conversion
- Increased sales

ALLOW MULTIPLE IMAGES: ESPECIALLY "MOBILE HERO" IMAGES

Allow consumers to quickly and easily see & understand the product & main features on any screen



*Source: *2020 eMarketer*

Opportunity:

- Content designed for mobile use will improve the customer experience & increase conversion

Key Facts:

- Basic product pack shots are difficult to distinguish online, exacerbated on mobile
- 80% of online grocery shoppers add to cart from search results
- Mobile traffic is over 60% of total traffic. Images need to also "sell" & describe products*

Solutions:

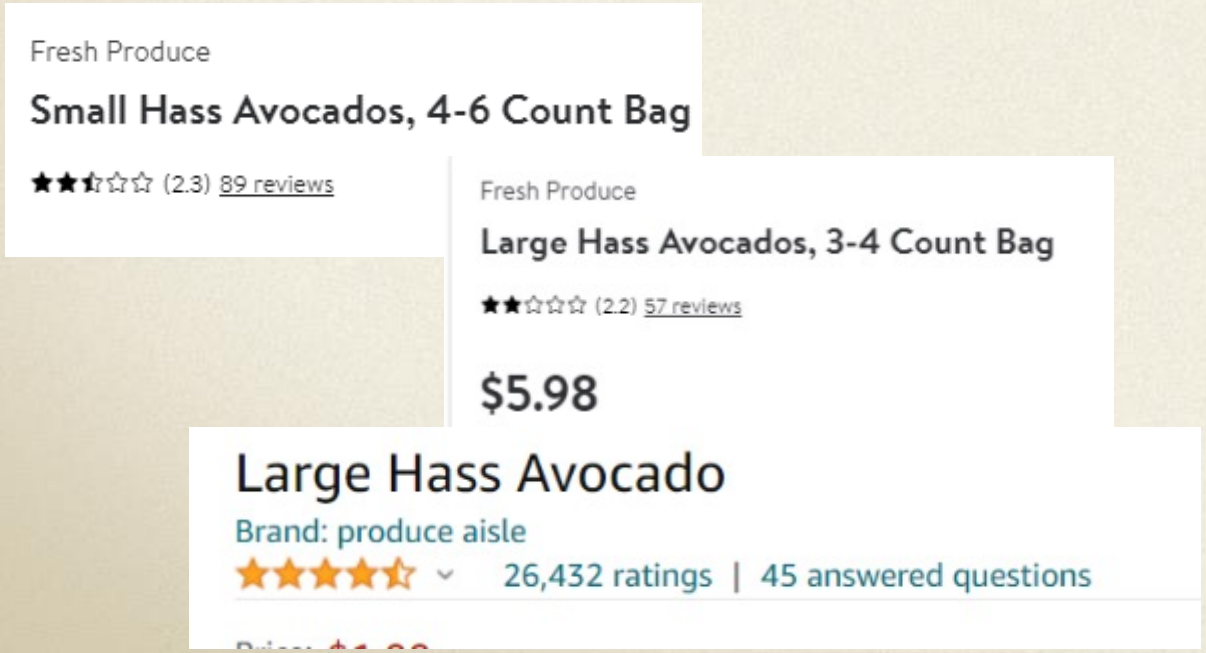
- Provide multiple images for associations to provide to their retailers
- Utilize package, label, & product out of pack images
- Use images to show benefits & inspiring/appetizing images of avocados

KPIs:

- Increased purchase on mobile image items vs non-mobile image items
- Increased conversion on mobile devices
- Increased overall conversion rate

EXPAND NUMBER AND IMPROVE SCORES OF RATINGS & REVIEWS; ADDRESS NEGATIVE REVIEWS

Across categories shoppers seek reviews to make purchase decisions



*Source: *2020 eMarketer*

Opportunity:

- Adding more reviews increases shopper's confidence in making the optimal purchase

Key Facts:

- 25% of online shoppers want to be able to sort by star rating
- 50+ Reviews is considered a credible number of reviews by 94% of online shoppers
- Should target 4 starts or greater
- Allowing users to submit their own images adds to authenticity of reviews – and potentially creates new content for retailers to use

Solutions:

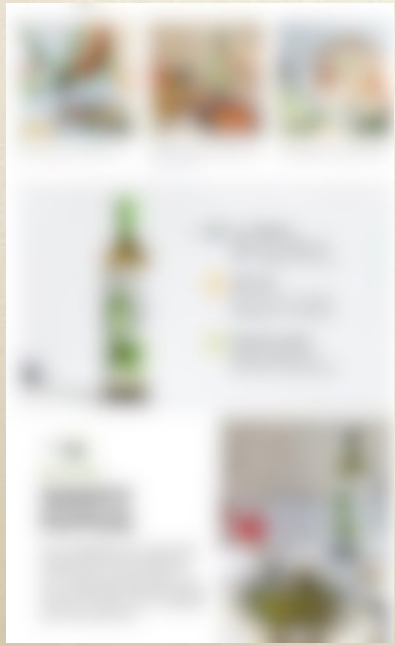
- Augment number and range of reviews with reviews from key syndicators – (e.g., BazaarVoice)
- Utilize user generated images and content
- Partner with retailers to respond to negative reviews and/or questions

KPIs:

- Improved Ratings & Reviews quantity & score
- Increased item conversion rate
- Increased Sales

LEVERAGE ENHANCED CONTENT TO IMPROVE CONSUMER EXPERIENCE & CONVERSION

Engaging stories, recipes and videos on item detail page drive dwell time, conversion, & sales



*Source: *2020 eMarketer* | **2021 HAB Consumer Study; Base = 500

Opportunity:

- Engage the shopper seeking info/answers
- Provide more confidence in avocados & give them reasons to purchase more
- Improved shopper experience with video

Key Facts:

- 4% conversion increase for PDP with video*
- 67% of millennials prefer brands that tell a story*
- 42% of consumers say they are motivated to purchase more avocados by recipes**
- 54% of consumers say recipes with images makes them more likely to try the recipe**

Solutions:

- Load enhanced content from HAB or associations manually via own retailers' systems or
- Enable WebCollage or other enhanced content syndicator

KPIs:

- Increased time on page and engagement
- Increased conversion & sales

RIPENESS INDICATOR WHEN BUYING AVOCADOS ONLINE

Allow Shoppers To Select How Ripe They Want Avocado

	 Green	 Green Brown	 Brown
When to Eat?	Better Later 2-4 Days • Do not refrigerate. Store in fruit bowl until skin turns brown.	Ready Soon 1 Day • Do not refrigerate. Store in fruit bowl until skin turns brown.	Enjoy Now! Ready to eat • Store in fridge. Great for slicing or as dips!

*Source: *2021 HAB Consumer Study; Base = 500*

Opportunity:

- Develop a holistic approach to allow consumers to select the ripeness of the avocado they purchase

Key Facts:

- 40% of consumers say a barrier to purchase is that avocados go bad too quickly*
- 46% (aided) say a ripeness indicator would make them want to purchase more avocados (15% unaided)*

Solutions:

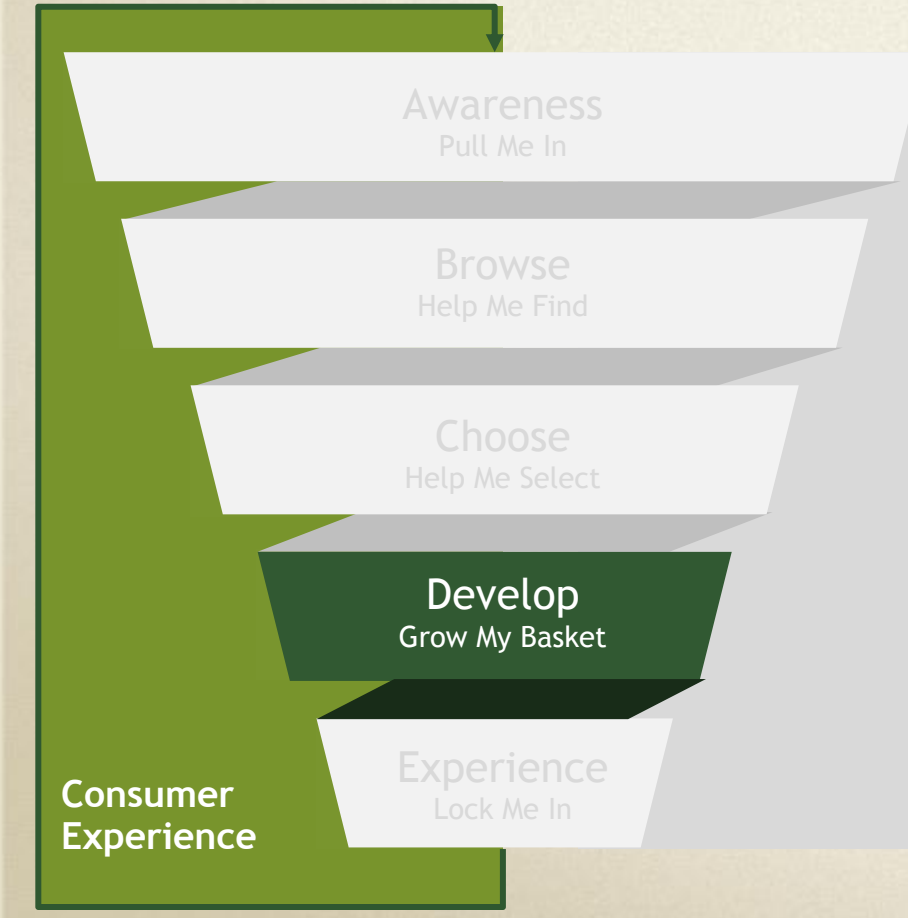
- Create a selector tool when adding to cart to allow consumers to choose desired ripeness
- Provide in-store pickers with reference tool & training to ensure they select the appropriately ripened avocado.
- Use content on the detail page to help consumers learn how to store & ripen avocados at home

KPIs:

- Higher avocados sales on site
- Improved avocado conversion rates
- Higher repeat rates
- Higher Ratings & Reviews scores

eCOMMERCE CATEGORY LEADERSHIP DIGITAL SHOPPER JOURNEY

We have researched each phase to uncover growth solutions



Cross sell & up sell avocados & related products to build bigger baskets & drive trial

IMPLEMENT AVOCADO CROSS MERCHANDISING OPPORTUNITIES

*Source: *2020 eMarketer*

Opportunity:

- Achieve significant growth via cross merchandising with items with high basket affinities
- Utilize regimen (chips, salad ingredients, healthy bread products) to link avocado messaging

Key Facts:

- While most consumers who are looking for avocados would "search" for it. 20% of consumers would look for them in "fresh vegetables" section.* Consumers need to be reminded to buy avocados in other places
- 12% of consumers said a banner or popup would motivate them to buy more avocados

Solutions:

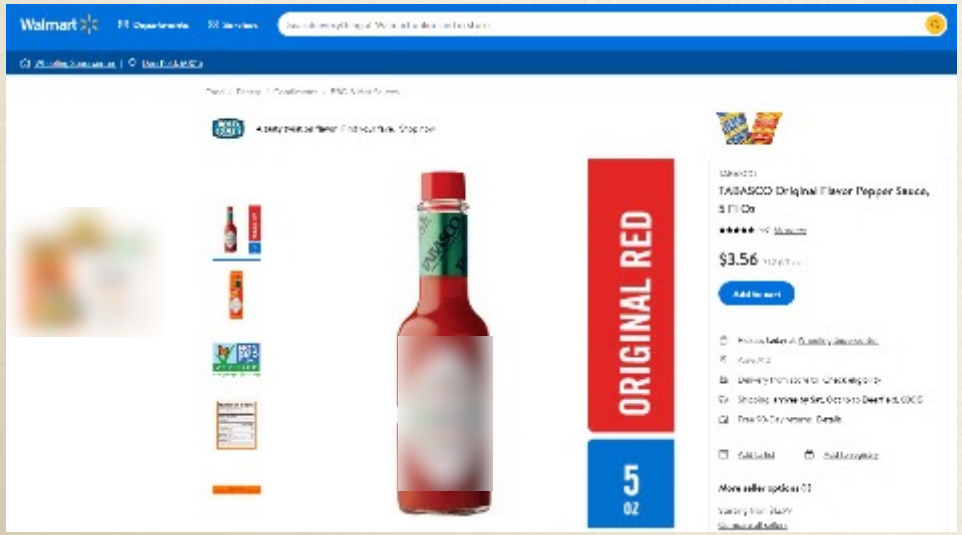
- Retailer provides total basket avocado purchase data for HAB to analyze
- Utilize existing consumer research to develop a list of high affinity items
- HAB provides recommended cross merchandising ideas for high affinity products

KPIs:

- Banner click-through rate and incremental sales attributed
- Increased traffic to item pages
- Increased units per basket

CROSS SELL ON RELATED/ REGIMEN PRODUCT DETAIL PAGES

Mock Up Example – Merchandising avocados on the product detail pages of high affinity & partner products



*Source: *2021 HAB Consumer Study; Base = 500*

Opportunity:

- Merchandise avocados with high affinity products on Product Detail Pages as basket expansion opportunities for the retailer. Remind consumers of different uses for avocados.

Key Facts:

- Recommendations on Product Detail Pages are valued by shoppers and highly clicked
- Over 60% of consumers found it “Very Appealing” or “Appealing” to be shown new ideas & recipes for using avocados
- 12% of consumers said a banner or popup would motivate them to buy more avocados*

Solutions:

- Add content to a “partner” affinity item page showing how avocados can make it better
- Digital ad or merchant placement on the affinity item’s detail page or shelf page showing the 2 items together
- Override recommender engine produced cross sell recos “customers also purchased’ with relevant INCREMENTAL products

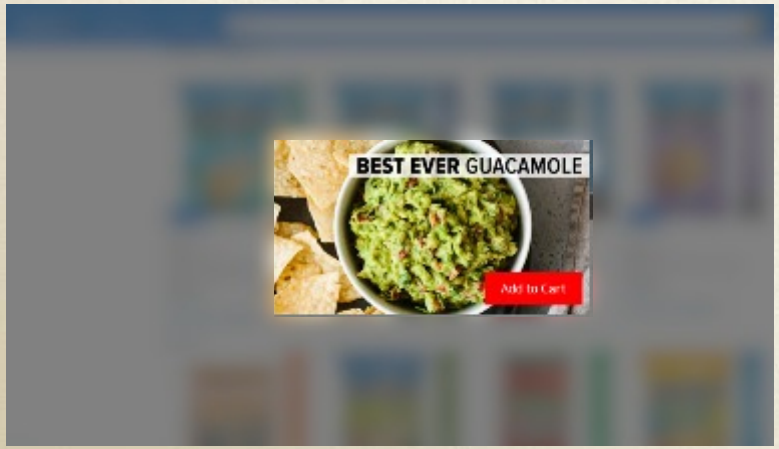
KPIs:

- A/B conversion test: Manually matched related products vs site engine/algorithm created performance
- Avocado and Affinity Item Sales lifts

"TRY THIS" OR "DON'T FORGET" POP UPS

When consumer has engaged/purchased high affinity products

Mocked Up Example:
Pop up recipe reminder when shopping high affinity items like Tostitos



*Source: *2021 HAB Consumer Study; Base = 500*

Opportunity:
- Prompt shoppers to "Try This Recipe" or "Don't Forget the Avocados" when they have high affinity products in their baskets

Key Facts:
- Majority of avocado shoppers want to learn new ways of incorporating avocados into dishes
- Over 60% of consumers found it "Very Appealing" or "Appealing" to be shown new ideas & recipes for using avocados*
- 12% of consumers said a banner or popup would motivate them to buy more avocados*

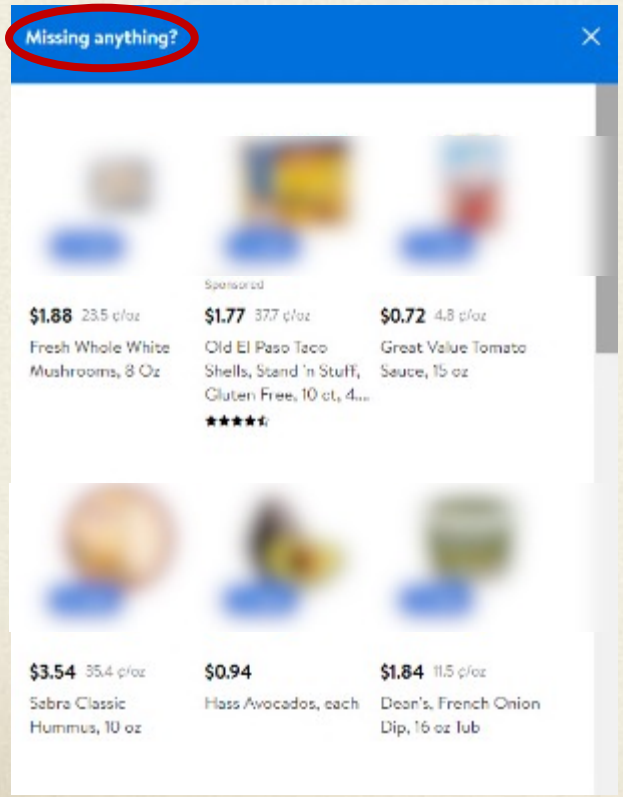
Solutions:
- Create banners and pop-up units that "break through." Especially when during a major seasonal event for avocados
- Target based on relevance of what that shopper is shopping for.
- This tactic needs to be limited (1 per trip) to avoid annoying/ frustrating shopper

KPIs:
- Pop Up clicks/engagement
- Increased transaction size for retailers
- Incremental avocado sales lift

AVOCADO IMPULSE: PROVIDE REMINDER "IN CART"

Prompt shoppers to add avocados when high affinity items are in their basket

Example: "Missing Anything" prompt from the retailer showing with high affinity items for what's in the basket



Opportunity:

- Merchandise avocados in the "cart review" page when high affinity items are already in the basket

Key Facts:

- Shoppers often review their cart and consider any last minute additions
- Over 60% of consumers found it "Very Appealing" or "Appealing" to be shown new ideas & recipes for using avocados
- 12% of consumers said a banner or popup would motivate them to buy more avocados*

Solutions:

- Create banner space for "add on" item promotion on the cart page
- Trigger avocados when relevant cross sell items (related categories/ products) are in cart
- Consider also prompting avocados in the cart when avocados have been previously purchased

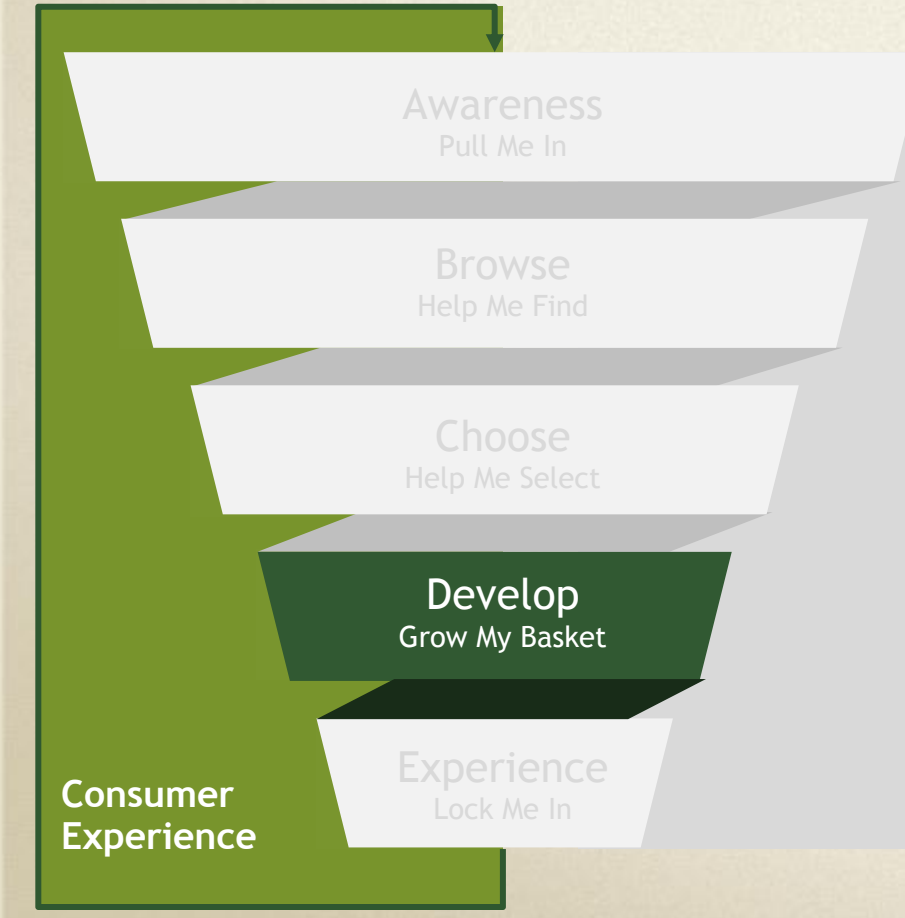
KPIs:

- Increased transaction size
- Increased units per basket
- Increased sales of avocados

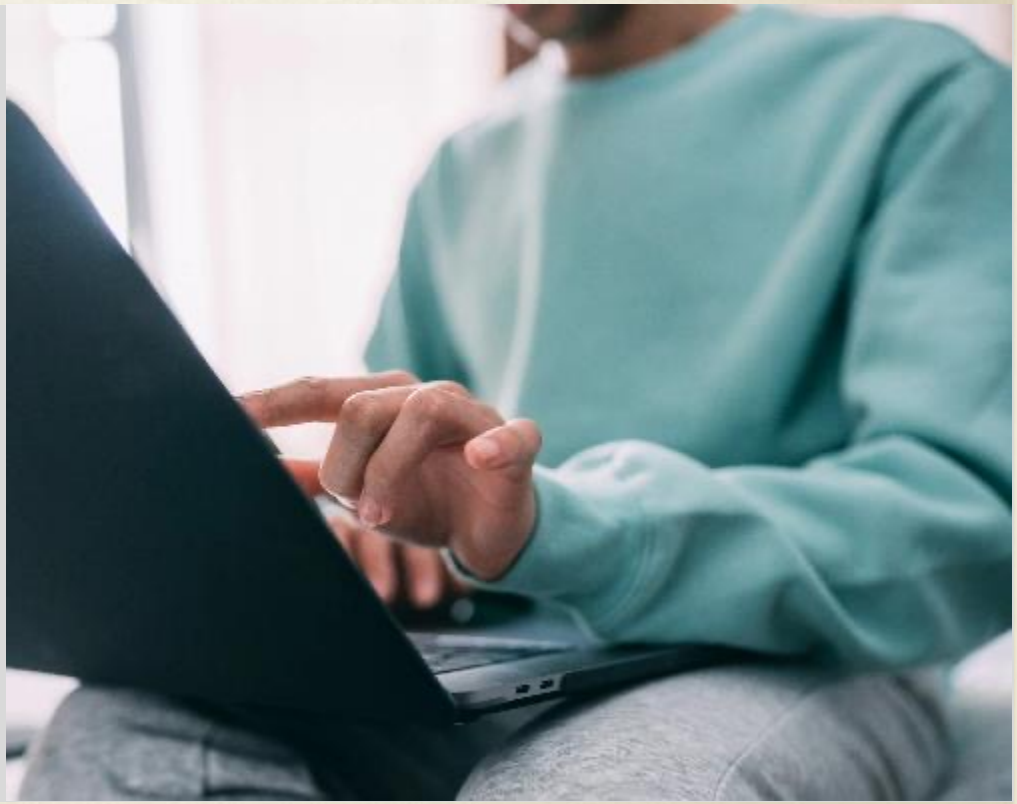
*Source: *2021 HAB Consumer Study; Base = 500*

eCOMMERCE CATEGORY LEADERSHIP DIGITAL SHOPPER JOURNEY

We have researched each phase to uncover growth solutions

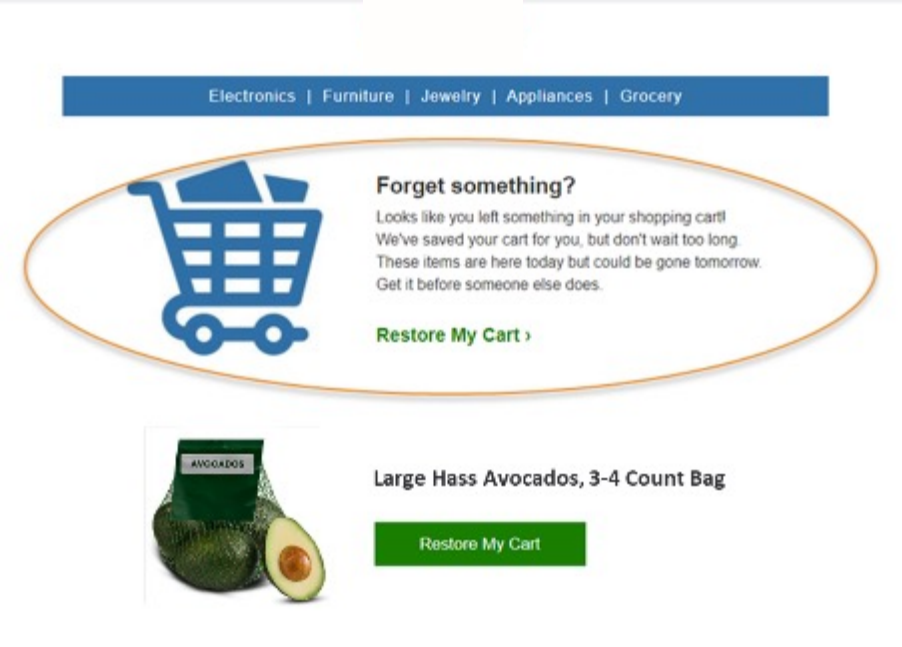


Use the checkout & “unboxing” experience to inspire trial or additional usages ideas. Make these experiences seamless & moments that delight the shopper



USE SPACE IN "THANK YOU" EMAILS TO PROMPT ADDING AVOCADOS TO CART

Mocked Up Example: Email prompt for item left in basket, or triggered when other high affinity items have been purchased without avocados



*Source: *2021 HAB Consumer Study; Base = 500*

Opportunity:

- Create a post-purchase reminder while needs are still top of mind

Key Facts:

- Thank you & ship confirmation emails are consistently the highest open rate emails in eCommerce
- 33% of consumers said an email prompt when motivate them to make an unplanned avocado purchase*

Solutions:

- Include avocado SKUs in Thank You AND other email reminders like Confirmation/Ready for Pickup emails
- Provide prompts when relevant/affinity products are in the cart

KPIs:

- Click through rate
- Conversion rate
- Orders and revenues

STRONG & SIMPLE SATISFACTION GUARANTEE

Address one of the biggest barriers to purchasing avocados online with freshness guarantee
Examples: Risk-free or generous policies encourage trial

*Source: *2021 HAB Consumer Study; Base = 500*

Opportunity:

- One of the largest barriers to online purchasing of avocados is concerns around ripeness. Providing a strong satisfaction guarantee reduces barriers to trial

Key Facts:

- Six of the top 8 barriers to purchasing avocados online are related to getting damaged or overly ripened fruit.*
- Nearly 40% of consumers say they don't think the fruit will be overly ripe or that the pickers won't select quality produce*
- Many shoppers are still new to online grocery. Satisfaction guarantee reduces barrier to trial

Solutions:

- Ensure program limits fraud risk to retailer.
- Give broad "coverage" to shoppers to reduce their risk of trial.
- Create messaging to reinforce your commitment to your shoppers

KPIs:

- Conversion rate
- Number of new avocado shoppers online
- Orders and revenues
- Utilization rate & liability of guarantee

DIGITAL RETARGETING

Capture Avocado Sales From Online Shoppers Who Are Likely Purchasers

*Source: *2021 HAB Consumer Study; Base = 500*

Opportunity:

- Prompt shoppers who recently browsed avocados, purchased avocados previously, or recently purchased high affinity-to-avocado products.

Key Facts:

- Digital retargeting display ads are effective in reminding shoppers to return to buy items they considered or have previously bought
- Visitors to a retailer.com are identified by cookie/IP to allow for display of retailer's ads on other websites they visit
- 12% of consumers said they would be motivated to make an unplanned avocado purchase if prompted by a display ad

Solutions:

- Use digital retargeting to reach consumers that are avocado "explorers" or purchasers but did not recently buy avocados.
- Serve ads for previously purchased avocado SKUs, that shows an appetizing use of avocados (e.g. guacamole) – ideally with a promotion

KPIs:

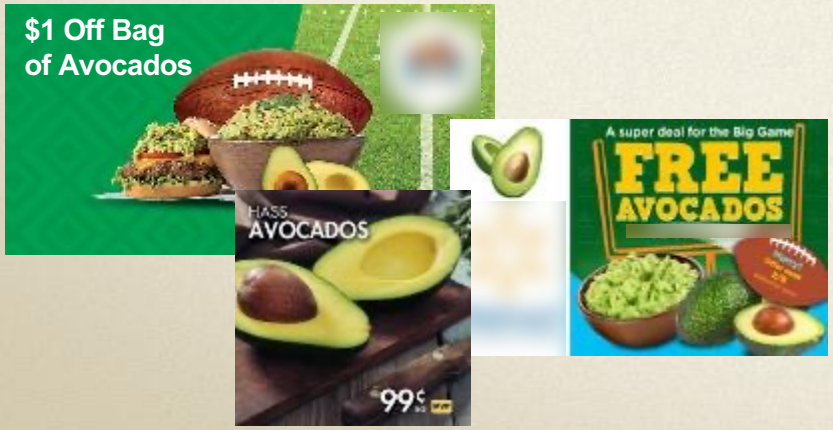
- Click through rate vs. industry average digital ad
- Conversion rate vs. industry average digital ad
- Sales of avocados vs. pre-period

UTILIZE OFFERS IN-BOX/BAG

Inspire Existing E-grocery Consumers To Purchase Avocados The Next Trip

Puts the usage ideas and offers in the hands of existing online shoppers & is "delighter"

Mocked Up Example: Offer with inspirational ideas for uses of avocados during "tailgating" season



*Source: *2021 HAB Consumer Study; Base = 500*

Opportunity:

- Drive reminder and new ideas for ways to use avocados. Especially during highly relevant seasons. Include offer to increase likelihood of conversion

Key Facts:

- Highly relevant offers (triggered by season or purchase of high affinity products) dramatically increases conversion
- Trial is one of the highest converting tactics – but is typically expensive & hard to target. Utilizing retailer database & targeting existing online shoppers improves the likelihood of success
- 26% of consumer say a barrier to purchasing avocados is they are rarely on sales or too expensive* Targeted offers reduces this barrier

Solutions:

- Provide recipe card or relevant messaging for consumers (diet, seasonal ideas) Include offers to encourage shoppers to return to the site & purchase

KPIs:

- New avocado online customer purchases
- Redemption of offers
- Conversion rate & Sales of avocados

UTILIZE VOICE ASSISTANT & MOBILE/TEXT ORDERING

Make It Easy For Shoppers To Select Avocados In Store Or Add To Their Online Lists

*Source: *eMarketer 2020*
***2021 HAB Consumer Study; Base = 500*

Opportunity:

- Help shoppers select the right avocados in-store by using a virtual assistant.
- Allow shoppers to easily add avocados to their grocery lists via text or voice prompts
- Integrate into recipe apps

Key Facts:

- Over 51% of US Homes have a voice assistant*
- Over 60% of "smart assistant" users have made purchases through their device*
- 79% of shoppers have used mobile for to make a purchase*
- 46% of shoppers would like a ripeness indicator to help them select avocados**

Solutions:

- Use text marketing to connect with your shoppers & provide reminders or relevant offers
- Develop virtual assistant to help with ripeness identification in-store
- Develop integrations/apps with smart assistants to enable ordering/replenishment

KPIs:

- Number of orders via text/smart assistants
- Engagement with "selector app"
- Increased online sales of avocados

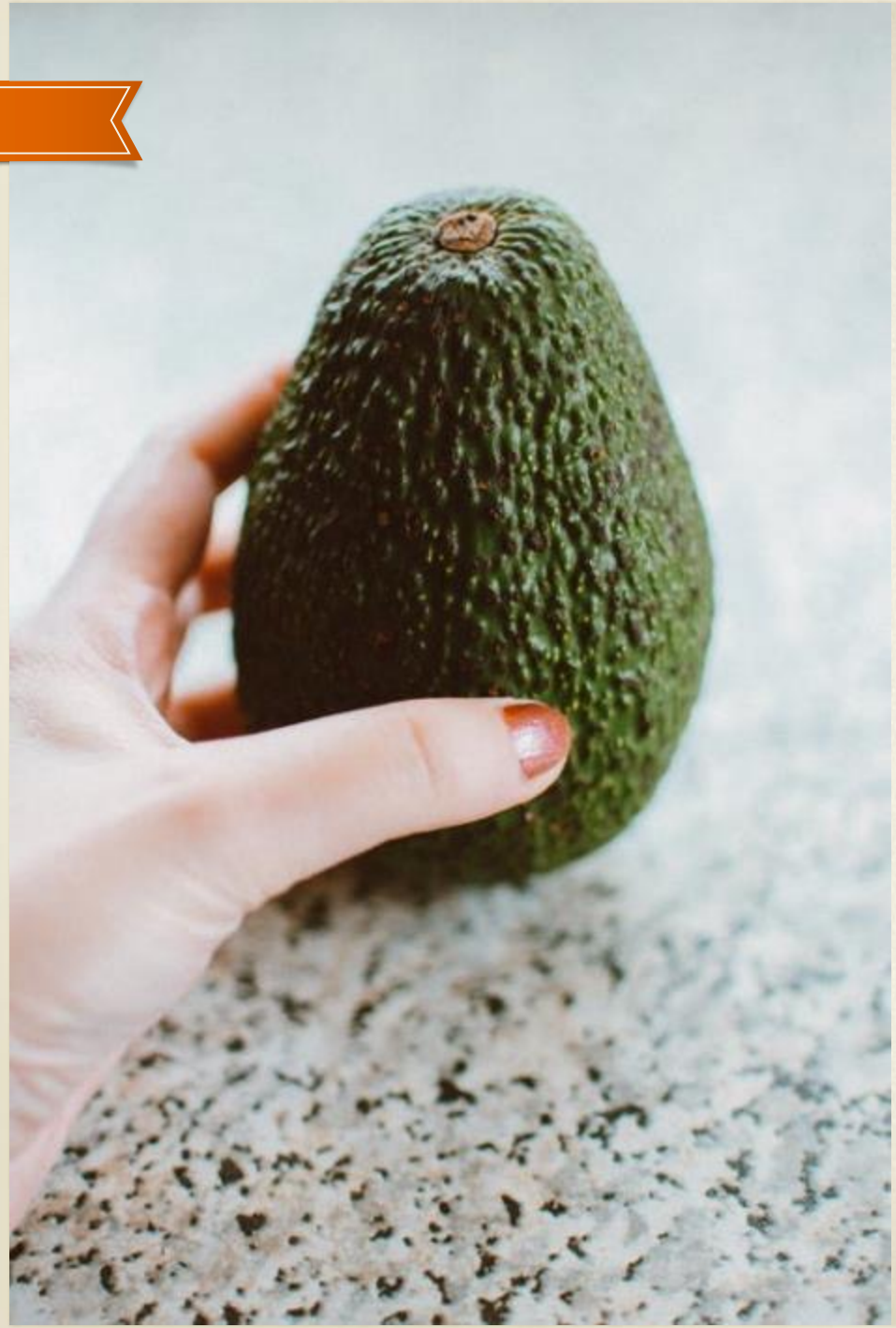
NEXT STEPS

HOW TO WIN TOGETHER

HASS AVOCADO BOARD

eCOMMERCE CATEGORY LEADERSHIP = PLAN ON A PAGE

Category or Solution Name				
Define	Vision & Role	**The Growth Vision for the Category or Solution that defines the strategic category role for the retailer**		
	Definition	Define a distinct, manageable group of products/solutions that shoppers perceive as interrelated or substitutable to meet consumer needs EG: Avocado Category Growth or Healthy Snack Occasion		
Discover	Synthesize Insights	**Category Insights**	**Shopper Insights**	**Supply Chain Insights**
		What are the main insights about the Category? • How do people shop online vs. in-store • What are the key sales & category mix trends?	What are the main insights about the Shopper? • Awareness insights • Browse Insights • Choose Insights • Develop Insights • Experience Insights	What are the main supply chain opportunities? • Opportunities for availability of product? • Methods to lower cost & increase turns? • Ways to increase speed of delivery to shopper?
Design	Strategies	**Demand Generation**	**Demand Capture**	**Demand Fulfillment**
		Strategies chosen to generate demand. • **Awareness** - Build Traffic • **Browse** - Desire, Navigation & Impulse • **Choose** - Choose & Buy Product	Identify the strategies we've chosen to capture demand, might be some or all of the following. • **Develop** - Cross sell & up sell • **Experience** - Increase eCommerce customer loyalty	Strategies we've chosen for Supply Chain. • Speed & Availability • Cost Optimization • Auto-Replenishment
	Tactics	**Demand Generation**	**Demand Capture**	**Demand Fulfillment**
		Summarize the top tactics to achieve the strategy. • Tactic 1 • Tactic 2 • Tactic 3	Summarize the top tactics to achieve the strategy. • Tactic 1 • Tactic 2 • Tactic 3	Summarize the top tactics to achieve the strategy. • Tactic 1 • Tactic 2 • Tactic 3
Develop & Deliver	Scorecard KPIs	**Success Measure 1**	**Success Measure 2**	**Success Measure 3**
		How will you quantify if you have met your goals? Examples: • Sales Results • Assortment % with enhanced content • Delivery OTIF/ Profitability	How will you quantify if you have met your goals? Examples: • Sales Results • Assortment % with enhanced content • Delivery OTIF/ Profitability	How will you quantify if you have met your goals? Examples: • Sales Results • Assortment % with enhanced content • Delivery OTIF/ Profitability



NEXT STEPS

Collaborative Work Together to Bring Tactics to Life…..

1 | Align on right priority solutions for your business

2 | Determine analysis/data or content needs & design the solutions

3 | Devise execution plan & define success measures

4 | Execute the solutions

5 | Conduct an After-Action Review