

STRATEGIC PLAN

2023-2026



STRATEGIC DIRECTIONS AND PRIORITIES

- 1 Establish the Association as the spokesperson for Quebec's fruit and vegetable industry**
 - 1.1. Position ourselves with the media, partners, and governments on matters that affect the entire F&V value chain in Quebec
 - 1.2. Compile information and data, and conduct appropriate studies based on industry issues
 - 1.3. Be a reference for our members and partners
 - 1.4. Strengthen the QPMA's role as a facilitator and mediator between industry members and with decision-makers
- 2 Increase and mobilize our membership so that it is representative of the sector's dynamism and diversity**
 - 2.1. Improve the industry's representation within the Association by attracting more members and increasing their level of involvement
 - 2.2. Develop a portfolio of services tailored to each of the main sectors represented and/or depending on where they originate from
 - 2.3. Share and promote knowledge and information among our members to improve the marketing of fruits and vegetables in Quebec
 - 2.4. Regularly and clearly communicate to members the benefits and financial advantages of their membership
 - 2.5. Revise the governance structure related to the working committees in order to encourage active participation
- 3 Consolidate and diversify our sources of financing**
 - 3.1. Strengthen traditional sources of revenue and their profitability
 - 3.2. Identify external funding sources (partners and ministries) and ensure that efficient approaches are used
 - 3.3. Make QPMA investments profitable
 - 3.4. Explore the idea of creating a foundation for the I Love Fruits & Veggies Movement
 - 3.5. Increase the sustainability fund
- 4 Become the leader in the promotion of fruits and vegetables in Quebec through the I Love Fruits & Veggies Movement**
 - 4.1. Be a cohesive force and a crucial ally for all efforts aimed at encouraging the consumption of fruits and vegetables in Quebec
 - 4.2. Encourage the consumption of fruits and vegetables in various forms, catering to different audiences and societal concerns, while also emphasizing the importance of sustainable development
 - 4.3. Increase the notoriety of the I Love Fruits & Veggies Movement
 - 4.4. Create strategic alliances to become the go-to knowledge resource for fruits and vegetables in Quebec



ECOSYSTEM

5 MAIN REASONS TO JOIN THE QPMA

QPMA’S PERFORMANCE REPORT

STRENGTHS

- Dynamic and competent team
- Efficient financial management and event profitability
- Quality of activities, events, and customer service
- Increased participation in events
- MAPAQ and MSSS subsidies obtained
- High overall member satisfaction
- Connections and networking opportunities
- Representation of member interests and industry challenges
- Member commitment and diversity
- Performance and awareness of the I Love Fruits & Veggies Movement
- Increased presence of young industry professionals on committees and at events

WEAKNESSES

- Declining number of members
- Weak links with other industry-related ministries
- The funding model is limited and makes it difficult to support growth
- Lack of communication and clarity around the impact of the QPMA's role in the industry
- Inconsistent media presence
- Low awareness of certain QPMA programs and actions

OPPORTUNITIES

- Clarify QPMA's positioning and role
- Review the internal communication plan and corporate image
- Increase media visibility
- Secure funding through the bio-food policy
- Develop tools to promote fruits and vegetables (including awareness and education) in line with market trends and government initiatives

THREATS

- Increasing number of associations, committees and events offered
- Members facing a shortage of time
- Increasing number of promotional campaigns for fruits and vegetables
- High level of competition for subsidies
- The impact of representation efforts remain fragile
- Decline in the proportion of the population consuming more than five portions of fruit and vegetables a day between 2008 and 2018
- Changing global economic and environmental context
- Climate change
- Labour shortage

1

Create contacts and engage in business development

2

Network

3

Increase the visibility of a company, its products, and services

4

Advance projects and topics of interest

5

Stay up-to-date with the latest news in the industry

DID YOU KNOW...

- **Support for local food:** 67% of Quebecers consider it important to purchase locally-sourced food.
- **Growing discount chains:** Increase in discounters' market share (Maxi, Super C, Walmart, etc.): +4.3% for vegetables and 3.7% for fruit.
- **Robotization and automation:** Robotics in agriculture is expected to grow by nearly 20% per year between now and 2030.
- **Growing private labels:** Private labels are experiencing growth in fruit and vegetable sales: +1.2% for vegetables and +0.2% for fruit.
- **Consumer habits:** The emphasis on convenience, improved nutritional value and affordability remain appealing to consumers.
- **Development of new types of packaging:** A company launches eco-responsible packaging for fruit and vegetables.
- **Greenhouse agriculture:** Greenhouse agriculture and vertical farms use little water and no land. Unaffected by seasons and weather conditions, these operations have the advantage of generating a product that is consistent in quality

(Sources available on demand, 2023)