

**Mexican Hass Avocado Importers Association  
Board Meeting Minutes  
October 23, 2013**

**Place**

Conference Call

**Time:** 12:00 PM – 2:00 PM

**Board of Directors:**

**DIRECTORS**

Ed Figueroa	Chairman (p)	Importer
Ricardo Vega	Vice Chairman (p)	Packer
Giovanni Cavaletto	Secretary (p)	Importer
Adrian Iturbide	Treasurer (a)	Grower
Tony Martinez	Director (a)	Importer
Carlos Genel	Director (a)	Producer
Jimmy Lotufo	Director (p)	Importer
Antonio Villaseñor	Director (p)	Packer

**Alternates**

Gahl Crane (p)  
Sergio Paz (a)  
Doug Meyer (p)  
Martin Mendoza (p)  
Jon Ullric (a)  
Victor Barragan (p)  
Gary Caloroso (p)  
Ygnacio Valerio (p)

**AMS:** \_\_\_\_\_  
Veronica Douglas

**Officially Present:** \_\_\_\_\_  
Armando Lopez  
Ramon Paz  
Dennis Crowley  
Dolora Sillman  
Ron Campbell

Sergio Guerrero  
Mike Browne  
Kathleen Triou  
Laura Slavec

**Members:**

No additional members were present.

On October 11, 2013, there was a Joint Marketing Committee chaired by Mike Browne to finalize the remainder of AFM programs for fiscal year 2013-14 beyond Fall baseball. On October 23<sup>rd</sup>, the MHAIA board met to consider the recommendations of the JEC.

Ed Figueroa called the meeting to order, took the roll call and established a quorum. Ed waived approval of the September 9<sup>th</sup> board meeting minutes and introduced Dennis Crowley and Kathleen Triou to present the proposed programs.

Kathleen Triou reviewed the meeting agenda and FY13/14 budget.

Intent of meeting is to cover key activity areas and the budget for the remainder of the year.

The budget demonstrates how the total program budget of \$35.5 million is broken out across the year. The “MSC” column captures events or costs associated with running the program that are not specifically assigned to promotional pushes.

Dennis Crowley presented two research items.

1. Avo Hero research to address the validity of the character.

Included in the presentation is a minimal snapshot of the research that Arnold initially conducted, which was both qualitative and quantitative with a sample of 500 users.

Key research findings:

- The character made avocados more accessible, allowed people to be more in touch with something they find to be more intimidating.
- It made avocados more friendly, personal and approachable.
- The character creates a more inviting representation of avocados and builds distinction for Mexico within avocado category.
- Overall, the character does a good job of personalizing Mexican avocados and getting people to think about them. The research shows there is a strong foundation and confidence for moving character forward.

2. Research Program Snapshot

- The overall research plan is being finalized, but there are plans to conduct longitudinal research around brand tracking, advertising effectiveness, etc.
- Kathleen noted that every program will include an end-of-program recap and larger programs will have a mid-campaign and end-campaign report for ongoing optimization. The AFM team will be sending an MLB mid-campaign report to JMC later this week.

Kathleen presented the remainder of the deck and noted Mike Browne's request that all promotions are to be led well in advance with an e-blast to importers including all the program details. An email will be sent later this week to importers including all the Feliz Navidad promotion details. The remainder of the presentation included:

The Feliz Navidad promotion – budget = \$557,000

A snapshot of the Football/Winter Sports promotion – budget = \$9,244,009  
(Ed asked if the characters will be included in the football advertising and Kathleen confirmed that they will be featured just like they were in the MLB promo. **Kathleen will share the creative recommendation and complete media plan following the call.**)

Breakfast/Brunch promotion – budget = \$972,993  
The Cinco de Mayo program – budget = \$6,486,733  
“Always On Branding” – budget = \$11,994,000

Ed Figueroa asked about a Spanish language component. All the messaging will be in English, except for sections of the website and other digital elements. Gen X and Gen Y, they are exposed to English media vehicles and are not reliant on Spanish vehicles. English channels get a wider reach.

Recommended PR Spokespeople = Marcela Valladolid, Pati Jinich and Mario Lopez.

Awards Season PR program – Budget = \$325,000  
\$100,000 in fees and \$225,000 in OOP, and the budget will be further defined as we get further into the program.

Year of Living Deliciously program – budget = \$150,000

Website – budget = \$44,000

Total budget = \$35,540,000

The complete presentation is attached as an addendum to these minutes.

Discussion:

Mike Browne noted that in addition to the informational e-blasts that will be sent to importers, he would like to consider holding a conference call (in English and Spanish) for importers and growers so they can understand the program. Overall, we need to be more inclusive moving forward. He also requested that we include a list of the regional sales team contact information so importers can reach out to them.

Dennis Crowley noted that we are trying to put together a more predictable process and communications plan moving forward, so every time we are having an update to the promotional strategy or budget there is specific outreach to growers, importers and trade so everyone is informed.

Doug Meyer noted that it would be great to consider sending AFM to visit the importers to present the plan and keep them informed in order to increase participation.

Ed requested that when the team is looking at the calendar of promotions, it should match our production schedule to ensure a sales lift as supply is coming.

Mike mentioned that in the JMC meeting the team agreed that all the “Always On” initiatives will not be contracted and committed today. This is something that we can evaluate in January and a portion of the money can be moved around later in the year if need be.

Kathleen also noted that the media team is developing a deadline list, so we can

work closely with the JMC to communicate and evaluate the dates. **The media deadline list will be shared with JMC shortly.**

Jimmy Lotufo motioned to approve the marketing plan and budget and the motion was seconded by Giovanni Cavaletto. The motion passed unanimously.

Dennis and Ron Campbell noted that contracts with Arnold and Ketchum will be wrapped up rather quickly.

#### Adjournment

There being no other business, at 2:00 PM Giovanni Cavaletto motioned to adjourn the meeting and the motion was seconded by Jimmy Lotufo. There was no objection.

Respectfully Submitted,

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Ron Campbell, MHAIA Executive Director

I certify that the above is a true and accurate statement of the October 23, 2013 MHAIA Board of Directors Meeting.

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Giovanni Caveletto, MHAIA Board Secretary