

Strategic Plan 2017 - 2019 Special thanks to Eric Lewandoski and Jen Jones for sharing their beautiful photographs of cider and orchards with USACM.



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### **Mission**

Our mission is to grow a diverse and successful U.S. cider industry by providing valuable information, resources and services to our members and by advocating on their behalf.

## **Vision**

We envision a diverse and vibrant American cider industry as demonstrated by:

- Thriving cider festivals, successful cider bars and lengthy restaurant cider menus in every major city in America.
- Widespread recognition of "cider country" in corners of the U.S. with a bounty of local cider producers.
- Educated consumers with a passion and understanding for the diversity and regionality of American hard cider.
- America's most talented chefs and sommeliers promoting cider and food pairings on their menus, in their public relations and on television.
- Distributors embracing and promoting cider with all of their accounts.

- Education and training resources to ensure a sufficient stream of talent to support cider at all levels of the industry.
- Reliable availability of inputs for cider making, including proper infrastructure, equipment and a steady supply of desired apple varieties.
- Robust and reliable data on the state of the market and trends.
- Fair and simplified regulation of cider, so that all of our members have an equal chance to succeed.
- U.S. cider is the most coveted cider in the global marketplace.

## Membership Overview

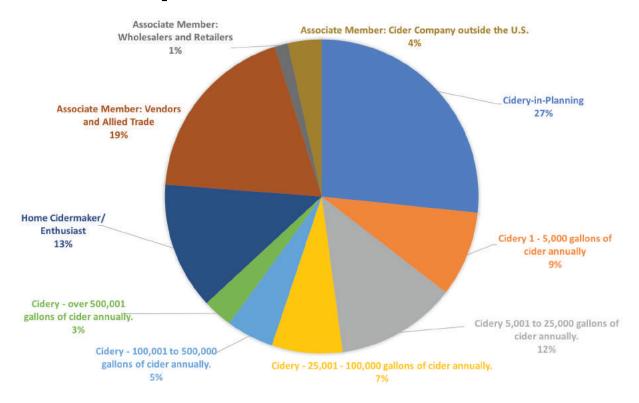


Figure I. Memberships by Business Type I unit=I membership bundle. Total bundles=624. Total number of voting level bundles=208.

Membership Level	▼ TOTAL ▼
Cidery-in-Planning	391
Cidery 1 - 5,000 gallons of cider annually	129
Cidery 5,001 to 25,000 gallons of cider annually.	182
Cidery - 25,001 - 100,000 gallons of cider annually.	107
Cidery - 100,001 to 500,000 gallons of cider annually.	72
Cidery - over 500,001 gallons of cider annually.	45
Home Cidermaker/ Enthusiast	192
Associate Member: Vendors and Allied Trade	278
Associate Member: Wholesalers and Retailers	20
Associate Member: Cider Company outside the U.S.	51
TOTAL	1467
Table 1. Memberships by Individuals	
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Figure 2.

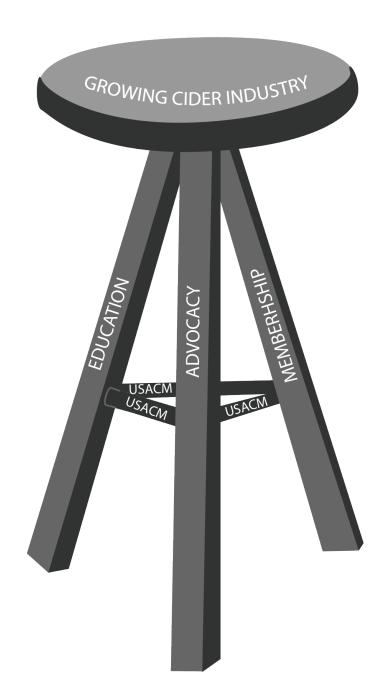
Number of states represented in our Cidery Level memberships

#### Framework for Success

The USACM has three core mandates:

- (1) Education: To educate our members, the media and consumers about cider.
- (2) <u>Advocacy:</u> To be a reliable, big-tent voice of the industry with decision makers that advocates on behalf of cider's growth and prosperity.
- (3) <u>Membership:</u> To support, engage and grow our membership, the life-blood of the U.S cider industry.

These three mandates work in concert to support a growing and sustainable U.S. cider industry. All three must be engaged in order for USACM to thrive and be successful, and likewise, USACM is the glue that brings these three pillars together to support the U.S. cider industry's continued success. Our members and the association are mutually beneficial to each other.





- Grow demand for all styles of cider in the U.S. market.
- Promote policies that support growth of the cider industry.
- Engage with the media as an informed, big-tent voice of the industry to grow awareness of cider nationwide.
- Improve available knowledge of cider production in the U.S.
- Provide for the continued and evolving needs of our members with improved resources and services.

# Core Strategies 2017 - 2019

GOAL #1: Grow demand for all styles of cider in the U.S. market.

-Establish a nationally-recognized consumer-focused cider lexicon with the explicit goal of helping consumers of differing cider knowledge identify cider styles and products they are most likely to enjoy.



-Adoption, implementation and distribution of consumer-facing cider styles and descriptive lexicon nationwide

Implement a successful Cider Certification Program (CCP) to improve the cider knowledge of frontline salespeople: bartenders, distributors, chefs, marketers, retailers and more.



- -Number of certified cider professionals
- -Wide geographic distribution of certified cider professionals
- -Percentage of certified distributors
- -Successful launch of levels 2 and 3 CCP

Promote cider consumption through strategic and collaborative national marketing campaigns.



- -Strategy development and implementation
- -Social and digital media metrics
- -Number of participating members and states
- -Earned media placements
- -Member feedback
- -Consumer focus groups







GOAL #3: Engage with the media as an informed, big-tent voice of the industry to grow awareness of cider nationwide.

Develop informed talking points for staff and board members.



- -Talking points for board members provided for major programming and updated routinely.
- -Staff and board members usage of provided talking points in interviews.

Develop infographics celebrating the diversity and the strength of the U.S. cider industry.

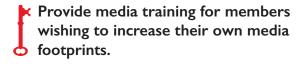


- -Social and digital media netrics
- -Earned media pick-ups
- -Website traffic

Employ public relations strategy, increasing earned media opportunities for cider and our membership.



- -Strategy development and implementation
- -Earned media pick-ups
- -Messaging tracking





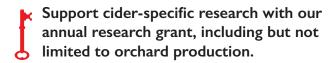
- -Number of trainings
- -Number of participating members
- -Participant feedback and successes

#### GOAL #4: Improve available knowledge of cider production in the U.S.

 Collect, analyze and share reliable economic data for the entire spectrum of the cider industry.



- -Number of cideries included in third-party economic survey
- -Number of non-member survey white-paper purchases
- -Research conducted annually, at minimum





- -Number of research papers published acknowledging USACM support
- -Number of research talks acknowledging USACM support



Collaborate with and support cider educational and research institutions.



- -USACM endorsement of programs
- -USACM member recruitment from participant pool
- -Participant recruitment from USACM communications



Provide training opportunities to help members access funding opportunities.



- -Trainings offered (e.g. number of webinars)
- -number of participants
- -Participant feedback
- -Participant successes (grants won)



GOAL #5: Provide for the continued and evolving needs of our members with improved resources and services.

Provide educational programming, including but not limited to CiderCon, to help our members learn cider industry best practices.



- -Total number of workshops offered
- -CiderCon success metrics
- -Total participants
- Improve our assets, including website, communications and membership platforms.



- -Communication metrics (e.g., open rates)
- -New website
- -New CRM and invoicing system
- Support the success of regional cider organizations through partnership and resources.

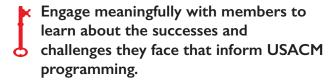


- -Established partnerships
- -Evidence of collaboration

Provide platforms for our members to share needs and challenges with USACM and each other.



- -New member forum platform
- -Improved usage metrics of forum
- -Development of innovative conversation medium





- -Ongoing solicitation of member for market barrier identification
- -Annual membership survey participation rates
- -Implementation of new programming that efficiently delivers on USACM mission and meets members' needs
- Diversify USACM revenue to grow and sustain continued USACM programming and staffing needs.



- -Revenue diversity metrics
- -Revenue growth
- -Develop program evaluation tools



## Questions?

Please contact Executive Director, Michelle McGrath at

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