

**Produce for Better Health Foundation
 2011 Business Plan**

Goal I: Implement comprehensive Fruits & Veggies—More Matters marketing, communications and education effort targeted to Moms.		
Objectives	Strategies /Tactics	Measurement
1. Understand moms in order to help her increase fruit/vegetable consumption among her family members.	a. Continue to do research to understand Gen X Mom’s changes in attitudes, knowledge, and behavior, and her preferred communications and needs related to barriers. <ul style="list-style-type: none"> ➤ Drill deeper on annual survey with expanded questions ➤ Establish mom group interested in participating in various short online surveys throughout the year b. Continue to include questions in annual survey, and in online survey questions with self-selected group of Moms to understand impact of logo on packaging	Fruit/veg consumption of moms and her family vs. full pop’n (NPD data) 2010 Goal: Determine baseline Mom’s intention to serve more fruit/veg to her family <u>2007 Results:</u> 68% <u>2008 Results:</u> 76% <u>2009 Results:</u> 69% 2010 Goal: 70%+ Self-reported “likely to purchase” when seeing FVMM logo on product <u>2009 Results:</u> 40% 2010 Goal: 41%+
2. Reach moms (and her family) specifically through outreach efforts via the internet	a. Continue to make www.FruitsAndVeggiesMoreMatters.org of key interest to Gen X Moms by: <ul style="list-style-type: none"> ➤ Conducting surveys on the website to monitor relevance and satisfaction of visitors ➤ Monitoring and adjusting email marketing (HTML emails sent out to opt-in participant) to ensure messages are relevant and driving moms back to the site ➤ Continuing to track time spent on site ➤ Adding new website content regularly ➤ Providing catalog materials of interest to Gen X Moms on fruitsandveggiesmorematters.org ➤ Provide links to ‘subject matter expert’ websites about environmental issues important to moms (i.e., Food Safety, Local Grown) b. Drive moms to website by: <ul style="list-style-type: none"> ➤ Continuing to encourage links to website from partners, retailers, grower/shippers, the media, in educational materials, and through other relevant “mom” sites 	Monthly Average Visits <u>2007 Results:</u> 47,252 <u>2008 Results:</u> 49,815 <u>2009 Results:</u> 61,318 2010 Goal: 5% increase Increase number of opt-in participants <u>2007 Results:</u> 12,404 <u>2008 Results:</u> 17,045 <u>2009 Results:</u> 20,350 2010 Goal: 8% increase Measure site referrals to determine breadth of industry support 2008: Baseline Developed: Retailers = 60 G/S/P = 186 Total = 246

	<ul style="list-style-type: none"> ➤ Continuing blogging and social marketing efforts to further strengthen existing relationships with mom influencers. ➤ Implementing plan for linking off of the consumer web site, to make the site more of a portal. ➤ Continuous improvement of keyword marketing 	<p><u>2009 Results:</u> 311 <u>2010 Goal:</u> 5% increase</p>
<p>3. Reach moms (and her family) through retail support of the new Fruits & Veggies—More Matters brand</p>	<p>a. Increase comprehensiveness of Fruits & Veggies—More Matters marketing by retailers, thereby helping them to become “role models” and “champions” for other retailers, by:</p> <ul style="list-style-type: none"> ➤ Providing relevant retail tool kits and a ‘health’ calendar to aid retailers in assisting moms ➤ Encouraging retailers to go beyond the produce department—supporting the “all forms count” message ➤ Continuing to build upon partnership with the consumer affairs personnel at retail stores and further identify their specific tool kit needs ➤ Encouraging links from websites to Fruits & Veggies—More Matters and FoodChamps websites. <p>b. Explore the opportunities with licensing convenience stores to assist with the spreading of the Fruits & Veggies—More Matters message.</p>	<p>Measure percent of FV-MM licensed retail members’ against all supermarkets <u>2007 Results:</u> 71% <u>2008 Results:</u> 75% <u>2009 Results:</u> 76% <u>2010 Goal:</u> Maintain $\geq 75\%$</p> <p>Increase % of consumer impressions as measured by Leemis compared to 2008 <u>2007 Results:</u> 1.53 Billion <u>2008 Results:</u> 2.68 Billion <u>2009 Results:</u> 2.74 Billion <u>2010 Goal:</u> 4% increase</p> <p>Increase number of retail role models and those nearing role model status as measured by retail role model criteria <u>2007 Results:</u> 1 role model; 3 nearing role model status <u>2008 Results:</u> 4 role models; 4 nearing role model status <u>2009 Results:</u> 9 role models; 2 champions <u>2010 Goal:</u> 7 role models; 4 champions</p>

<p>4. Reach moms (and her family) through grower/shipper/processor (inclusive of FS operators and cross promotion partners) support of the new Fruits & Veggies—More Matters brand</p>	<p>a. Increase comprehensiveness of Fruits & Veggies—More Matters marketing by grower/shipper/processors, thereby helping them to become “role models” and “champions” in spreading the Fruits & Veggies—More Matters message, by:</p> <ul style="list-style-type: none"> ➤ Providing relevant tool kits to aid grower/shipper/processors in use of Fruits & Veggies—More Matters ➤ Encouraging use of brand and consumer website URL on packaging and in marketing and advertising efforts ➤ Encouraging links from websites to Fruits & Veggies—More Matters and FoodChamps websites ➤ Encouraging use of PBH public relations materials within their own marketing materials <p>b. Work with cross-promotion partners to help spread the Fruits & Veggies—More Matters message, thereby helping them to become “role models” and “champions”; utilize the updated cross promotion criteria developed in 2009.</p> <p>c. Work with distributors/suppliers of fruits and vegetables to the schools to place nutrition education information in the schools.</p> <p>d. Investigate with PMA the role that PBH might play with the NRA and IFTA work.</p>	<p>Increase percent of licensees compared to number of 2008 licensees (excluding retailers & states) <u>2007 Results:</u> 256 licensees <u>2008 Results:</u> 299 licensees (excluding retailers) <u>2009 Results:</u> 314 licensees 2010 Goal: 4% increase</p> <p>Increase number of different products (SKU’s) with brand on packaging or PLU stickers <u>2007 Results:</u> 620 SKUs <u>2008 Results:</u> 743 (1363 total labels) <u>2009 Results:</u> 440 (1803 total labels) 2010 Goal: 300 (2103 total labels)</p> <p>Increase number of role models and/or champions (measuring “depth” of brand support) <u>2007 Results:</u> Established criteria <u>2008 Results:</u> 1 role model <u>2009 Results:</u> 5 role models; 2 champions 2010 Goal: 7 role models; 4 champions</p> <p>Nutrition education information is placed in the schools by distributors/suppliers. 2010 Goal: 1-2 distributors/suppliers are engaged</p>
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<p>5. Reach moms (and her family) through increased state and national public health partner support of the new Fruits & Veggies—More Matters brand</p>	<p>a. Continue to enhance the state & public health partners’ toolkit</p> <ul style="list-style-type: none"> ➤ Encourage links from states & public health partners to PBH consumer website ➤ Encourage states & national public health partners to use pre-developed Fruits & Veggies—More Matters materials ➤ Encourage states & national public health partners to incorporate approved brand messaging into their own programs <p>b. Present at relevant conferences</p> <p>c. Continue to track states that are licensed with Fruits & Veggies—More Matters brand</p> <p>d. Continue to stay abreast of the Lets Move initiative, identifying and acting upon ways PBH could add value to the initiative.</p>	<p>Increase number of National Role Models and Champions (“depth”) <u>2007 Results:</u> 0 <u>2008 Results:</u> 1 Champion - CDC <u>2009 Results:</u> CDC maintained Champion Status 2010 Goal: CDC maintains Champion Status</p> <p>2010 Goal: Establish tracking mechanism to measure level of state engagement</p> <p>Increase number of site referrals to FVMM website from states & public health partners (.gov and .org) <u>2007 Results:</u> 505 <u>2008 Results:</u> 817 <u>2009 Results:</u> 966 2010 Goal: 5% increase</p>
<p>6. Reach moms (and her family) with educational materials through educators, health professionals, and schools</p>	<p>a. Develop relevant educational materials supporting Fruits & Veggies—More Matters messaging</p> <ul style="list-style-type: none"> ➤ Use opt-in participants to “test” products <p>b. Market education materials as outlined in Goal II, Obj 2.</p> <p>c. Present at relevant conferences</p> <p>d. Exhibit at relevant trade shows</p> <p>e. Develop a plan, inclusive of relevant products, to reach new members of the health professional community, specifically nurse practitioners.</p>	<p>Increase the number of impressions from catalog efforts <u>2007 Results:</u> 12.08 Million <u>2008 Results:</u> 11.56 Million <u>2009 Results:</u> 14.65 Million 2010 Goal: 5% increase</p> <p>Increase the number of FVMM educational products sold to educators and health professionals. <u>2007 Results:</u> \$2,266,106 <u>2008 Results:</u> \$2,384,669 <u>2009 Results:</u> \$1,910,301 2010 Goal: 3% increase</p>

<p>7. Reach moms (and her family) through the media</p>	<p>a. Maintain a steady communication presence with consistency in messaging (always communicating core messaging)</p> <ul style="list-style-type: none"> ➤ Disseminate monthly Press Release (e.g. role models and other relevant news) ➤ Fruit & Veggie of the Month Release ➤ Consumer columns (implement if sponsored) ➤ Food editor luncheon in New York (implement if sponsored) ➤ Continue efforts to engage with consumer publications <p>b. Continue emphasizing March & September as key months in promoting Fruits & Veggies—More Matter</p> <ul style="list-style-type: none"> ➤ Provide supporting materials to State Fruit & Veggie Nutrition Coordinators and RD network. <p>c. Drive media to the Fruits & Veggies—More Matters consumer Web site</p> <p>d. Conduct annual, systematic analysis of relevant media coverage</p> <p>e. Continue to implement key elements of social media plan</p> <ul style="list-style-type: none"> ➤ Utilize social media tools for pre and post conference and tradeshow outreach and PR. ➤ Use Facebook, Twitter, and Linked In to reach various donor, influencer groups, consumers (particularly Gen X and Y moms), health and food bloggers, media, educators and health professionals. ➤ Blogs <ul style="list-style-type: none"> i. Increase blogging efforts on popular and relevant, blogs. ii. Outline and implement blogging plan for blogs relevant to PBH efforts and the catalog. Discuss ‘blog plan’ with current donors to share successes, tips, etc. to maximize and extend our reach. If appropriate, piggyback on blog efforts of donors. 	<p>Increase the number of impressions captured during the annual media analysis (no multiplier) <u>2007 Results:</u> 90,507,414 <u>2008 Results:</u> 51,380,216 <u>2009 Results:</u> 102.8 Million 2010 Goal: 5% increase</p> <p>Maintain high favorability rating in media coverage conducted by CARMA <u>2007 Results:</u> 67 <u>2008 Results:</u> 65 <u>2009 Results:</u> 63 2010 Goal: 63-65</p> <p>Maintain high favorability rating in Fruits & Veggies—More Matters conversations occurring on-line <u>2007 Results:</u> 90% <u>2008 Results:</u> 99% <u>2009 Results:</u> 97% 2010 Goal: 84%</p> <p>Maintain high rating of core messages being captured in media <u>2007 Results:</u> 85% <u>2008 Results:</u> 45% <u>2009 Results:</u> 32% 2010 Goal: 45%</p> <p>Increase amount of internet/blog “buzz” about fruits and veggies/ FVMM <u>2007 Results:</u> 127 <u>2008 Results:</u> 466 <u>2009 Results:</u> 626 2010 Goal: 10% increase</p>
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Goal II: Regularly monitor and update the National Action Plan		
1. Monitor National Action Plan	a. Continue to monitor the elements and metrics in the National Action Plan.	
2. Monitor Policy	a. Monitor research and policy related to fruits, vegetables, nutrition, diet, etc., and provide appropriate input (i.e., research).	
3. Test Advocacy	a. Provide information on the Fruits & Veggies—More Matters website about school wellness policies, salad bars, healthy vending, Fresh Fruit & Vegetable Program, and Healthier U.S. School Challenge b. Provide information on relevant fruit/vegetable consumer topics, even if controversial.	
4. Monitor Research	a. Keep abreast of research focused on fruits, vegetables, nutrition, diet, etc., and develop strategic partnerships with select universities to assist with filling select research gaps b. Work with key researchers from universities to conduct select literature reviews.	Ad hoc and/or research advisory group is identified/mobilized. 2010 Goal: Group(s) are identified and formed

Goal III: Secure sustainable funding source for PBH

Objectives	Strategies /Tactics	Measurement
1. Secure \$2.4 million from the industry	a. Communicate value, successes, PBH assets to retailers, grower/shippers/processors, input suppliers and other key influencers to encourage continued or new support ➤ Create ‘elevator speech’ for all identified constituent groups. Tout the leadership role PBH plays relative to the national action plan as an accomplishment. b. Continue to develop business cases for potential partnerships/contributions, with a focus on those most associated with the industry and the health care industry. c. Continue peer to peer outreach by industry to encourage greater industry involvement and financial support for PBH d. Implement successful annual dinner/auction and golf fundraising event e. Provide relevant information and networking opportunities at PBH annual board meeting f. Implement portions of 2011 development plan aimed at the healthcare industry and health professionals. g. Conduct outreach to distributors of fruits and vegetables to schools as potential new donors and new catalog customers.	Secure \$2.0M from industry in annual contributions, special events, sponsorships and in-kind donations. <u>2007 Results:</u> \$2.6 million <u>2008 Results:</u> \$2.4 million (excluding campaign contributions) 2009 Results: \$1.818 million 2010 Goal: \$2.0 million (excluding campaign contributions) Secure goal of \$3M for Campaign for Children’s Health <u>2007 Results:</u> \$436,280 <u>2008 Results:</u> \$171,034 <u>2009 Results:</u> Secured 91% of 2009 pledges 2010 Goal: Secure 90% of 2010 pledges

<p>2. Expand revenue sources through catalog sales</p>	<p>a. Use the catalog as a way to position PBH as a complete and comprehensive resource about fruits and vegetables.</p> <p>b. Target the following customer segments, including state entities where applicable:</p> <ul style="list-style-type: none"> ➤ WIC ➤ Extension, RD's, Consumer Science ➤ Early Childhood Educators (inclusive of day cares, pre-school and home-school) ➤ Healthcare <ul style="list-style-type: none"> ○ Focus on Nurse Practitioners ○ Synchronize with development outreach to health care industry ➤ Farmers Markets ➤ Fresh Fruit & Vegetable School Recipients <p>c. Use the following marketing components:</p> <ul style="list-style-type: none"> ➤ Printed catalog, including testimonials and links to additional materials on website ➤ Targeted e-marketing (varies by target audience) ➤ Use of existing Twitter, Facebook, and blog outlets as appropriate ➤ Enhanced navigation and purchasing features of on-line catalog. ➤ Exhibit at tradeshow or speak at conferences relevant to our targeted customer groups. <p>d. Develop and strengthen our relationship with customers who consistently place small orders so their purchasing patterns and/or total sales are increased.</p> <p>e. Effectively manage inventory levels to ensure financial and customer service goals are met.</p>	<p><u>2007 Results:</u> \$2.564 <u>2008 Results:</u> \$2.534M in gross sales <u>2009 Results:</u> \$2.123M 2010 Goal: \$2.000M gross sales</p> <p>Measure inventory management <u>2008 Results:</u> \$350,330 <u>2009 Results:</u> \$444,024 2010 Goal: Maintain average monthly inventory at \$460,000 or less</p>
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